



Building a truly modern
housing association

Corporate Strategy

2021-2026





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Introduction to the Strategy

As we enter our new strategy period, we are in the midst of a true paradigm shift for society.

We have experienced the test of COVID-19 and it has amplified the socio-economic gaps that exist for our residents and across our wider society. We must now rebuild our strategy to both bank what the pandemic has taught us about our capability and capacity as an organisation, but also the ongoing difficulties of those we serve as a social landlord.

Our objective for the coming strategy period is to build on the strength of our legacy organisations and build an organisation which will be fit for the future needs of our customers and communities, and still support those already part of our existing wider community.

We want to create agility and place true empowerment at the right level in our business to allow quick and simple service delivery as well as an increasing number of new homes, to address the ever present need. As we move into this strategy period, we will mobilise our new operating model, which will build on the core efficiency of the centralised infrastructure and digital capability of Platform, and deliver a localised offer adapted to address the differing needs of our wider communities.

All our people, both customers and colleagues, will have choice regarding how and when they use the channel of their preference to access and deliver a consistent and quality service. We want to improve the quality of both our existing and new build homes to move us forward on the journey to carbon neutrality, and have set ourselves some ambitious targets to deliver, which will see the creation of a Platform standard for our homes going forward.

We will embed innovation in our thinking to maximise both the efficiency and value impact of our investment and modernise the ways in which our colleagues work to support this.

Our colleagues will deliver a consistent style and standard of service and we want to support them with the right tools, training, and growth opportunities. We will grow and retain our own talent to embed the values and behaviours of the Platform persona.

We have already established our Customer Experience Panel, who brought honest and constructive input as we built our strategy thinking and we will widen and enhance the ways in which we engage and listen to our customers voice, to capture a wider and more diverse source of insight. Relationships with all external stakeholder groups will be strengthened to support both our business and our wider communities - aligning ourselves to our partners in Local Authorities, house builders, and funders to allow our strategic delivery to be maximised, whilst protecting Platform and ensuring its core social purpose is delivered.

Lastly, we will always continue to protect the financial strength of the organisation we inherited and ensure it is stronger for the future at the end of this period than it was at the beginning.

The realisation of our new corporate strategy will help to make us that **truly modern housing association** we envision today.

Elizabeth Froude
Group Chief Executive

Our Strategic Direction for 2021–2026

Our Customers

During the last strategy period we have made great progress in becoming more customer focused by developing a greater understanding of the needs of our customers by listening to them and changing the way we work to address those needs.

We have implemented new Customer Experience and Customer Involvement and Engagement strategies where we have developed an accessible range of options for customers to get involved and work with us and our Board to co-design, scrutinise and improve our service so we can deliver a great service and value for money.

In our service delivery approach, we have coordinated our teams to ensure we deliver a more consistent service to all our customers and started the process of piloting and testing localised operating models that reflect the demographics and geography of the communities.

We have also begun a journey of using technology to enhance our delivery.

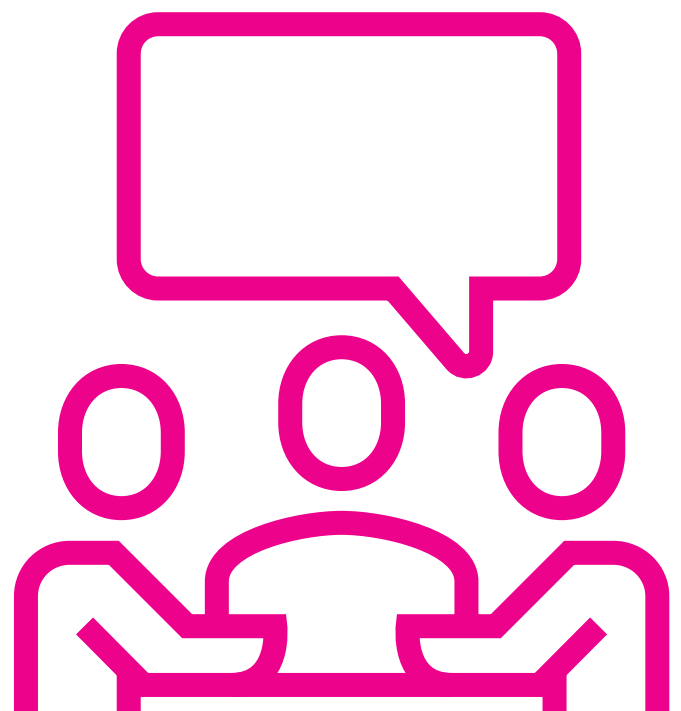
These projects have included successful implementation of the Platform Hub contact centre services with new technology to respond to 80% of enquiries at first point of contact, digital sign ups to enable us to let our properties to our customers at a time that suits them, and a new customer portal to enable customers to get the information they need at any time.

