



HR Governance Policy

**Clear governance.
Strong practice.
Safe services.**



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1. Purpose and Scope

D2 PropCo delivers homeless accommodation, property management and repairs services alongside a wide range of organisational support functions. Our workforce includes staff who work directly in D2 properties, those who coordinate repairs and statutory compliance, and colleagues in office based roles such as finance, HR, administration, compliance and leadership. Every role contributes to the safety, quality and reliability of the services we provide to people experiencing homelessness or housing instability.

A strong approach to HR governance ensures that all staff, whether supporting residents, managing repairs, handling sensitive data or delivering corporate functions, are recruited fairly, trained effectively, supported appropriately and managed in a way that promotes safety, wellbeing, inclusion and accountability.

This policy sets out D2's strategic approach to workforce governance and applies to all employees, directors, contractors, volunteers and partners acting on behalf of the organisation.

2. Legal and Regulatory Framework

D2's workforce operates across a range of environments, from frontline accommodation settings to office based, administrative, finance, HR, compliance and repairs functions. Every role is shaped by legal duties that govern how people are recruited, supported, trained and managed.

A clear understanding of the legal and regulatory framework ensures decisions are fair, consistent and defensible, and that D2 meets its obligations as an employer, service provider and responsible organisation. This framework underpins safe practice, protects staff and residents, and supports the organisation's credibility with partners, commissioners and regulators.

D2's HR governance approach aligns with:

- Employment Rights Act 1996
- Equality Act 2010
- Health & Safety at Work Act 1974
- Working Time Regulations 1998
- ACAS Codes of Practice
- GDPR and data protection legislation
- Safer recruitment and DBS requirements
- Welsh Government workforce expectations (where applicable)



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3. HR Governance Principles

D2's workforce brings together a wide range of roles, skills and professional backgrounds, all contributing to the organisation's ability to deliver safe, reliable and high quality services. HR governance provides the framework for how people are treated, supported and managed, regardless of their position or function.

Clear principles help create a consistent experience for staff, shape organisational culture and guide decision making when difficult or complex issues arise. These principles apply to everyone and set the standard for how D2 operates as an employer.

Our principles:

- **Fairness and inclusion** - employment practices must be transparent, accessible and free from discrimination.
- **Safety and wellbeing** - staff must feel safe, supported and able to raise concerns.
- **Competence and capability** - people receive the training and development needed to perform confidently and effectively.
- **Trauma aware leadership** - managers understand how stress, pressure and lived experience can affect behaviour and performance.
- **Consistency and accountability** - expectations are clear and applied fairly across all roles.
- **Learning culture** - feedback, incidents and staff experience inform improvement.
- **Respect and professionalism** - everyone is treated with dignity, regardless of role or background.
- **Workforce related risks** will be identified and escalated through the Corporate Risk Register in line with D2's Risk Management Framework.

Zero Tolerance Workforce Governance Statement

D2 has zero tolerance for unlawful employment practices, discriminatory behaviour or unsafe recruitment that compromises resident safety, regulatory compliance or organisational integrity.



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4. Equality, Diversity and Inclusion in Workforce Practice

D2's effectiveness as an organisation is strengthened when its workforce is diverse, inclusive and reflective of the communities it serves. Equality, diversity and inclusion are not limited to frontline practice; they shape how people are recruited, developed, supported and heard across all departments. An inclusive workplace enables staff to bring their whole selves to work, feel respected and contribute their best. Embedding EDI in workforce practice supports fairness, improves decision making and helps D2 attract and retain talented people from a wide range of backgrounds.

D2 will:

- Ensure recruitment and promotion processes are fair, accessible and inclusive
- Encourage applications from under represented groups
- Provide reasonable adjustments in employment and training
- Promote a culture where discrimination, harassment and victimisation are not tolerated
- Support staff to develop cultural competence and inclusive practice
- Monitor workforce diversity and outcomes to identify and address inequality

5. Workforce Competence, Training and Development

A capable and confident workforce is essential to delivering high quality services across all areas of D2. Whether staff are supporting residents, managing data, coordinating repairs, handling finance or leading teams, they must have the skills and knowledge required to perform effectively.

Training and development ensure people feel equipped, supported and able to meet the expectations of their role. Investing in competence strengthens service quality, reduces risk and supports a culture where staff can grow, progress and contribute to organisational success.

D2 will:

- Provide mandatory training appropriate to each role, ensuring staff understand core responsibilities such as safeguarding, health and safety, data protection and customer service
- Ensure all staff receive a structured induction before working independently
- Offer role specific and department specific training to build technical, operational and professional skills
- Support managers to develop leadership capability, people management skills and confidence in handling performance, wellbeing and conduct
- Provide opportunities for continuous professional development (CPD), including coaching, reflective practice, shadowing and specialist learning
- Identify and plan for succession in critical roles to maintain organisational resilience
- Monitor training compliance and capability gaps as part of organisational assurance
- Use learning from incidents, feedback and audits to inform future training needs



**Our Purpose is Shelter.
Our Values are Strength.
Our Promise is Dignity.**

6. Workforce Wellbeing, Support and Retention

D2's staff work in roles that can be demanding, fast paced and emotionally or cognitively challenging. Pressures may arise from workload, deadlines, resident needs, operational demands or the nature of the work itself. Supporting wellbeing is essential to maintaining a stable, motivated and resilient workforce.

