



St Helens  
Chamber

# OUR PEOPLE STRATEGY

2022 – 2025



# Welcome

Welcome to our People Strategy, which sets out our approach to developing, strengthening and retaining our workforce over the next three years.

The Strategy has been developed to support the mission and values of St Helens Chamber and states how we will continue to live our values, and adapt to meet the changing needs of our workforce, to ensure we can continue to be an inspiring social enterprise, creating opportunity and success in our community.



A handwritten signature in white ink that reads "Tracy Mawson". The signature is fluid and cursive, written on a dark purple background.

Tracy Mawson CEO, St Helens Chamber  
September 2022

Our People Strategy has 5 key themes, which are:



# Culture & Values

## Our recent achievements

- Our Chamber values were reviewed, with a focus on how we recognise colleagues who live and display our values. As a result, a new nomination and awards process has been implemented and an awards ceremony now takes place on a quarterly basis
- Several policies have been developed and implemented to promote diversity and inclusion within the Chamber
- Quarterly collaboration events take place providing an opportunity for colleagues to understand more about how other departments work and what their current priorities are
- We have installed signage around the building to highlight our values

## Our ambition

- To create a culture where everyone is valued, respected, celebrated and can thrive in an environment they trust
- We want our culture and values to become fully shared and recognisable to everyone
- To develop a working environment which is inclusive and values quality and diversity at all levels
- To understand our workforce diversity and maximise opportunities for all individuals regardless of background and belief
- To create multiple channels for employees to have a voice, be heard and feel empowered to speak up

## September 2022 – March 2023

Improve how we communicate and collaborate across functions, ensuring that information and knowledge is shared.

Develop practical ways to bring our values and culture to life and overcome barriers that may stop us from achieving them.

Refresh and update our Equality Action Plan.

Take actions to increase the perception of respect between colleagues working across functions

## April 2023 – March 2025

Establish a series of colleague networks, for example: Race Equality Network, LGBTQ+, Women's Network and Differently Abled Forum.

Build a positive brand image that represents the Chamber, its people and its values.

Add inclusion questions to existing colleague surveys (for example, opportunities for voice, feelings of belonging, and organisational values relating to diversity).

Embed an inclusive employer brand that works in partnership with the local community to encourage diverse recruitment.

Improve our speaking up culture and ensure learning culture is embedded and promoted.

## Measures:

- Increased recruitment and retention of colleagues
- Reduced colleague turnover
- Colleague survey scores
- Increased number of Chamber Select nominations



# Attraction, Retention & Recognition

## Our recent achievements

- The Chamber has been recognised as a Fair Employer, achieving the Liverpool City Region Fair Employer Charter
- The Chamber retained its Gold Level Investors in People accreditation

## Our ambition

- To have and retain top talent from across the region where diversity is promoted and embraced
- To develop a more flexible and responsive recruitment process to meet the needs of managers and candidates
- To continually review our approach to welcoming new starters, utilising technology to improve the employee onboarding experience

## September 2022 – March 2023

Deliver an efficient and effective recruitment service that manages high volume recruitment campaigns effectively.

Implement an ATS (Applicant Tracking System).

Develop a unique careers page microsite clearly signposting candidates to Chamber vacancies and promote our brand and employer values.

Develop new ways of promoting current vacancies, such as Chamber promotional videos, day in the life of videos and interviews with recruiting managers.

Retain 'Gold' Investors in People Accreditation (December 2022).

Review and refresh our induction programme and processes.

Refresh our buddy scheme to support people to make more connections upon induction.

Review our benefits package and promote these in recruitment adverts.

## April 2023 – March 2025

Optimise social media and strategic partners to connect with and attract candidates.

Use ATS and careers page analytics to measure applicant feedback to improve the recruitment experience and candidate engagement.

Improve how we celebrate and promote our employee achievements, through case studies, colleague stories and a new quarterly colleague newsletter.

Review and refresh job descriptions & person specifications across all roles.

Develop effective systems to deal with the end-to-end hiring process, streamlining our recruitment to ensure time to hire efficiency.

Consider the implementation of a graduate scheme and/or the offer of placements for sandwich degree students.

Become an employer of choice for local communities, offering positive networks to encourage diverse applications at all levels.

Consider and review the implications of becoming a living wage employer.

Apply for and receive more industry and sector-based recognition awards.

## Measures:

- Increased recruitment and retention and improved feedback on exit interviews
- Successfully implementing applicant tracking system with Key Performance Indicators
- Improved time to hire and acceptance rates
- Receive more industry and sector-based awards

# Performance & Organisational Capability

## Our recent achievements

- A quarterly Chamber wide collaboration event has been introduced, helping to create more opportunities for collaboration, understanding, discussion and reflection
- Our staff council has been expanded to provide more two way communication opportunities and enable our colleagues to contribute to the success of the Chamber
- We have implemented a performance management strategy that is supported by formal processes that allow us to maintain and improve the performance of our workforce so that the Chamber achieves its strategic objectives.