Going forward with our new strategy, we will collaborate across our organisation and build on these achievements by providing great customer experience, strengthening our customer insight, and co-creating with a diverse range of our customers. This will provide us with the foundation for our services to continually improve to meet evolving customer expectations and changing needs.

We will transform customer accessibility of information and services through new and efficient digitally enabled delivery. New technology will create delivery that gives our customers choice and increase customer satisfaction.

We will develop specialist models of delivery for our customers that need support to remain independent, using technology to enable longer tenancies, 'a home for life'.

Our collaboration with customers and partners will strengthen our localised approach to delivery creating stronger, healthier, and thriving communities with services and community-owned projects that are tailored to customer need.



Our Aims

The customer will be at the heart of everything we do and understand that they are part of a valued relationship. We will proactively listen and engage with our customers and transparently act on their feedback.

Creation of solutions and tailored models of delivery design will directly respond to customer insight, and operational delivery will include planning and measuring in terms of the impact on the customer.

The entire business will be responsible for successfully delivering our customer strategy by ensuring that teams and individuals are accountable.

Our Objectives

- Our people will fully understand, through insight and efficient communication processes, who our customers are (across every community) and why we deliver the services in the way that we do.
- Each team and every person across Platform Housing and our partners will understand what it means to deliver impressive 'People Matter' customer experiences.
- We will strive for excellence in customer-related activities.
- Effective data will enable us to be continually responsive and understand the impact of our delivery.

Our Goals

1. We will have embedded, transparent processes that use effective intelligence to put the customer at the heart of design and delivery – fully embedded by December 2022.
2. Increased service accessibility and choice. All our customers will be able to access the services they need from Platform 24/7 at a time and place that suits them using multiple digitally supported options – Phase 1 and 2 June 2022.
3. Improved customer satisfaction rates for all areas of the business – annual targets.
4. Increased volume and diversity of customer engagement to ensure we are proactively inclusive of all customers – new model embedded January 2022.
5. Reduced customer complaints in all areas of delivery – annual targets.
6. Introduction of a model for our specialist housing schemes with new technology to ensure that our customers can be digitally active enabling them to remain independent and safe – Pilot 2022 and scale 2023.
7. Introduction of a model to create **'a home for life and a great community to live in'** that is supported by the 'Platform Standard' – Platform Standard July 2022, Pilot April 2023.

Our Strategic Direction for 2021–2026

Culture of People and Continuous Improvement

Our people are crucial to our success.

Over the past two years we have concentrated on working hard to bring two separate organisations together. We have restructured teams, introduced new pay structures and terms and conditions, harmonised many HR policies and processes, established an Employee Representative forum (People Platform), invested in, and developed our digital learning facilities and established an ambitious Apprenticeship Strategy.

We have worked hard on starting to form a Platform culture and this has been driven by the development of our core People Values (People Matter, Own It, One Team and Be Brave) which were shaped by our own people. We have also created a standalone Employee Health and Safety team who lead the way in embedding a safe working culture and established Platform Together, a cross-team steering group to oversee the implementation of the Group Diversity and Inclusion Strategy.

Finally, in the past eight months, the Group has focused on our response to the Covid-19 pandemic and the impact of this on our people. We have focused on well-being and supporting people during this difficult time ensuring home workers have the necessary support and equipment to be able to perform their jobs and providing PPE and revised risk assessments to our front-line workers.

Looking forwards, Platform will continue to strive to be a place where people feel that they belong, are empowered, can be true to themselves and want to bring their best to work every day. Our values and behaviours will be at the front and centre of everything we do as an organisation and will drive forward the Platform way of doing things.

We will strive to have consistent high levels of engagement from our people and create an environment where people feel safe and recognise that their wellbeing is a priority for us.

