

People Strategy

2024 – 2029



Vision

Our vision is to create the best customer experience to improve everyday lives.

Purpose

We are here to provide high quality homes, services, and support to our customers.


Our Culture

So what's it like to work here? We are all here to make a difference, we work together and we take action. We are open, positive, and enthusiastic, which creates an energy that people want to be part of.



Our Values bring this to life!

- 1 We deliver for our customers, every time
- 2 We learn and grow together
- 3 We value and celebrate difference



Our 5-year Corporate Strategy sets out our Vision to 'create the best customer experience to improve everyday lives' and our ambitions to improve our customers' homes, services and communities.

Our People Strategy outlines how **we will deliver a people experience that enables our colleagues to perform at their best for our customers.**

Our Corporate Strategy is underpinned by this, our People Strategy, along with our:

Asset Management Strategy

Sets out our approach to investment in our homes and communal areas.

Development and Regeneration Strategy

Sets out our ambitions for future development and growth.

Customer Strategy

Focus on driving a 'Customer First' culture across the organisation.



Corporate Strategy 2024 – 2029

Supporting Strategies 2024 – 2029

Customer Strategy

Asset Management Strategy

People Strategy

Development and
Regeneration Strategy

Journey so far



Here are some of the key highlights of what we focussed on for our previous 2-year plan.



Learning & Leadership

Connected conversations and inclusive leadership programme, to build the skills and confidence in our leaders to make this a great place to work



Reward & Recognition

Improved benefits to our colleagues 'Our Hub' benefits platform, increased annual leave entitlement and buy/sell holiday scheme

Welcome

Recruitment & Onboarding

Introduction of a new recruitment partner, which led to shortened recruitment time, reduced agency costs and improved candidate experience



Wellbeing & Inclusion

Our EDI strategic plan was developed and included the launch of our Inclusion and Wellbeing calendar, creating colleague and customer groups to advocate and inform our plans and built better facilities such as prayer rooms



Performance & Accountability

New 90-day check ins were introduced for all colleagues, so that we are taking the time to see how colleagues are doing and to agree goals



Ways of Working & Practice

Introduced a new change team to help us manage improvements so that we are prioritising the most important things we need to do



Communication & Voice

New communication and engagement channels, such as quarterly engagements surveys, bi-annual colleagues conferences and Employee Consultation Groups, all designed to hear the voices of our colleagues



Vision, Values & Branding

New Values and refreshed Brand visuals, so that our Brand reflects our renewed identity



Technology that enables

Key new technologies introduced to start making things easier for our colleagues to do their job, this includes a new employee helpdesk, the migration to Office 365 and the introduction of a new cloud contact centre



What our people tell us

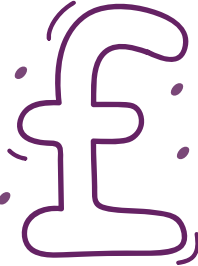


"It's important that we make all staff feel like a million dollars, because if the workers at Incommunities feel like a million dollars, they'll pass that on to the customers."

- Rhona, Incommunities Customer



Give me the tools to
do the job



Pay and recognise
me fairly



Listen to me and
make sure my voice
is heard

Our People Strategy Principles

- 1** We develop a great colleague experience that recognises people's diverse needs and not one size fits all
- 2** We are clear on the problems we are trying to solve, how we prioritise our efforts and how we measure success
- 3** We are serious about doing what we say we will do and holding ourselves and each other to account
- 4** We promote a way of working where people can speak out and are free to try things out to learn what works best
- 5** Change is driven by how we listen and involve colleagues from beginning to end

Our People Mindset



Keeping customers first



Listen and involve



Measure Success



Try things out

Our People Strategy Goals

Over the next five years, we will:

- 1 Build a culture where colleagues feel safe and that they belong
- 2 Develop leaders who role model our culture and create a shared sense of clarity and purpose
- 3 Implement a performance approach that supports us to perform at our best establishing clear roles, accountability, and expectations to improve the customer experience
- 4 Deliver a total reward and recognition approach that makes colleagues feel valued
- 5 Establish effective ways of working together, giving our colleagues the tools, technology and skills to do their job really well



Success Measures

We will measure progress against our goals by the following indicators:



Customer Satisfaction

We will measure overall satisfaction and how specific services are working for customers, to see if our improvements are working



Our Projects

Each activity we work on will have specific measures so that we know if it has worked



Employee Satisfaction

We will measure employee engagement through our quarterly colleague surveys, so we can see on a regular basis how colleagues are feeling



Equity, Diversity and Inclusion

As well as producing our annual gender, ethnicity and disability pay gap reporting, we have specific measures around representation linked to our EDI strategic plan



