



People Strategy

2026-2030



Foreword

As we begin this exciting new chapter as one organisation, our People Strategy sets out how we will shape a shared culture, build capability, and create an environment where every colleague can thrive.

Together, we're building something powerful - a single culture where every voice counts and every colleague has the tools, confidence, and support they need to deliver the best outcomes and value for each other and our customers.

This strategy is about people - our passion, our purpose, and our shared future. It reflects our ambition to make Housing Plus Group not just one of the largest housing providers in our region, but the best place to work and a leading employer.



Wayne Gethings
Group Chief Executive



Executive summary

The People Strategy 2026–2030 sets out how our workforce will drive delivery of our Corporate Plan and realise the benefits of our merger, bringing together two organisations to form one of the largest housing providers in Staffordshire, Shropshire and Telford & Wrekin.

Our new organisation, The Housing Plus Group, with over 34,000 homes, 68,000 customers, and around 2,000 colleagues, has the scale and capability to make a lasting difference to us as colleagues, and to the communities we serve.

Our strategy focuses on four key strategic people priorities

- **Aligned and Connected**
- **Customer Focused Culture**
- **Resilient High Performing Workforce**
- **Employer of Choice**

This strategy provides the framework for how we will attract, retain, develop, and engage our people - ensuring we are a united, resilient, high-performing, and an inclusive organisation where colleagues are proud to work.

Over the next four years, we will align our culture, strengthen capability, and ensure every colleague feels empowered to deliver excellent outcomes for our customers and communities.

34,000 +
homes 

68,000
customers 

2,000
colleagues 



Strategic context

The merger benefits have been clearly defined into four integration principles as follows:

Place Based Leader

With over 34,000 homes in the region, we aim to be one of the top housing associations, influencing policy locally, regionally and nationally. We will be the leading, distinctive, first choice housing provider in the region advocating for the needs of and opportunities of the communities in which we serve.

Doing more for residents and communities

We are committed to delivering great homes and services for over 68,000 customers, driven by what really matters to them. Over the next 5 years we will build 3,500 new homes and invest on average **£45m annually improving customers' homes**, including the delivery of **300 additional kitchens and bathrooms in years 3 - 5**. We will also invest in initiatives that support customers with additional needs, such as money advice and tackling loneliness. We will deliver a first-class customer experience and improved tenant satisfaction.

Resilience and Capacity

As a larger organisation achieving £250m turnover, we will deliver financial gains through increased efficiency and value for money services, improved processes and technology; and we will re-invest those gains to deliver better outcomes for our customers and colleagues.

Great Place to Work

We employ approximately 2000 colleagues who are passionate about our core purpose and delivering excellent services for our customers and; we are committed to delivering an inclusive workplace culture which recognises the valuable contributions our colleagues make, enabling them to grow, develop and thrive.

£45m

invested annually
in homes



3,500

new homes over
5 years



300

kitchens and
bathrooms upgrades



Strategic context

Our aim is to be the employer of choice within our communities, providing early careers and apprenticeship routes for 100 new and existing colleagues each year. We will deliver a strong employment offer and accessible training and development opportunities for all colleagues who are keen to build a career with the Group.

While these integration principles define our internal ambitions and strengths, we also operate within a wider external environment that presents both challenges and opportunities for our people and our organisation.

Across the housing and care sectors, organisations are managing financial, regulatory, and workforce pressures alongside shifting customer and colleague expectations. The UK housing sector continues to face significant cost and compliance challenges. Inflation, rising borrowing costs, and investment in building safety and net-zero standards. The Regulator of Social Housing's *2024 Sector Risk Profile* highlights the need for strong leadership, capability, and workforce resilience to maintain safe, high-quality, customer-focused services.

In adult social care, workforce sustainability remains a national priority. Recruiting and retaining skilled colleagues is increasingly competitive, reinforcing our ambition to be an employer of choice offering stability, development, and purpose.

Demographic change and labour-market evolution are reshaping expectations of both customers and colleagues. Demand for housing and care will grow sharply as the population ages, while colleagues increasingly seek flexibility, inclusion, and meaningful work. Digital transformation and data-led decision-making are redefining how organisations plan and deliver services, making investment in capability and culture essential.

These external factors coupled with our internal ambitions, set the backdrop for our People Strategy. Our success depends on our people - their skills, engagement, and resilience. By building a workforce and culture that is skilled, agile, resilient, inclusive, and data-driven, we will ensure Housing Plus Group remains well-positioned to deliver the ambitions of Our 2030 Plan.



100 apprentices/early career roles per year

Our Purpose

Achieving this purpose requires more than places and services, it relies on the talent, dedication, and collaboration of our people. Every colleague plays a vital role in delivering excellent services and outcomes for our customers and communities.

**We create places
people are proud to call home**

Our People Vision

To create a single, united organisation where colleagues feel valued, connected, and empowered to deliver excellent services and outcomes for our customers and communities.

Our Mission

To provide a great place to work where we support our colleagues with the skills, tools and opportunities they need to grow, collaborate, and perform at their best.