We believe in choice. We recognise that work only makes up one aspect of a person's life and where possible, we will allow our people to choose where and how they work. We will focus on outcomes and not hours and will encourage our people to work in a more flexible and digital way.

We will recognise and reward hard work and commitment and provide a reward package that can be tailored to suit individual needs. Platform is a place where people can flourish. With an ambitious apprenticeship programme, we will create pathways for people to develop their careers and recognise and achieve their potential. We will proactively seek out talent and encourage people to be the best that they can be. We will nurture our leaders, so that they are positive role models and are able to grow, develop and succeed.



Our Aims

We will promote a customer-focused culture and create an environment where our employees feel they belong and can bring their best to work every day. They will understand their purpose and will be empowered to find their unique voice and to contribute to our value creation to improve our communities.

Our approach will start with the leadership and develop across every level and function of the organisation.

Our Objectives

- Platform culture developed through demonstrated values and behaviours.
- Enabling continuous learning and improvement of delivery across all functions and targeted collaboration areas.
- Empowered individuals and teams built through, high performance, and clear accountability.
- Platform recognised as the 'go to' place for apprenticeships for all levels (including graduate level) and for all employees that want to work in our sectors.
- Encouraging attraction of talent and developing within (future proofing and understanding skills demand) through varied career pathways.
- We will understand the demographics of our communities and where social mobility will be promoted.
- Choice – a flexible employer in terms of how, where and when employees work.
- Creation of an environment where people feel physically and psychologically safe.
- To make housing a career choice.
- Third party organisations representing Platform deliver in line with our values and behaviours.

Our Goals

1. Have an embedded set of people values and behaviours that enables continuous improvement in our delivery and cuts through everything we do and is inclusive of partner organisations – phased launch by end of September 2022.
2. We will have employee satisfaction levels of 85% (and 95% response rate to our engagement surveys) – annual targets.
3. To have an inclusive and diverse Board, Executive Team, Senior Leadership Team, and workforce that reflects the communities which we serve – implemented September 2022.
4. To have a clearly defined and implemented approach to employee wellbeing activities – annual targets.
5. To have a flexible approach to where and how people work, driven by collaboration, accessible technology, and the availability of remote services – annual targets.
6. To have a remuneration strategy which recognises and rewards excellent performance and innovative ideas – March 2022.
7. To have an accessible and digitally supported continuous learning framework for all employees – annual targets.
8. By 2026, 10% of our employees will be studying for an apprenticeship (up to level 7) with above minimum level support in role – annual targets.
9. To recruit based on talent and values, understand local and future skills demand, and have clear career pathways for all employees, regardless of their level or role within the Group – phased launch by April 2023.

Our Strategic Direction for 2021–2026

Sustainability, Environmental and Social Value Creation

The current pandemic has further exposed systemic social issues in our communities. Not only has there been a tragically large number of lives lost, the magnitude and speed of loss of economic activity has been like nothing seen before.

It is apparent that through our new Corporate Strategy, Platform has an opportunity to support recovery in our communities through a focused approach to sustainability in our delivery, and targeted social and environmental impact. To understand where we can have maximum positive impact, we will begin with our information gained through our rapid response to the pandemic.

The concept of social and environmental value creation has long been discussed in businesses and the argument that business should create value for, and with, all stakeholders and the community at large. This value creation perspective is usually seen as peripheral activity as not all social and environmental value is understood. Platform will understand the measurement of this change through clarity of data and when appropriate, as defined by those effected.

Social and environmental value creation will improve lives in our communities through impact such as greater prosperity and wellbeing, and through regeneration. For this to be achieved, our Platform leadership will engage and influence the whole organisation, our customers, communities, and partners to understand, clearly define and communicate the role every person plays in facilitating this ambition so they can be proud of our achievements.

There is an intrinsic link between understanding our customers and the needs and priorities in each community to deliver our vision. Although we are ambitious in our strategy, we understand our limitations and where our partnerships will help us create the biggest impact.

Social and environmental value creation is by no means a temporary or fad approach. Evidence shows that sustainable companies often significantly outperform their less sustainable counterparts and the factors that enable this, such as rapidly improving technology and transparency are here to stay.



Our Aims

As a provider of affordable housing, our value creation will be led by purpose. Our social value creation will be developed through a new set of standards and measures (education & employment, wellbeing, inclusivity & equality, safety, prosperity), and will support our communities to thrive.

