

We enable people to live well
in their home & community.



Everyone's welcome

Our People Strategy 2022-25



Strategic Aim

- An inclusive, engaged, purposeful, interconnected organisation, with a strong learning culture and colleagues who have the right skills, autonomy and control to be responsive and creative in delivering brilliant customer services. Every colleague will have an individualised and personalised experience at work. We will be an employer of choice.

People Vision

- Colleagues have the right skills, autonomy and control to be responsive and creative in delivering brilliant customer services. We have clear accountability in structures whilst enabling and encouraging flexibility to drive cross functional excellence.
- Customers are integrated into our organisational fabric, and our customer service principles, values and behaviours, are embedded throughout.
- Colleagues are well supported, with opportunities to grow, develop and innovate unconstrained by role, structure, or systems. People want to work with us, we grow our talent.
- Our Managers and Leaders are confident and empowered to proactively address strategic aims/ambitions making informed operational choices and fostering high performing, motivated, connected teams.
- We continue to be trailblazers in our flexible approach to work ensuring inclusivity for all and a strong commitment to climate change and sustainable working practices.

How

- We will push the boundaries to remain at the forefront of approaches to flexible and agile working empowering colleagues with '**choice**' and working with all teams to find innovative ways to balance business requirements and pressures with flexible working practices.
- We will adopt modern practices in relation to performance and reward which recognise demonstrated value 'in the moment' and reflective of individual roles and circumstances.
- We will adopt approaches to engagement and culture that emphasise collaboration, creativity and speed within clear accountability and boundaries.
- We will develop our managers to understand the importance of the role they play and ensure they are equipped with the right tools to do it.
- We will develop creative approaches to colleague recruitment and retention including a formalised and individualised approach to talent development and succession planning.
- We will attract talented people and facilitate their growth, offering fulfilling roles with development and stretch.
- Where possible, we will tap into wider GM opportunities and create skills and employment opportunities in our communities

Enabled through

- Clear investment in our internal capabilities and skills to ensure we can cost effectively bring in new ideas and develop talent.
- Strong colleague engagement and a strong commitment to Equality, Diversity and Inclusion in everything we do.
- A 'people platform' to keep colleagues informed, engaged and make our people processes motivational and easy.



We will deliver our strategy across 4 key themes

Engagement, belonging and Wellbeing

- Feedback platforms 'colleague voice'
- Informal Feedback forums
- A creative climate to make a difference
- Embedded connection to mission
- Value fresh and diverse perspectives
- Tailor approaches to individuals developing empathy and trust
- Provide counselling and wellbeing support
- Promote and raise awareness of Equality, Diversity and Inclusion throughout the organisation and in everything we do.

Careers and Capability

- Colleague Development with clear frameworks
- Customer service principles embedded alongside behaviours
- Role assessments and role redesign – focus on skills not activities
- Succession and Talent management framework and talent programmes which are inclusive and promote and support representation
- Leadership and management development pathway
- Flexible approaches to resourcing reducing restructuring and maximising talent pools

Talent Attraction and Retention

- Comprehensive flexible benefits tailored to individuals
- High performing culture aligned to corporate priorities using future focussed continual assessment and stay interviews.
- Commitment to apprenticeship and graduate schemes
- Modern / attractive role profiles and tailored recruitment approaches
- Targeted recruitment, to attract a broader range of candidates including positive action where appropriate.
- Develop progressive flexible and agile working practices for all roles

