



# People, Culture and Wellbeing Strategy

2026 - 2029

## **Our Aims...**

We have caring and supported colleagues who we trust and empower to do their best for customers.

By investing in the right people, skills, leadership, culture and systems, we will build a workplace where colleagues continue to feel valued and can thrive - and where customers receive consistent and reliable services.

A great customer experience begins with a great colleague experience. We are ambitious for both and want at least 95% of colleagues to feel proud to work for IVH.

When our people thrive, our customers and communities thrive too.

## Our People Commitment

### **Delivering our priorities requires great people.**

To provide quality homes, trusted services, positive customer and colleague experiences and to nurture strong, sustainable communities, we need colleagues who are skilled, confident, empowered, trusted and supported to do their best work every day.

This People, Culture & Wellbeing Strategy sets out how we will make this happen by ensuring:

- We have the right people in the right roles
- Colleagues have the right skills to deliver trusted services
- Everyone works within the right environment - safe, modern and enabling
- Leaders provide the right support, direction and accountability
- Processes and systems make work simpler, clearer and more consistent
- Colleagues are empowered, trusted and take responsibility
- Communication is clear, timely and meaningful, so every colleague feels informed and connected.

A great customer experience begins with a great colleague experience. We are ambitious for both and want at least 95% of colleagues to feel proud to work for IVH.

## Our Role as a People-Centred Organisation

Irwell Valley Homes is, above all, a people business. Our impact depends on:

- the culture we create,
- the behaviours we model, and
- the way colleagues feel when they come to work.

When colleagues feel safe, valued, respected and connected to our purpose - and when they are supported by strong, visible, trusted leadership - they deliver better outcomes for customers.

By embedding professional competence, strong behaviours and effective leadership into everyday practice, we strengthen safety, communication, service reliability and ultimately our Tenant Satisfaction Measures.

We already have great values and behaviours embedded within IVH. This strategy builds on that foundation, so IVH continues to be a place where colleagues thrive, grow and feel proud to work.

## Our Five Strategic People Priorities

To deliver on our ambitions we will focus on five clear priorities:



### Brilliant Basics – The right processes, tools and environment.

We will ensure every colleague has what they need to do their job safely, effectively and confidently.

*Why this matters: When colleagues have clarity, support and the tools to succeed, work becomes easier, safer, meaningful and more rewarding - and customers receive a more consistent service.*

We will deliver:

- A modern, consistent onboarding experience.
- Clear role profiles and performance expectations.
- Reliable, accessible systems and digital tools.
- Strong mandatory training compliance.
- Safe working environments, supported by induction and safety briefings.
- A clear wellbeing and resilience framework grounded in trauma informed practices.
- Streamlined, modern people policies.
- Accessible HR and colleague-facing support.
- Improved people systems and people insights.

### Good Colleague and Customer Experience – The right Culture & Behaviours

We will create a culture where colleagues can deliver reliable, respectful and personal customer experiences - and feel valued, supported and listened to.

*Why this matters: Strong culture drives great service. When colleagues feel appreciated and heard, they deliver more confidently and consistently - and feel able to suggest improvements to how we work.*

We will deliver:

- Clear service and behaviour standards
- Improved cross-team working to reduce duplication and preventable demand
- A structured colleague voice: surveys, People Pop-Ups, listening forums
- A visible and accessible Leadership Team
- Regular 'Connect' events and a programme of engagement and inclusion events
- A values-based recognition and celebration framework

## Attracting & Keeping Great People – The right people in the right roles

We will build a strong, diverse and stable workforce with clear pathways to grow, develop and stay.

*Why this matters: When we attract and keep great people, we reduce cost and disruption, strengthen continuity for customers, and build capacity for the future.*

We will deliver:

- A refreshed employer brand and modern recruitment pathways
- A new 'early careers' offer - apprenticeships, traineeships and partnerships
- Updated role profiles aligned to future needs
- A transparent talent and succession approach
- Workforce planning aligned to future service models
- Reward, benefits and recognition improvements
- Consistent check-ins focused on wellbeing, growth and performance

## Building Skills & Confidence – The right skills and strong capability

We will ensure colleagues have the knowledge, confidence and leadership capability to deliver excellent services and meet regulatory requirements.

*Why this matters: Confident colleagues make fewer errors, deliver better outcomes and help build a learning, problem solving culture.*

We will deliver:

- A capability plan aligned to digital transformation, safety, regulatory and customer needs
- A full skills, behaviour and culture gap analysis
- A multi-year leadership development programme
- Coaching-centred leadership at all levels
- Competence qualifications and CPD
- Digital fluency and systems proficiency programmes
- Peer-learning, coaching, mentoring and cross-team support

## Inclusive by Design – The right environment for everyone to thrive

We will create a workplace where every colleague feels they belong, can contribute, and can grow.

*Why this matters: Inclusion drives performance. When colleagues feel safe to speak up and be themselves, we get stronger ideas, better decisions and higher engagement.*

We will deliver:

- Inclusive leadership expectations and decision-making
- Strong colleague networks and inclusion governance
- Data-led action to remove systemic barriers
- Better representation across all levels of the organisation
- Fair access to development and role mobility
- Targeted wellbeing support
- Inclusive and accessible policies, systems and environments

### How We Will Deliver



We will deliver this strategy by building strong, skilled leadership that inspires confidence, sets clear expectations, role models supportive approaches and empowers colleagues to do their best work. Colleagues trust their leaders and managers and believe in the direction of the organisation.

We will use insight and data to understand what's working, where we can improve, and to focus our effort where it has the biggest impact.

Our People Partnering approach will provide practical, outcome-focused support to leaders and teams, helping to solve problems early and build consistent ways of working.

Underpinning all of this is a strong safety culture - making sure every colleague feels safe, supported and confident in the environments they work in.

## Measures of Success

95% of  
colleagues feel  
Proud to work for  
IVH

100% colleagues  
are trained to  
required  
competency level

90% colleagues  
agree we treat  
them fairly and  
with respect

<5% new starters  
leave within their  
first 12 months

We will measure success at key stages of a colleague's journey with us using a mix of qualitative insight and quantitative data.

Aligned to our performance framework, at the highest level we will track how proud colleagues feel to work for Irwell Valley Homes, whether they are trained and supported to the required competence and conduct standards, and whether both colleagues and customers feel respected and treated fairly.

We will also monitor early attrition rates, overall turnover, sickness levels and themes and diversity and inclusion indicators along with feedback from onboarding, exit reviews, safety discussions and regular pulse surveys.

Together, these measures will help us understand the colleague experience, identify what's working well, and act quickly where improvements are needed.

## Governance & Accountability

This strategy will be overseen through:

- Board – overall accountability and strategic oversight
- Governance and Remuneration Committee and Customer Committee – scrutiny of People, Culture & Wellbeing performance
- Executive Team – leadership of delivery and behavioural expectations
- Leadership Team – embedding actions and learning within services
- People, Culture & Wellbeing Function – insight, support, development and partnership
- All colleagues – playing their part in delivering trusted services and a strong culture.

Progress will be regularly monitored and reported annually to Board with a refreshed action plan each year to ensure we respond effectively to organisational needs and external changes.