All delivery and development will be sustainable, while proactively preserving the environment – not only in the present, but for future generations.

Our approach to sustainability, environmental value creation, and social value creation will be evidence-led and enabled by research, data, and technology.

Our Objectives

- Reducing cost to our customers through design and build.
- Reduce our carbon footprint in all services and products seeking access to government funding where available.
- Innovation in use of modern methods of construction (MMC) sustainability and design.
- Development of prioritised, targeted and measured social and environmental value creation activities that demonstrably improve our communities.
- Strong relationships with partners and supply chain that maximise our impact; proactively facilitating community connectivity.
- Lifelong customers (access to first housing opportunities through to support for older people to remain independent).
- Development of community ownership and social networks.
- Creation of skills and employment opportunities that directly serve the needs of the community.
- Use of intelligence/ICT to be increasingly predictive over reactive in our approach.

Our Goals

1. Exceed government targets to achieve an Energy Performance Certificate (EPC) Rating of Band C including a 'fabric first' retrofit model implemented – 2030 with yearly targets planned.
2. To have a fully developed and implemented long-term Green Philosophy and Plan – first version April 2021. Live document reviewed annually.
3. Certified ISO14001 Property Management - April 2021.
4. Independent ESG accreditation – April 2023.
5. Development of a Platform Social Impact Model that includes our partners and supply chain – phased launch by end of quarter 1 2022/23.
6. Community ownership model designed as part of our operational delivery and regeneration targets – September 2021.
7. Embedded use of sustainable materials such as emerging green technologies with proven impact – proof of concept December 2022.

Our Strategic Direction for 2021-2026

Economic Value Creation

Our strategic vision for economic value creation will be built on further developing our commercial approach so we can improve the lives of people in our communities and improve our environment on a greater scale.

Our priority will continue to be the provision of affordable, safe, and secure homes for our customers, enabled by maintaining financial strength and credibility. We will be able to evidence our credentials to attract and retain our investors and partners and secure sustainability assessed loans and grants to support the growth and development of our housing.

We will use customer-focused insight, smart and agile design to improve our development and delivery models to realise efficiencies. Our reduced costs will enable us to re-direct funds into the delivery of our growth and development goals, our colleagues' skills and capabilities, and increasing the quality of services for our customers to meet our organisation purpose.

In developing our housing stock, we will adopt a blend of outsourcing to specialist providers, development of in-house capabilities, and optimisation of partnerships and joint ventures to share investment, risk, and incentives. These partnerships will also provide the potential for further growth and community impacts through future ventures.

Our operations will be underpinned by enhanced finance processes, systems and reporting to ensure our business has real time information to make informed decisions. This will enable us to target resources where the greatest positive impact can be realised.



Our Aims

We will maintain our strong financial metrics to continue to be investment grade.

We will be a commercially focused business that delivers increased financial benefits, protected through financial strength.

Utilising our financial strength will be a means to create positive social and environmental impact.

Our Objectives

- Ability to leverage capacity for growth.
- Increased efficiency and growth through commercial partnerships/joint ventures and acquisition.
- Data-led economic value related decisions.
- Resilience through agile and customer focused design.
- Well controlled financial processes/ readiness to demonstrate.
- Strongly maintained financial metrics.
- Maximised return on investment.
- Safeguarded economic value.

Our Goals

1. Consistent social housing margin of over 35%.
2. Portfolio growth of 12,000 new homes and at least 3% pa.
3. Migration of existing properties to the 'Platform Standard' – methodology due end of March 2022.
4. Implementation of a new approach to MMC that supports our approach to decarbonisation and future-proofing our development pipeline – 1,680 Modern Methods of Construction homes to be started by March 2026.
5. Realised efficiencies of 5% per year. We will benchmark our performance against the best in sector.
6. Maintain our position as an A-rated credit with bond trading in the market in the top quartile.

Our Strategic Direction for 2021–2026

Digital and Intelligence

Throughout the period of our last digital and data strategy, we have made great progress in not only ensuring compliance but in the development of accessible, high-quality systems and a greater understanding of our impact through data.

In our operational delivery, we now have data that is more accessible, useful, and easier to understand, and we have launched the use of business dashboards to improve day to day decision-making.

We make use of multiple channels such as Teams and Yammer for fast and easy communication to support collaboration and remote working – a vital support mechanism in the current environment. We also have a certified cyber security approach with a campaign across the business to ensure the highest standards.