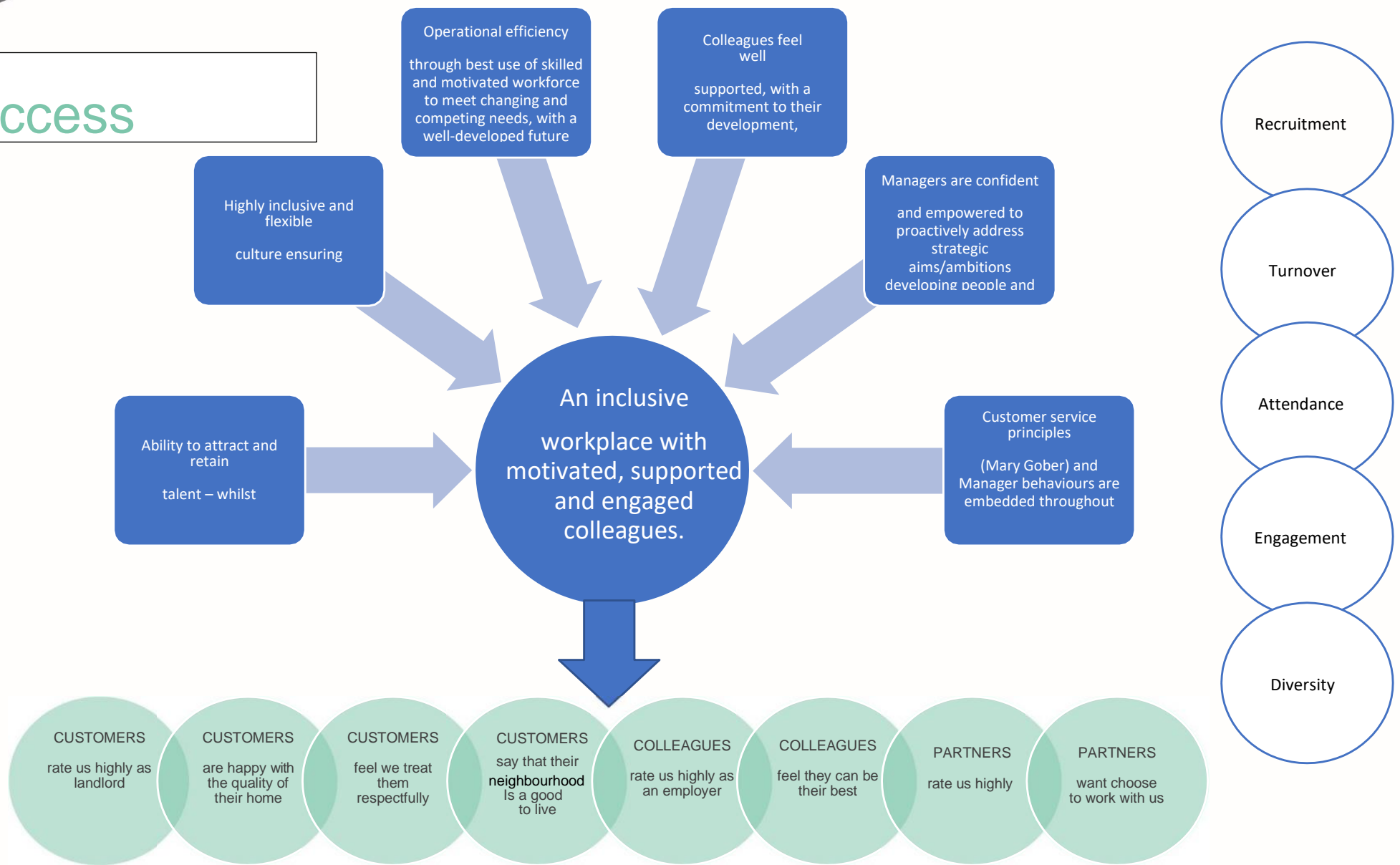
People Team

- Increased strategic partnerships
- Focus throughout on coaching, culture and Organisational Development
- Leads resourcing and talent matching as a key function
- High quality process, policies, procedures and assurance frameworks empowering managers
- Coaching and upskilling Leadership and Managers
- Gain inclusive employer accreditation to support our commitment to diversity, equality and inclusivity in our culture, teams and practices.

Underpinned by lean systems thinking, co-creation and agile delivery. Governed through our IVH project management methodology. Aligned to our Live Well priorities and our Live Better improvement focus.