Our valued behaviours

Developed in consultation with our colleagues and customers. We held over 40 workshops across our locations and talked to more than 900 colleagues and stakeholders, along with insights from a dedicated customer workshop.

Our purpose and behaviours were launched at our first HPG Conference held in May 2025, followed by a series of “it starts with me” workshops which all colleagues have attended, and where they have explored using the behaviours in our day-to-day work in order to achieve our purpose of: *Creating places people are proud to call home.*

Why This Matters

Our People Strategy, shaped through feedback from colleagues and customers, provides the framework to support our people in reaching their full potential. By fostering a culture where everyone has purpose, feels valued and engaged, we enable our organisation to achieve the ambitions set out in our Corporate Plan.

OWN IT

Make it happen



- We take responsibility, and get it done
- We solve problems, not pass them on

IMPROVE IT

Move things forward



- We find ways to make things better
- We learn and adapt

LIVE IT

Show understanding and compassion



- We build strong relationships based on honesty and trust
- We listen and support

People Strategy 2026 - 2030

Guided by our Corporate Plan and aligned directly to our integration principles, purpose and behaviours, our people strategy will drive and enable change across the organisation recognising that, to achieve this, we will need to embrace new ways of working, be innovative, develop our skills and digital solutions, and create a high-performance culture where data-led decisions enable effective future planning and add long-lasting value for our customers.

We will focus on a set of high-level outcomes that bring our purpose, behaviours and ambitions to life across each key strategic people priority.

These outcomes are interconnected and, together, articulate our “why” and what it means to be Aligned and Connected, Customer Focused, Resilient and High Performing, and an Employer of Choice.

Collectively, our strategic priorities will create a **Great Place to Work**.



People Strategy 2026 - 2030 - Our aims and outcomes

Aligned and connected	Customer Focused Culture	Resilient High Performing Workforce	Employer of choice
Our aim			
To be a great place to work , we will integrate, stabilise and align colleagues under one culture driven by clear purpose and valued behaviours.	To do more for our customers and communities we will build a culture of accountability, learning, and leadership excellence with high workforce engagement, represent our communities with pride.	To ensure we have resilience and capacity , we will grow the capability, skills, and flexibility of our workforce to deliver our ambitions by strengthening workforce planning, technology, and adaptability for long-term success.	To be recognised as a place-based leader in the housing and care sector, we will deliver an inclusive, supportive environment with a compelling career and employment offer where colleagues feel valued, supported, and inspired.
Outcomes	Outcomes	Outcomes	Outcomes
<ul style="list-style-type: none"> One consistent customer experience across all services. Fair, equitable, inclusive colleague experience. Efficiency, value for money and delivery of merger benefits. Strengthened brand reputation as a trusted place-based leader and great place to work. Alignment to shared purpose, goals and objectives. New ways of working with professional, customer focused approach. 	<ul style="list-style-type: none"> Organisational sustainability and reinvestment in improved services. Fewer complaints and improved customer satisfaction measures. Internal functions that enable and empower excellent service delivery. Customers and colleagues actively involved in shaping decisions and services. Colleague voice drives collaboration, shared decision making and strengthens transparency. 	<ul style="list-style-type: none"> Colleagues and leaders who are change ready and future focused. A healthy, thriving workforce driving innovation and performance. Agility and responsiveness to changing internal and external factors. Strong wellbeing support and resilience at every level. Future readiness through workforce planning and horizon scanning. 	<ul style="list-style-type: none"> Recruitment and retention of talented and capable workforce. Engaged colleagues who go the extra mile. Strong social purpose and community investment. Clear career pathways, not just a job, but long-term valuable careers. Services shaped by lived experience, including tenant employment. A great colleague experience with fair reward and recognition.
In 2030 we will be:	In 2030 we will be:	In 2030 we will be:	In 2030 we will be:
One connected organisation with a strong, shared culture, clear purpose, and a consistent experience for both colleagues and customers.	A customer led organisation, where the voice of our customers and communities guide our priorities, and every colleague plays their part in delivering a first class experience.	An agile, capable, and resilient workforce ready for the future, leading innovation and service excellence across housing and care.	A recognised employer of choice in our sector and communities, where people choose to join, stay and grow because they feel valued, supported and inspired.

Delivering our People Strategy 2026 - 2030

Each of our key strategic people priorities will be delivered in a planned and intentional way over a four-year period, through a set of activities and programmes, which will ensure our strategy moves from ambition to action - embedding our values, strengthening capability, and creating a culture where colleagues and customers experience the benefits of becoming one aligned connected and high performing organisation.