Our new strategic vision is based on the development of an agile approach that support all elements of the organisational strategy and is centred around the customer. We will provide transparency and choice through offering multiple paths to the same information or outcome in ways that are accessible to all.

Furthering our use of data is crucial to provide useful insight and increase organisational resilience. This will be developed through an enhanced ability to extract and analyse information to support intelligent decision-making.

We will increase our efficiency and satisfaction of user experience by listening to and collaborating with our users, developing increasingly sophisticated automation, the use of artificial intelligence, and by looking for opportunities to improve connectivity for our colleagues and customers. We will further support our colleagues through the implementation of immersive work and training environments that will enhance skills and operational abilities out in the field.

In our approach, we will start small and aim high using the principle of ‘try, but fail fast’ and testing new and emerging technologies in safe and increasingly secure environments.



Our Aims

We will ensure that our employees, customers, and stakeholders have 24hr access to all the intelligence and information they need to help inform decisions and safely access services.

We will adopt and embrace the use of innovative, smart, and cost-effective technologies that solve organisational problems and address customer solutions, upholding Platform as a recognised leader in our sector.

Our Objectives

- Digitally enabled workforce and stakeholders with increased effectiveness and productivity.
- Digitally enabled customers with multi-channel options for accessibility – enabling choice.
- Information-led decision making and activities.
- Smart asset management and maintenance.
- Data and analytics strategy that supports operational and customer-related problem solving.
- Project governance and delivery framework.

Our Goals

- 1. Implementation of colleague and customer multi-experience.**
 - Continuous integration of multiple types of automation – pilot 2021.
 - Intelligent automatic assistants – use of artificial intelligence – pilot 2021.
 - Promotion of choice through numerous accessible options – annual target.
- 2. Targeted development of Modern Methods of Construction and Smart Homes technology.**
 - Digitally enhanced construction and building management – pilot 2022.
 - Networked devices, components, and sensors – pilot 2022.
- 3. Data and analytics.**
 - Real time intelligent data available to all who need it – 2023.
 - Transparency and traceability, data control and data ethics – 2021.
 - Predictive analytics – 2022.
 - Data driven decision-making – 2022.
- 4. Cyber security.**
 - Secure, compliant, and certified cloud-based data aligned to industry standard governance frameworks – certification end of March 2022.

Our Strategic Direction for 2021-2026

Leader, Partner and Influencer

The creation of Platform Housing Group in October 2019 brought together capabilities and values of Waterloo Housing Group and Fortis Living, creating an organisation with pre-established reputation and credibility in the sector.

We have already begun to use this as a sound foundation on which to grow and develop our place in the sector and build new partnerships to maximise our positive social and environmental impact.

Our new scale and distinct Midlands focus mean we should raise our profile, to not only be advocates for our organisation and sector, but to also ensure the characteristics of the Midlands landlords and resident groups are understood and heard on the national political agenda. Going forwards, we will find new ways to maximise value for our customers and communities and grow and develop as a business.

Platform will be a visible presence across sector networks and communities, we will be thought leaders; passionate about environmental and social values, engaging with and contributing to shaping the future of social housing. We will be at the forefront of our sector in delivering innovative, sustainable methods to develop our housing stock and customer centric services. This will allow us to provide more affordable homes, reduce fuel poverty and improve the health and wellbeing of our customers, and create jobs and develop skills for those in our communities.

Platform will be a partner of choice. We will be proactive in promoting our track record and credentials, increasing our visibility and reputation across public and private sectors.

We will identify partnership and joint venture opportunities to secure additional funding, and share investment, risk, and rewards where this will add value to our business and our customers. We will choose our partners wisely, they will be aligned with our values, and we will treat them with respect - maintaining our partnership reputation.

We will secure our position as sector influencer of political bodies and build relationships to make Platform the 'go-to' source for intelligence and input to policy development and decisions. We will be the voice of our customers, and use the insights gained from our customer engagement activities to influence local and national strategies, and regulation.



Our Aims

As a large and powerful organisation, we will use our values to drive our influence in our sectors including influencing the standards/benchmarks through being best in class and innovative thinking.

We will be an influencer of political bodies (local and central) in a way that benefits the growth and resilience of Platform Housing Group and the wider sector through regulation and funding decisions.