Our Performance

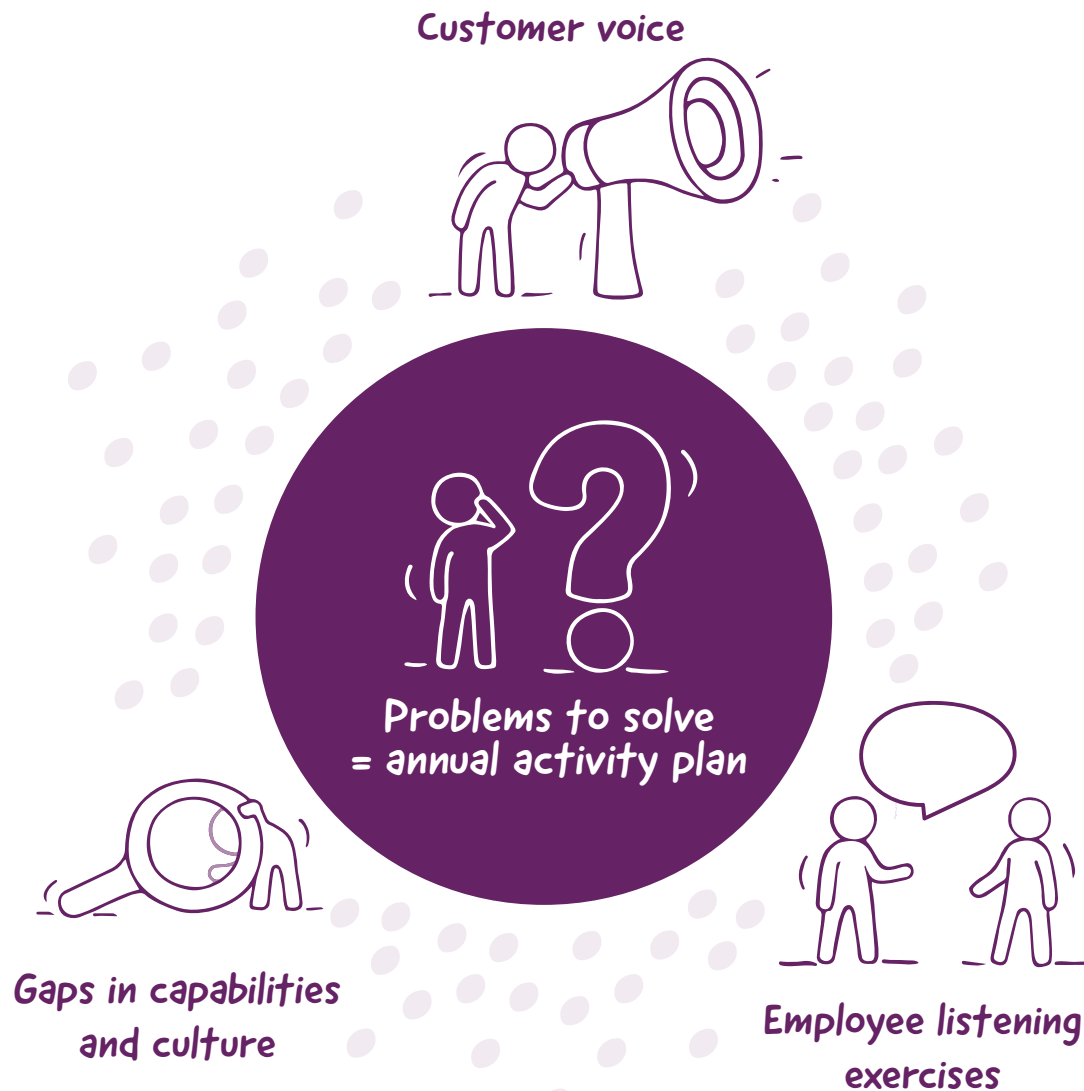
We will measure employee turnover and sickness absence as these can impact our services to customers and tell us how colleagues are feeling



Annual listening exercise

Each year we will speak to colleagues and customers before we set our priorities for the year ahead, so that we make sure that we are working on the most important things

How we have approached setting our people priorities



Why?




We have introduced a different way of setting our people priorities which is more agile, so that we deliver the most important things that are going to improve the service to our customers and improve the experience at work for our colleagues. Whilst we have 5-year goals to provide an overall direction of travel, we will prioritise our efforts on the most important activity.

How?

Our people principles shape our way of working, which is about involving colleagues, trying things out and working to make incremental improvements that last.

What?


We have an activity plan each year, that sets out our priorities and makes sure we remain focussed, knowing that at times things change and that's okay, if we agree something is more of a priority.




Customer culture – We want to build on the work we have already done so far, but really focus on leadership, performance and manager capability, so that we are working together in the best way to improve our customer experience




Induction and Onboarding – We want to improve how we welcome new colleagues into the organisation, making sure that they get the practical things they need for their job, as well as connecting them with our new Vision, Purpose and Values




Pay and Reward – We want to focus this year on simplifying terms and conditions and our pay framework and look at how the benefits we have introduced so far are working and if there are any gaps




Target operating model – We will be looking at this from a customer first lens, and asking the questions, are we set up in the best way to deliver a seamless customer experience and are we working in the most cost-effective way?



EDI strategic plan – As our first year of our previous EDI plan comes to an end, we will be looking at specific projects that respond to the needs of our diverse customers and colleagues



Digital Customer Access – We will be bringing in new tools and technology, with the aim of improving the experience of our customers



Digital tools – Our IT plan has more detail of the key projects we have prioritised, but within this are a number of changes that will have a positive impact to help colleagues to do their job effectively



Find out more at incommunities.co.uk

