



Colleague Strategy 2021-2026

(revised)

Supporting our Revised
Corporate Strategy
2023-2026

Introduction

Platform Housing Group (PHG) has completed a midterm review of all supporting strategies for our workforce and merged them into one strategy – our Colleagues. This revised strategy is centred around our Corporate Strategy theme ‘**People**’ and focusses on our priorities for our colleagues, from now, right up until 2026.

Why now?

We completed a mid-term review of our Corporate Strategy in 2023, to ensure our strategic goals and measures support our purpose and ambitions. We also develop a new **Purpose**, **Vision** and **Mission** as follows:



Following this review, it felt right to review and rationalise our supporting People Strategies and associated sub-strategies (listed below) which remain vital in delivering all we set out to do.

Learning and Development	Reward and Recognition
Apprentices	Wellbeing
Resourcing	Health and Safety

Our mission is clear – ‘By investing in people and places, we will build a stronger, more sustainable future’. So, investing in our colleagues is how we do things.

Our revised colleague strategy (replacing our People strategy) will continue to respond to the internal drivers for change, whilst retaining our purpose and vision at its core – delivering a customer-first housing experience for a better future.

The revised Colleague Strategy will continue to grow on the work we have done to build our reputation and enhance our position as a place where people want to work and build their careers and where external stakeholders want to partner with us. All for the benefit of our customers.

Our bring your best framework



People values and behaviours

Our values inspire and guide us through everything we do. They reflect the important shared attitudes, beliefs, and behaviours that we want to see, feel, and hear in Platform.

This means we strive for a customer-first culture, where the customer experience is at the front of everything we do and serves as the driving force on how we deliver on our purpose on a daily basis.

For our teams, this means working collaboratively, listening to understand each other, and working towards common goals and our purpose.

For the individual, this means creating a place where people can be true to themselves, bring ideas and be creative without fear of failure and take ownership of their actions and decisions.

The Colleague Strategy will ensure our values are integral to the decisions we make and the processes we follow that affect the employee experience at Platform. Put simply, they are the bedrock of the Platform experience.



Our Values are part of our DNA

They will inspire and guide us through everything we do.

Our people values are



People Matter

The way we treat each other

We put colleagues and customers at the heart of everything we do. Valuing difference, we are free to challenge each other and are open and honest in our relationships.



Own It

The way we want to work

We say what we'll do and then we do it. We listen, understand and are empowered to make decisions. We look for our own ways to learn and adapt and focus on what we can do.



One Team

The way we deliver our services

We are connected, collaborative and in it together. We want everyone to reach their potential and be the best they can be. We actively support each other to make this happen.



Be Brave

The way we look towards our future

We are curious and courageous. We look for better ways to do things, are comfortable trying them and learn quickly. We are not afraid to stand out from the rest and celebrate our successes.

Our People Values are underpinned by a set of behaviours which outline the actions and ways of working that all our colleagues must all work to demonstrate.

Progress so far

Our midterm review highlighted several achievements already delivered through our People Strategy over the course of 2021-23.



Creating a culture of engagement, safety, and wellbeing...

We have:

- Developed the five pillars of wellbeing and are delivering these through an action plan.
- Relunched our People Platform and reviewed our Platform Together network.
- Introduced a reward and recognition scheme 'Each Person'.
- Reviewed our employee benefits portfolio and standardised our pension offer.
- Launched Engagement and Wellbeing Surveys through our Culture Amp system.
- Introduced a 'Trainee Board' and are now on our second cohort.
- Designed and delivered Conferences: All Colleagues (three) and Leadership Conference.



Transforming the way we work...

We have:

- Embedded flexible and remote working.
- Rationalised our office estate to improve our workspaces.
- Launched the Ideas Lab/Just Make it Right initiatives.
- Introduced a new HR Information System (i-Trent).
- Set up a Group Employee Health & Safety Committee.



Developing behaviours, skills, and talent...

We have:

- Designed and launched our in-house 'Leading for Results' programme for leadership, including developing Leadership Competencies.
- Developed and applied a consistent approach to Strategic Workforce Planning.
- Developed and launched a new in-person corporate induction programme.
- Designed Platform Experience customer care training that gained accreditation by ICS to professional standard.

Looking Ahead

Our midterm review highlighted two key priorities as we enter the final two-years of the strategy.