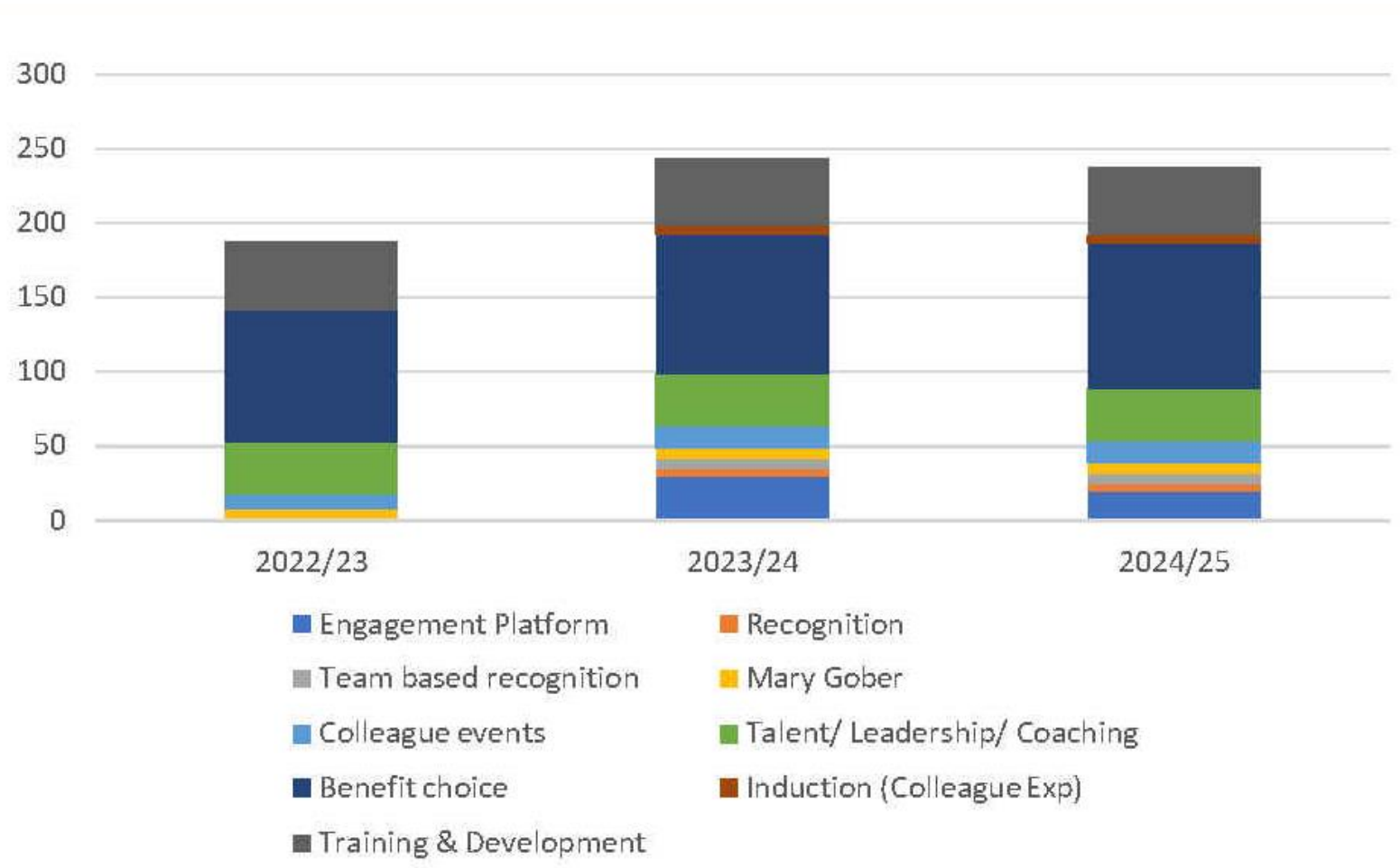
Success





Costing and Resources

Anticipated People Budgets





This action plan will continue to evolve based on continual assessment of the external environment and feedback from colleague engagement