Stakeholders will recognise our reputation as a sought-after partner of knowledge, strength, and integrity.

We will be a strong voice for Midlands communities and across all our regions.

Our Objectives

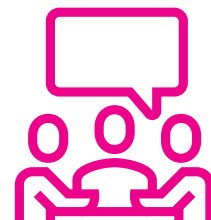
- Ensure consistent high standards through supply chain and delivery partnerships (a Platform standard).
- Increased brand value by building a great brand.
- Develop new approaches to partnerships (universities, specialist insight, investors, etc.) dependant on impact sought.
- Have a voice on influential committees/policy makers.
- Maximise impact through partnerships.
- Strengthen relationships with Local Authorities/governmental bodies.
- Increase engagement with Think Tanks.
- To provide support to community-based SMEs/supply chain.
- Measurable innovation.
- Consistent approach across the organisation, effective use of employee input at every level.

Our Goals

1. Development of established strategic partner relationships which bring business opportunities to us that have a direct benefit for our customers, communities, and organisation.
2. To have strategic housing Think Tank papers published in our name that directly influence improvements in the sector.
3. To be recognised as a 'go to' organisation for thought leadership opinion by Government policy teams due to our outstanding customer insight and creativity.
4. To have received awards acknowledging our quality standards and innovation the quality of our homes and service delivery for our customers.

Timelines and Measures

Our Customers



Goal	Measures	Timelines
Embed transparent processes that use effective intelligence to put the customer at the heart of design and delivery.	<ul style="list-style-type: none"> ● Increased customer satisfaction. ● Individual PIs. ● Training on design principles. 	December 2022.
Increased service accessibility and choice – all our customers will be able to access the services they need from Platform 24/7 at a time and place that suits them using multiple digitally supported options.	<ul style="list-style-type: none"> ● Channel uptake volumes. ● Customer satisfaction. ● First time fix volumes. 	Phase 1: June 2022. Top 5 transactions available. Intelligent IVR. Phase 2: June 2022 Development of plan for options of AI supported transactions across all channels.
Improved customer satisfaction rates for all areas of the business.	<ul style="list-style-type: none"> ● Customer satisfaction surveys Overall target of 75%. 	Rolling 12-month score of 75%.
Increased volume and diversity of all customer engagement to ensure we are proactively inclusive of all customers.	<ul style="list-style-type: none"> ● Customer surveys against segmentation. ● Potential to use social measures through HACT. 	Completed (February 2022).
Reduced customer complaints in all areas of delivery.	<ul style="list-style-type: none"> ● Complaint volumes against baseline. ● % effectively resolved. 	Year 1 – Restructure Complaints Team. Reduction in formal complaints (from baseline). Year 2 -10%, Year 3 -20%, Year 4 -25%.
Introduction of a model for our Specialist Housing Schemes with new technology to ensure that our customers can be digitally active enabling them to remain independent and safe.	<ul style="list-style-type: none"> ● Length of tenancy. ● Additional measures designed as part of pilot. 	Pilot 2022 to scale 2023 onwards.
Introduction of a model to create 'homes of the future and a great community to live in' that is supported by the 'Platform Standard.'	<ul style="list-style-type: none"> ● Percentage reduction in legal enforcement action. ● Targeted percentage increase for financial outcomes. ● Reducing our annual tenancy turnover to 7% by 2026. ● Trust and effort measures. ● Wellbeing Fund utilisation and Social value return. ● Customer participation. 	Platform Standard July 2022. Pilot with additional measures 2023.