**Creating a
'Platform
Experience' for
Colleagues**

By Shaping our Culture



**Strategic
Themes**



**Building our
Capability**

By investing
in our people



Creating a 'Platform Experience' for Colleagues

By Shaping our Culture

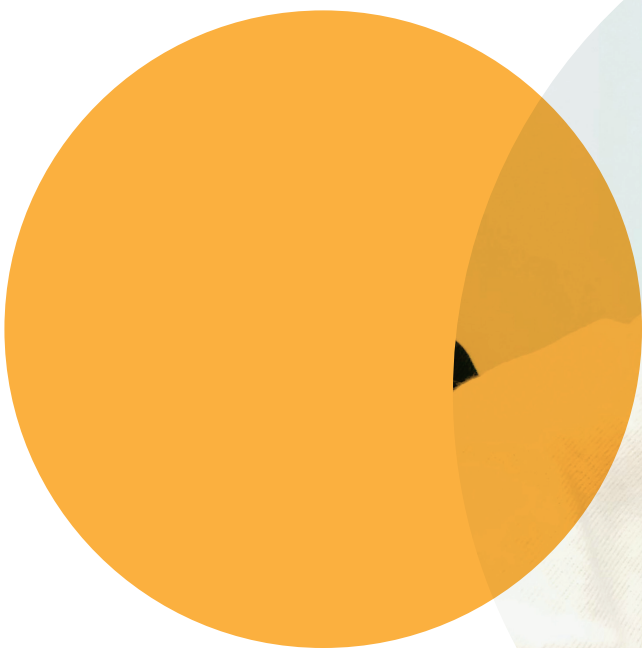
We want Platform to be a place where people feel they belong, a place people can bring their whole selves to work and feel appreciated and valued for what they do. We want people to feel connected to our purpose and find true meaning in the work they do every day.

We will continue to focus on:

- Embedding our recently developed Purpose, Vision, and Mission.
- Completing a cultural assessment/review of Platform.
- Delivering our EDI priorities, and measuring the impact.
- Enabling self-service and a manager-led HR function through our HR Information System.
- Reviewing and establishing our Employee Value Proposition (EVP).
- Mapping our key Colleague Journeys.

Our review also highlighted some additional focus points:

- Reviewing our pay and incentive offer.
- Rolling out our Platform Experience Training to support delivery of a customer-first housing experience.
- Implementing a Health and Safety (HSG65) management system and supporting systems.



Building our Capability

By investing in our people

We know the future ways of working, and our customer expectations will continue to change and develop, as the world around us advances. We want to plan for that future now, identifying the skills and resources we need in the medium to long term to deliver and build on our purpose.

Building our capability through strategic workforce planning is at the heart of this, creating opportunities for people to develop their knowledge and skills, whether they wish to progress or not. Platform will be a place where people can flourish, and they are encouraged to be the best that they can be.

We will ensure our structures and systems align with our core strategies and help us achieve our goals. Investing in people and Platform as a place will ensure Platform continues to thrive. We will make sure, by design, decisions are made at the closest point to the customer, we constantly improve communication, and we inspire innovation.

We will continue to focus on:

- Developing career pathways.
- Creating a performance management framework that enables people to bring their best.
- Growing our approach to Professional Qualifications including Apprenticeships.
- Delivering the Leading for Results Programme to all our managers.
- Developing a corporate strategic workforce plan and our approach to succession planning.
- Delivering the Platform Experience training to all customer facing roles.

Our review also highlighted some additional focus points:

- Creating a 'Step into Leadership' learning programme for aspiring leaders.
- Developing a core set of competencies for roles at Platform.
- Implementing our approach for 'professionalisation' of the sector.
- Identifying Colleague Persona's to support the development of our 'colleague experience'.
- Replacing our Applicant Tracking System and improve the resourcing processes to improve the experience for candidates and hiring managers.
- Creating a 'Leading Strategically' learning programme for senior-level leaders.
- Developing an induction programme for new managers.
- Introducing a graduate programme.



Measuring our Impact

How we will measure success:

Our key measures of success will show in 2026, where we will have:

- Created a great place to work with continued and sustained increases in our colleague engagement scores, particularly across the areas of; Leadership, Action Planning, and, Learning and Development.
- Built a strong culture of good leadership across Platform, where colleagues and leaders have frequent, quality conversations on wellbeing, development, and performance.
 - To help support these conversations, all our people leaders will have completed our Leading for Results Programme, which describes what we expect every person responsible for the performance and development of others to do.
 - We will have a clear approach to Performance Management, enabling all colleagues to have meaningful conversations on their performance and how we all fit into delivering Platform's goals and objectives.
- Strategic Workforce Plans in place that help us have the right people with the right skills to achieve our strategic objectives.
 - Embraced principles of workforce planning and organisation design to optimise team design and capacity management and address single points of failure through succession planning and a supporting development pipeline of future candidates.
 - Our approach to Apprenticeship and Professional Qualifications is constantly evolving, ensuring we develop and grow your skills.
 - Our Career Framework will set out how we enable everyone to understand the routes to progression and the competencies, skills and behaviours that are needed.
- A deeper understanding of what drives and impacts the Wellbeing of our people, we will evidence this through our:
 - Wellbeing survey.
 - Reduced levels of sickness.
 - Feedback from Exit Interviews.
- Delivered our Platform Experience Programme, setting our teams up to deliver a customer-first housing experience, which will:
 - Improve our Tenant Satisfaction Measure (TSM) survey results.
 - Reduce our complaints and increase compliments from customers.