When people feel valued, listened to and supported, they are more likely to thrive, remain with the organisation and deliver high quality work. A strong wellbeing approach benefits individuals, teams and the organisation as a whole.

D2 will:

- Promote a culture where staff feel valued, respected and psychologically safe
- Provide access to wellbeing support and reasonable adjustments
- Monitor workload and take action where pressures impact wellbeing
- Support staff experiencing stress, trauma or personal difficulties
- Encourage open communication and early resolution of concerns
- Use exit interviews and staff feedback to strengthen retention

6.1 Development as a Wellbeing and Retention Tool

Learning, growth and progression are key drivers of staff motivation and retention. When people feel they are developing, gaining skills and moving forward in their careers, they are more engaged, more confident and more likely to stay with the organisation.

D2 will:

- Support staff to identify development goals as part of supervision and appraisal
- Provide opportunities for progression, skill building and internal mobility where possible
- Recognise and reward learning, contribution and professional growth
- Ensure development pathways are transparent, fair and accessible across all departments
- Use staff feedback to shape future development opportunities.

7. Performance, Conduct and Accountability

Clear expectations for behaviour, professionalism and performance are essential in any organisation, and particularly in one delivering services to vulnerable people and working with external partners. Consistent standards help maintain trust, protect organisational reputation and ensure fairness across all roles.



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Effective performance and conduct management supports staff to succeed, provides clarity when concerns arise and ensures issues are addressed promptly and proportionately. Accountability strengthens culture, safeguards quality and reinforces D2's commitment to professionalism. D2 will:

- Set clear expectations for conduct, behaviour and professionalism
- Manage performance fairly and consistently
- Address misconduct, bullying, harassment or discrimination promptly
- Provide staff with support and clarity when performance concerns arise
- Maintain safe reporting routes, including whistleblowing
- Ensure contractors and agency workers meet equivalent standards

8. Governance, Roles and Responsibilities

Strong workforce governance depends on clarity about who is responsible for what. D2's staff work across diverse functions, and effective HR governance requires alignment between the Board, senior leaders, managers and frontline and office based teams.

When roles and responsibilities are clearly defined, decisions are more consistent, risks are better managed and staff receive the support and leadership they need. Clear governance also ensures that workforce issues are escalated appropriately and that the organisation remains compliant, safe and well led.

Board

- Sets strategic workforce expectations
- Receives assurance on culture, training, wellbeing and workforce risks

CEO

- Accountable for safe, lawful and effective workforce management
- Ensures systems, resources and policies are in place

Senior Management Team

- Leads implementation across services and departments
- Monitors workforce risks, training, wellbeing and performance
- Reports assurance to the Board

Managers

- Support staff, manage performance and escalate concerns
- Promote wellbeing, inclusion and safe working practices
- Ensure staff receive training and supervision



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All Staff

- Follow policies and maintain professional conduct
- Treat colleagues and residents with respect
- Report concerns promptly

Contractors and Partners

- Must comply with D2's Code of Conduct, safeguarding requirements, whistleblowing arrangements, data protection standards and all relevant workforce policies
- Must report concerns or incidents immediately
- Must ensure their staff and subcontractors meet equivalent workforce expectation

9. Monitoring, Assurance and Continuous Improvement

Understanding workforce health, performance and risk is essential to maintaining a stable and effective organisation. Trends in recruitment, retention, training, wellbeing, conduct and culture provide valuable insight into how well the workforce is functioning and where improvements may be needed.

A strong assurance framework enables D2 to identify issues early, learn from experience and make informed decisions. Continuous improvement ensures the organisation adapts as it grows and that staff across all roles are supported to deliver their best work. D2 will monitor:

- Workforce data (turnover, sickness, recruitment outcomes)
- Training compliance
- Staff wellbeing and culture indicators
- Learning from incidents, complaints and grievances
- Trends in performance and conduct
- Feedback from staff surveys and exit interviews

Findings will inform an annual Workforce Governance Report to the Board and support continuous improvement across the organisation.

As workforce systems evolve, D2 recognises that technology and digital tools increasingly shape how information is managed, how decisions are supported and how assurance is delivered. D2 will ensure that any technology or AI tools used within workforce management uphold fairness, transparency, data protection and appropriate human oversight, and will review their impact as part of ongoing workforce assurance.



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10. Review

This policy will be reviewed annually, or sooner if legislation, regulation or organisational needs change.

11. Policy Approval and Version Control

Policy Owner:	Managing Director
Approval:	Board
Date:	14/07/2026
Tier:	1 – Core Governance Policy
Review Cycle:	Annual

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