Timelines and Measures

Culture of People and Continuous Improvement



Goal	Measures	Timelines
Have an embedded set of people values and behaviours that cut through everything we do, and is inclusive of our partner organisations.	<ul style="list-style-type: none"> ● Progress within functions/ teams – delivery validated in appraisal/reviews. Management events on team basis. ● Employee engagement – measure through experience. 	<p>All colleagues to have been through the Learning Journey content by 30/06/2022.</p> <p>Integrate values and behaviours and Bring Your Best toolkit into People Policies and Processes through operational reviews by 31/06/2022.</p> <p>Sustain change and improvement through link to organisational strategies, policies, processes, tools and technology through operational review with all teams by 30/09/2022.</p>
We will have employee satisfaction levels of 85% (and 95% response rate to our engagement surveys).	<ul style="list-style-type: none"> ● Employee satisfaction and engagement split by team/ area. 	<p>Annual increases 3-4% (engagement score).</p> <p>Annual increase 10% (response rate).</p> <p>Baseline measures 71% and 57%.</p>
To have an inclusive and diverse Board, Executive Team, Leadership Team, and workforce that reflects the communities which we serve.	<ul style="list-style-type: none"> ● Reporting EDI statistics to People and Governance committee. 	<p>Strategic workforce planning June 2022.</p> <p>Design and implement by September 2022.</p>
To have a clearly defined and implemented approach to employee health, safety and wellbeing activities.	<ul style="list-style-type: none"> ● Wellbeing score, H&S confidence. ● Absence data. ● Exit interviews. 	<p>Annual increase in measure of Employee Wellbeing of 5%.</p> <p>70% baseline (2021) – target of 95% by 2026.</p>
To have a flexible approach to where and how people work, which is driven by collaboration, accessible technology, and the availability of remote services.	<ul style="list-style-type: none"> ● Use of system, content volume, value for money. ● Staff surveys. 	<p>Annual review.</p>
To have a reward and recognition strategy which recognises excellent performance and innovative ideas.	<ul style="list-style-type: none"> ● Number of projects (learning and successful outcomes). ● Number of rewards. 	<p>March 2022.</p>
To have an accessible and digitally supported continuous learning framework for all employees.	<ul style="list-style-type: none"> ● Staff surveys. ● Usage volumes. ● 100% enablement measure. ● Impact effectiveness. 	<p>Completed (June 2022).</p>
By 2026, 10% of our employees will be studying for an apprenticeship (up to level 7) with above minimum level support in role.	<ul style="list-style-type: none"> ● Number of apprenticeships at all levels. 	<p>Annual % increase.</p>
To recruit based on talent and values, understand local skill demands, and have clear and supported career pathways for all employees, regardless of their level or role within the Group.	<ul style="list-style-type: none"> ● Internal promotions/vacancies filled. ● Secondments for projects/ opportunities. ● Recruitment statistics. 	<p>Recruitment Strategy April 2022.</p> <p>Workforce Planning March 2023.</p> <p>Competency Framework/Skills Gap Analysis March 2023.</p> <p>Career Pathways April 2023.</p>

Timelines and Measures

Sustainability, Environmental and Social Value Creation



Goal	Measures	Timelines
Exceed government targets to achieve an Energy Performance Certificate (EPC) Rating of Band C - including a 'fabric first' retrofit model implemented.	<ul style="list-style-type: none"> ● Number of properties in each band. ● Rating shift and estimated fuel savings. ● Carbon emission reductions. 	2030 - mapped out and costed. Annual target.
To have a fully developed and implemented long-term Green Philosophy and Plan.	<p>Minimum set to align with ESG measures:</p> <ul style="list-style-type: none"> ● Carbon footprint. ● GHG emissions. ● Group-wide communications (content and methods). ● Recycling. ● Single-use plastics. ● EPC ratings in existing/new homes Energy efficiency actions (collection of data). ● Flooding risk reduction. ● Homes overheating. ● Building materials. ● Water management. 	<p>First version April 2021. Updated Green Plan due in end of quarter 3 2022.</p> <p>Live document that will be reviewed annually. Continuous implementation of new initiatives in structured approach.</p>
Certified ISO14001.		Completed (June 2021).
Independent ESG accreditation.		April 2023.
Development of a Platform Social Impact Model that includes our partners.	<p>HACT framework will be developed as chosen method:</p> <ul style="list-style-type: none"> ● Community calculator. 2 reports, social VfM and social value generation and community enrichment. 	<p>Phase 1: March 22.</p> <p>Phase 2: April 22.</p> <p>Phase 3 & 4: End of Q1 2022/23.</p>
Community ownership model implemented as part of our operational delivery and regeneration targets.	<ul style="list-style-type: none"> ● Measures to be developed in model design. 	Completed (February 2022).
Embedded use of sustainable materials such as emerging green technologies with proven impact.	<ul style="list-style-type: none"> ● Robust set of measures to be developed for PoC. 	<p>Proof of Concept 2021-22.</p> <p>Scale up 2022-23.</p>