People Strategy Action Plan



Action Plan: Engagement, Wellbeing and Belonging

Goal	Year 1: Establish	Year 2: Embed	Year 3: Evolve
<p>Creating the conditions at work to ensure every colleague feels they can bring their whole self to work and we are an open and inclusive employer, promoting diversity and ensuring all colleagues feel connected to the organisation, providing the tools to help them to be their best and to do their best for our customers</p>	<ul style="list-style-type: none"> • Regular updates from Leadership team and interest groups to all colleagues. • Celebrate what is important to colleagues and their unique identity; increase awareness for all colleagues. • Continue to raise awareness of equality and diversity issues and support appropriate events to celebrate difference. • Introduce regular colleague feedback sessions. • Introduce team based rewards to promote collaboration. • Implement a new recognition scheme based on service and performance. • Engaged Colleague Forum driving colleague activity. • Continue education about wellbeing options for all colleagues. • Implement colleague attachment to 'community patches' • All colleagues trained in Mary Gober. • Teams to develop team charters to create a culture of safety and inclusion to try new ideas and create a sense of belonging. 	<ul style="list-style-type: none"> • Colleagues empowered to take the lead on colleague events. • Embed colleague voice through feedback channels • 'Hive' embedded as an ideas sharing platform; all ideas not just technical solutions. • Colleagues share what matters to them and why, hosting events to educate their colleagues. • Wellbeing groups established by colleagues for colleagues, based on their unique needs (for example 'new parents', 'menopause'). • Colleagues driving 'community patches'. • Mary Gober principles and language embedded across the organisation. • People engagement platform introduced 	<ul style="list-style-type: none"> • Embedded wellbeing options that form part of our culture. • Open and honest culture in all areas of the organisation. • Regular colleague driven engagement activity and knowledge sharing. • Organisational updates shared with colleagues on a regular basis; visibility of all colleagues at all levels across the business.



Action Plan: Careers and Capability

Goal	Year 1: Establish	Year 2: Embed	Year 3: Evolve
Providing the skills, knowledge and opportunities to get the best from all our colleagues; to provide experiences that help colleagues to understand our organisation, each other's unique perspectives and how each role and individual contributes to the customer.	<ul style="list-style-type: none"> • Develop career frameworks for all departments and teams embedding our competency frameworks. • Introduce apprenticeships to colleagues to support career development (especially in Housing roles). • Revise and relaunch performance appraisal system driving development and aspirational conversations. • Develop self-assessment skills matrices for all roles. • Create opportunities for all colleagues and their unique roles and circumstances. • Continue upskill of managers and leaders through management and leadership development initiatives. • Further embed Management Expectations. • Clear succession methodology and 'so what' established for all roles. • Honest conversations with colleagues. • Better awareness and understanding of roles in our organisation and an awareness programme in place. • Complete the Routes to Leadership programme with MMU and implement the learning. 	<ul style="list-style-type: none"> • Embedded new performance system. • Developing not managing performance. • Roll out skills matrix to colleagues and managers. • Embed career development frameworks. • Continue leadership and management development; move towards a more aspirational programme with a library of guest speakers, project based development, hackathon. • Development activities linked to all roles and mapped to our competency framework. • Implement career 'placements' across the organisation. 	<ul style="list-style-type: none"> • Colleague skills matrix in use across the organisation; evaluating does this still work and identifying 'what next?'. • Clear career paths mapped for all roles and paths established across the organisation. • Manager led development through coaching, projects. • Managers driving access to learning and development for colleagues in their teams; People Team providing guidance. • Focus on developing good performance and managing poor performance established; evolving what next.



