



Corporate Strategy

2021-2026

(revised)

Version 3
December 24

Introduction

In April 2021, Platform launched its five-year Corporate Strategy – building a truly modern housing association.

An ambitious strategy, we set out to build on the strength of our legacy organisations and grow a unified organisation fit for the future needs of our customers and our communities, whilst still supporting our existing wider community.

Since the strategy was delivered, Platform and the whole housing sector have experienced an ongoing challenging and volatile external environment: multi-faceted economic shocks (fallout from Brexit and the pandemic, the war in Ukraine) and the implications of these shocks (such as, increasing energy costs, inflation and interest rate rises, and costs and uncertainty resulting from climate challenges).

We have also seen changes in legislation and regulation which have and will continue to significantly impact our organisation.

With all this in mind, in early 2023 we identified five key priority areas to focus on up to the end of the strategy period.



Our five priorities are:

- Investment in existing stock, including the move to EPC 'C' and carbon neutral targets
- Improving customer services (including reduction in complaints, compensation and an increase in customer satisfaction)
- Compliance in relation to requirements from the Regulator of Social Housing and other legislative and statutory expectations
- Completion of our transformation processes
- Employee retention, engagement and well-being

When considering the above priorities and the continuing volatile external environment, it felt right to undertake a 'mid-term review' and sense check of our strategic goals and measures, to ensure that they could deliver our five priority areas for the remainder of the strategy period.

We have rationalised our key strategic themes from six to three (People, Places and Platform) and these are now supported by seven simpler and clearer goals.



People



Places



Platform

At the heart of the revised strategy, our focus remains on making Platform a truly modern housing association, delivering a **first-class housing experience** for our customers.

Our Purpose, Vision and Mission

Whilst completing our mid-term review of the corporate strategy, we have taken the opportunity to establish a clear purpose for Platform and to revise our corporate vision and mission, involving the voice of our customers and colleagues.



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.

Our Strategic Goals for 2023-2026



People

1. Work with our customers to improve what we do.
2. Promote a workplace that motivates everyone to bring their best.

Places

3. Provide safe and well-maintained homes and communities.
4. Deliver our 'Platform Standard' for homes.

Platform

5. Embed our long-term Environmental, Social and Governance (ESG) plans.
6. Utilise insights through accurate, robust and secure data.
7. Remain financially strong.



People

We are a people focused organisation - for our customers and our colleagues.

Our purpose puts our customers front and centre of everything we do, the decisions we make and the services we offer. We want to provide a customer-first housing experience for a better future.

We will **work with our customers to improve what we do** (goal 1).

We will do this by using the feedback from our customers to learn and understand their experiences of dealing with us, co-create with our customers to deliver improvements to the way we do things and provide multiple channels for our customers to access our services in a way and at a time that suits them.

A customer-first service, every time, all the time.

We also know having happy and engaged colleagues has a positive impact on our relationships with our customers and the way we deliver services, and we will **promote Platform as a workplace that motivates everyone to bring their best** (goal 2).

We will do this by embedding our purpose in a strong culture that people can be proud of and that delivers for our customers, improving our engagement and wellbeing of our colleagues, and creating opportunities for people to reach their potential.

A motivated and high performing workplace, where people can be proud of where they work and what they do.

Diversity, inclusion and belonging will be at the heart of our people experiences - for our customers and our colleagues.

Embrace our differences, learn from them, celebrate them and adapt our services as necessary.

Our measures of success will include:

- Achieve and maintain a customer satisfaction level of 75% or above on our transactional surveys
- Improve our digital portal and apps that are available to our customers
- Reduce the number of complaints that move to Final Review (stage 2 of our process)
- Have all our leaders and managers complete our in-house leading for results programme
- Have clear workforce planning in place for all teams across the Group
- Have at least 70% of colleagues agree that our systems and processes help them to get their jobs done effectively



Places

We are committed to providing housing to support better futures for both our existing customers and our customers of the future.

We will **provide safe and well-maintained homes and communities** (goal 3).

We will do this by investing in our stock and communities, delivering a quality repairs and maintenance service, and increasing the number of homes we build each year.

Quality homes that people are proud to call home.

We will continue to build and **maintain homes to the 'Platform Standard'** (goal 4).

We will do this by piloting new smart technology in homes, identifying components and materials that support our work towards science-based sustainability goals, and use Modern Methods of Construction on our new builds.

We aim to change the direction of our development programme to be more land-led and to have partnerships which allow us to have greater control over the homes we build for our customers.

Sustainable value creation to improve the lives of our customers and communities.

Our measures of success will include:

- Investing £171m into our homes over the five-year strategic period
- A clear development pipeline, consisting of 40% land, 50% partnerships and 10% section 106
- An average response repair time of 12 days
- A clear gas replacement plan
- A design guide in line with the 'Platform Standard'



Platform



We recognise the importance of Platform being a financially robust, well-managed and sustainable organisation which effectively uses data and insight to deliver a customer-first housing experience for better futures.

We will ensure we **embed our long-term environmental, social and governance (ESG) plans** (goal 5).

We will do this by considering sustainability in everything we do, creating a net zero roadmap, and proactively capturing our social value.

Meaningful commitment to sustainability, for the longer-term benefit of us all.

We will **utilise insights through accurate, robust and secure data** (goal 6).

We will do this through improving the accuracy and completeness of our data, implementing strong data governance principles and practices and exploring the use of Artificial Intelligence (AI) to drive efficiency.

Increasing organisational resilience and efficiency, through better understanding and use of our data.

We will **remain financially strong** (goal 7).

We will do this by retaining a strong social housing margin, ensuring we spend our money in the most efficient and effective way possible and continuing to be attractive to external investors and partners.

A commercial approach so we can improve the lives of people in our communities.

Our measures of success will include:

- Existing homes to be EPC 'C' rated by 2030
- Generate £12m in social value
- At least 'A' rated credit and bonds trading in top quartile
- Established value for money efficiencies
- Create a data warehouse
- Deliver on our core change programme