Timelines and Measures

Economic Value Creation



Goal	Measures	Timelines
Consistent social housing margin of over 35%.	<ul style="list-style-type: none"> ● % margin. 	Quarterly review.
Portfolio growth of 12,000 new homes and at least 3% pa.	<ul style="list-style-type: none"> ● % in planning, development, complete. 	Quarterly review.
Migration of existing properties to the 'Platform Standard'.		Methodology due end of March 2022.
Implementation of a new approach to MMC that supports our approach to decarbonisation and future-proofing our development pipeline.	<ul style="list-style-type: none"> ● % in planning, development, complete. 	1,680 Modern Methods of Construction homes to be started by March 2026.
Realised efficiencies of 5% per year. We will benchmark our performance against the best in sector.	<ul style="list-style-type: none"> ● Operating Margin – Stretch & Base. ● Budget Outcome. ● Management CPU. ● Maintenance CPU. ● Cost of funding – new funding. ● Cost of funding – blended. <p>VfM:</p> <ul style="list-style-type: none"> ● Reinvestment. ● New supply social housing. ● New supply non-social housing. ● EBITDA MRI. ● Social Housing CPU. ● Operating Margin SH. ● Operating Margin Overall. ● Return on Capital Employed. 	<p>Monthly review.</p> <p>Annual VfM report.</p>
Maintain our position as an A-rated credit with bond trading in the market in the top quartile.	<ul style="list-style-type: none"> ● Operating margin (already included). ● Interest cover. ● Asset cover. ● Gearing. 	Annual review.

Timelines and Measures

Digital and Intelligence



Goal	Measures	Timelines
<p>Implementation of colleague and customer multi-experience.</p> <ul style="list-style-type: none"> ● Continuous integration of multiple types of automation. ● Intelligent automatic assistants - use of artificial intelligence. ● Promotion of choice through numerous accessible options. 	<ul style="list-style-type: none"> ● Customer satisfaction - ease of use, ability to complete request - 85%. ● Transactional call reduction. ● Adoption of alternative channels. ● Additional measures to be defined in design of pilots. 	<p>2021 pilots (linked to customer effort) - scaling.</p> <p>Annual improvement on measures.</p>
<p>Targeted development of Modern Methods of Construction and Smart Homes Technology.</p> <ul style="list-style-type: none"> ● Digitally enhanced construction and building management. ● Networked devices, components, and sensors. 	<ul style="list-style-type: none"> ● Measures to be defined in design of the pilot. 	<p>Pilot 2022 - scale 2023 onwards.</p>
<p>Data and analytics.</p> <ul style="list-style-type: none"> ● Real time intelligent data - available to all who need it. ● Transparency and traceability - data control and data ethics. ● Predictive analytics. ● Data driven decision-making. 	<ul style="list-style-type: none"> ● Data confidence score of 90%. ● Quality of project delivery by 2021 - 95% of initial business case assessment. Quantitative financial and qualitative independent assessment. 	<p>Data confidence target - January 2023.</p> <p>Real time 2022-23.</p> <p>Policies and procedures in place 2021.</p> <p>Predictive analytics and data-driven decisions 2022.</p>
<p>Cyber security.</p> <ul style="list-style-type: none"> ● Secure, compliant, and certified cloud-based data aligned to industry standard governance frameworks. 	<ul style="list-style-type: none"> ● ISO 27001 certification end of March 2022. ● 99% confidence by 2023 - all operational metrics. 	<p>ISO27001 certification completed (June 2022).</p>

Timelines and Measures

Leader, Partner and Influencer



Goal	Measures	Timelines
Development of established strategic partner relationships which bring business opportunities to us that have a direct benefit for our customers, communities, and organisation.	<ul style="list-style-type: none"> JV's / Strategic Partnerships growth (segmented). 	Annual review linked to benefits.
To have strategic housing Think Tank papers published in our name that directly influence improvements in the sector.	<ul style="list-style-type: none"> Publication mentions. Think Tank/Policy credit published. 	Annual review organisation-wide.
To be recognised as a 'go to' organisation for thought leadership opinion by Government policy teams due to our outstanding customer insight and creativity.	<ul style="list-style-type: none"> Social media mentions / followers. Published papers. Press and media article mentions. 	Research publication 2023. Media quarterly review.
To have received awards acknowledging our quality standards and innovation, the quality of our homes, and service delivery for our customers.	<ul style="list-style-type: none"> Awards by area (entered and received). 	Annual review organisation-wide.