Action Plan: Talent Attraction and Retention

Goal	Year 1: Establish	Year 2: Embed	Year 3: Evolve
<p>Create an employment offer that enables us to attract, retain and engage talented colleagues, ensuring all colleagues have the opportunity to reach their potential in our organisation. Ensure that the experience of working for Irwell Valley alone is a key retention hook for colleagues. To ensure our talent attraction and retention practices fully support Equality, Diversity and Inclusion and we provide opportunities to attract and support all talent.</p>	<ul style="list-style-type: none"> • Exploring options for all colleagues to work in an agile way, even where colleagues work in more 'fixed patterns'. • Increasing the awareness of what agile means and how colleagues can work in an agile way. • Launch talent development programme. • Upskill all our managers and leaders to recruit the best talent. • Provide a menu of individual benefits options. • Consider flexible approaches to internal recruitment. • Introducing more opportunities for colleagues to understand different roles and areas in the organisation. • Recruiting for the colleague experience in all our adverts, capitalising on work/life balance, agile working and a personalised colleague experience. • Target recruitment advertising where appropriate, including at Board level, to build in positive action and introduce placement schemes for people with disabilities • Sharing stories of roles across the business 'a day in the life'. • All new colleagues to have clear induction plans for their role and the organisation. 	<ul style="list-style-type: none"> • Embed our talent development programme ensuring this supports increasing representation. • Understand barriers to recruitment in specific roles e.g. recruitment and retention of female trades colleagues and develop action plans • Demonstrate colleague value through choice based reward. • 'What good looks like' to be included for every role. • Become known as an employer of choice. • Agile working and freedom to influence work timing is an option for all colleagues. • Innovative approaches to recruitment to include work trials, secondments. • Managers and colleagues collaborating to identify ways of working that suit both the needs of the service and their individual needs. 	<ul style="list-style-type: none"> • Evolved role profiles to set out skills and expectations; aligned to service delivery. • Manager led recruitment campaigns. • All colleagues able to work in a way that is tailored to their flexible needs.



Action Plan: People Team

Goal	Year 1: Establish	Year 2: Embed	Year 3: Evolve
<p>Create an employment offer that enables us to attract, retain and engage talented colleagues, ensuring all colleagues have the opportunity to reach their potential in our organisation. Ensure that the experience of working for Irwell Valley alone is a key retention hook for colleagues. To ensure our talent attraction and retention practices fully support Equality, Diversity and Inclusion and we provide opportunities to attract and support all talent.</p>	<ul style="list-style-type: none"> • Exploring options for all colleagues to work in an agile way, even where colleagues work in more 'fixed patterns'. • Increasing the awareness of what agile means and how colleagues can work in an agile way. • Launch talent development programme. • Upskill all our managers and leaders to recruit the best talent. • Provide a menu of individual benefits options. • Consider flexible approaches to internal recruitment. • Introducing more opportunities for colleagues to understand different roles and areas in the organisation. • Recruiting for the colleague experience in all our adverts, capitalising on work/life balance, agile working and a personalised colleague experience. • Target recruitment advertising where appropriate, including at Board level, to build in positive action and introduce placement schemes for people with disabilities • Sharing stories of roles across the business 'a day in the life'. • All new colleagues to have clear induction plans for their role and the organisation. 	<ul style="list-style-type: none"> • Embed our talent development programme ensuring this supports increasing representation. • Understand barriers to recruitment in specific roles e.g. recruitment and retention of female trades colleagues and develop action plans • Demonstrate colleague value through choice based reward. • 'What good looks like' to be included for every role. • Become known as an employer of choice. • Agile working and freedom to influence work timing is an option for all colleagues. • Innovative approaches to recruitment to include work trials, secondments. • Managers and colleagues collaborating to identify ways of working that suit both the needs of the service and their individual needs. 	<ul style="list-style-type: none"> • Evolved role profiles to set out skills and expectations; aligned to service delivery. • Manager led recruitment campaigns. • All colleagues able to work in a way that is tailored to their flexible needs.