## Our ambition

- Explore and implement technology that will reduce managerial administration, which also promotes better efficiencies within a hybrid workforce
- Develop opportunities for innovation and ideas to be championed
- Understand our workforce diversity and maximise opportunities for all individuals regardless of background and belief
- Creating multiple channels for employees to have a voice, be heard and feel empowered to speak up

## September 2022 – March 2023

Introduce a HR System, including HR Self Service modules, to bring significant efficiencies, with a particular focus on HR year end processes.

Develop the intranet, ensuring that this is seen as the first point of call for HR information, such as policies, procedures and general employee information.

Develop stronger partnerships with our staff council representatives.

Run a process of identifying actions that increase respect between colleagues working across functions.

## April 2023 – March 2025

Implement 'digital by default' within HR.

Review and streamline the performance review process and documentation.

Improve the rate and quality of performance reviews across all departments.

Review and streamline the 'keeping in touch' process and documentation, including references to health and wellbeing.

Implement a Chamber wide team building event each year to help colleagues get to know each other better on a personal basis.

## Measures:

- Colleague survey scores
- Employee and manager feedback
- Reduced administrative time dedicated to year end processes
- Improved timescales when providing employees and managers with information

# Health & Well-being

## Our recent achievements

- A new counselling provider has been commissioned, providing colleagues with support to explore any issues which may be affecting their well-being
- A new corporate eyecare voucher scheme has been introduced, providing a digital offer to our hybrid workforce
- We have 5 fully trained Mental Health First Aiders and all employees are aware of who these are via posters and regular updates
- We have renewed our Disability Confident accreditation for 2022

## Our ambition

- To take proactive measures to increase knowledge, skills and confidence in relation to well-being and mental health and reduce associated stigma.
- Provide a range of holistic wellbeing initiatives designed to raise awareness of and improve physical, financial and mental wellbeing
- Grow our offer of support available to colleagues regarding their mental, physical, nutritional and financial health.

## September 2022 – March 2023

Develop a flexible and holistic health and well-being strategy to support our workforce.

Send information and stimulate engagement in teams allowing employees to connect through general chat, health and well-being activities and e-learning opportunities.

Increase the number of Mental Health First Aiders within the workforce from 5 to 10.

Engage with HSE's Stress Management Standards to prevent stress related illness as far as reasonably practicable, and to minimise the impact of stress related issues on the workplace.

Offer mental health awareness training to all colleagues.

## April 2023 – March 2025

Enhance our wellness events, lifestyle and resilience support and improve colleague relaxation areas.

Develop our well-being offer for both the mental and physical well-being of all colleagues and commission relevant services.

Research and engage a new occupational health provider.

Add health and well-being questions to existing colleague surveys.

Build on and highlight in more detail the support that is currently available to colleagues, to be better understood and more widely communicated.

Work with the social committee to implement a quarterly well-being initiative (each quarter will focus on one of the following aspects of health and well-being: mental, physical, nutritional or financial)

Work with our staff council to develop and enhance support available for colleagues regarding their financial well-being.

Develop managerial confidence, support and understanding when managing colleagues with mental health needs.

Become a registered "workplace, safe space" employer.

## Measures:

- Sickness absence rates and reasons
- Increased recruitment and retention of all colleagues
- Reduced colleague turnover
- Colleague survey scores

# People Development

## Our recent achievements

- Members of the Management Team have attended external accredited CRESTCOM management development
- Members of the Senior Management Team are working towards Level 7 qualifications
- An internal Management Development Programme has been developed and the first cohort is due to complete the programme in late 2022
- Our Hybrid Working Policy was implemented with five mandatory e-learning modules

## Our ambition

- Enable our workforce to reach their full potential through the provision of learning and development opportunities
- Ensure we have the skills, competencies and leadership qualities to create outstanding opportunities and success in our community

## September 2022 – March 2023

Develop a skills matrix, focusing on the skills and capabilities needed for all roles, at all levels.

Adopt more interactive e-learning modules accessible for all colleagues.

Review, standardise and digitise our approach to how we record colleagues' CPD.

Provide greater visibility of individual career progression within the organisation.

## April 2023 – March 2025

Evaluate the impact of the MDP and refine and repeat this.

Ensure all colleagues have a training goal set in their Annual Review.

Identify, design, develop and implement bespoke development programmes to address scarce skills and resource gaps.

Develop key performance indicators to evaluate the learning and development offer.

Development our approach to talent management and succession planning.

Identify opportunities to work in collaboration with partner organisations.

Introduce a mentoring programme.

Develop a pipeline of Lunch & Learn sessions on a wide variety of topics such as technical ICT skills, soft skills, and general wellbeing.

Develop and deliver high quality management training in the following areas:

- Equality, diversity and inclusion
- Wellbeing
- Recruitment
- Project Management
- Financial planning

## Measures:

- Completion rates of mandatory training
- Colleague survey scores
- Percentage of colleagues accessing training
- Reduced colleague turnover
- External reputation and recognition