Year 1 26/27	Year 2 27/28	Year 3 28/29	Year 4 29/30
<p>Integration, Stabilisation and Cultural Alignment</p>	<p>Engagement and Performance</p>	<p>Growth and Capacity Building</p>	<p>Optimisation and Future Readiness</p>
<p>New vision and behaviours, launch of corporate plan, shared goals and objectives.</p>	<p>Performance management framework aligned to our 2023 plan, ambitions and values.</p>	<p>Maximise digital solutions and drive efficient working practices.</p>	<p>Improve choice and flexibility in our reward, benefits, recognition offer.</p>
<p>New Housing Plus Group operating model, centred around customer needs.</p>	<p>Embedded strategic HR business Partnership model.</p>	<p>Maximise opportunities for colleagues to develop and realise their potential.</p>	<p>Deepen partnerships with communities and educational institutions to enhance future pipelines and place-based leader status.</p>
<p>Strengthened employment offer for all colleagues and which offers value for money.</p>	<p>Strategic workforce plan, anticipating future resource needs, skills and capability gaps.</p>	<p>Formalise internal talent market place which promotes mobility and 'grow your own' approach.</p>	<p>Use external partnership and insight to enhance our working practices and benchmark our approach.</p>
<p>Single, accessible, development offer.</p>	<p>Talent and development programmes, focused on future skills and capability needs.</p>	<p>Talent and development programmes, focused on future skills and capability needs.</p>	<p>Assessment of future workforce needs to inform and realign, recruitment, retention and development strategies.</p>
<p>Leadership and management alignment and strengthening capability.</p>	<p>Deliver qualified, professional, customer-facing services.</p>	<p>Improve the visibility and accessibility of our employer brand.</p>	<p>Improve our ability to measure outcomes, performance and impact.</p>
<p>One suite of systems, policies and processes, delivering consistent internal service experience.</p>	<p>Refreshed apprenticeship programme focused on future skills need, providing access to employment from our local communities.</p>	<p>Talent pipelines for succession gaps established.</p>	<p>Drive efficiency and 'value add' with technology solutions realised through the Digital Strategy.</p>
<p>Combined data insight and HR Partnership.</p>	<p>Establish career pathways from critical roles.</p>	<p>Enhance coaching and feedback skills.</p>	<p>Achieve 2* Best Companies Employer (or equivalent).</p>
<p>Established engagement plan and survey implementation.</p>	<p>Enhance colleague engagement activity.</p>	<p>Embrace 'learning organisation' and growth mindset culture for high performance.</p>	
<p>Launch Group EDI Strategy.</p>		<p>Provide the resources and support which will enable colleagues to thrive and grow.</p>	

Strategic enablers

Our success depends on how effectively we connect our people, systems, and culture, ensuring that every action supports a consistent and collaborative approach across the Housing Plus Group.

The following strategic enablers are the critical foundations that make our four people priorities possible. They provide the tools, data, insight and culture that allow us to perform at our best and continuously improve.

Strategic enablers: Our foundations for success



Digital

We will connect digital solutions to simplify processes, reduce duplication and make information more accessible. Our people data and analytics will enable evidence-based decisions, helping us plan for the future, and empower a self-service approach to enhance our colleague and manager experience.

Systems

We will streamline our systems and processes to improve user experience at every stage of the colleague journey, from recruitment to development and progression. Using a systems thinking approach, aligning and integrating our HR, learning and performance platforms.

Equality, Diversity and Inclusion

Inclusion will be embedded in leadership, policy and practice at every level. EDI is not a standalone initiative or role, it's a principle that runs through everything we do. We will deliver an ambitious EDI framework that champions fairness, representation and belonging, ensuring every colleague feels empowered to reach their full potential and feels safe to be their whole selves at work.

Wellbeing

We will approach health, safety and colleague resilience through a holistic approach, creating a workplace where colleagues can thrive – physically, mentally, socially and financially, through a proactive wellbeing programme, wellbeing ambassadors and access to meaningful and appropriate support.

Communications

We will ensure colleagues are informed, connected and engaged in shaping the journey ahead and recognise the significance of our customer and colleague feedback in shaping our decisions as an employer. We will continue to work closely with our Customer and Colleague voice forums, trade unions and communications team, to ensure our people strategy reflects the real experiences of those it represents.

Monitoring and Evaluation

We will track our progress honestly, measuring what matters and adapting as our organisation and environment changes. Our focus will be on learning, improving, and staying future-focused. Leaders will be supported to use insight and data to make good decisions about their people and priorities and our measures of success will underpin their objectives and performance appraisals.

Progress will be reviewed by the Executive Team, our People Remuneration and Nominations Committee (PRNC), our Employee Voice Forum and annually by the Board through the People Strategy insights and measures.

Our detailed implementation plan - including milestones, resources and risk management, will be monitored through our governance framework and reported through regular assurance updates.



Closing Statement

Our People Strategy sets the direction for how together, we will create a workplace that is customer-focussed, high performing, resilient, and in turn, a great place to work.

By investing in our people, living our valued behaviours and embracing new ways of working, we will deliver more for our customers, communities and colleagues.

Achieving our purpose requires more than places and services; it depends on the talent, dedication and collaboration of our people. Every colleague, in every role, contributes to the quality of homes we provide, the services we deliver and the relationships we build with our customers and communities. By working together, living our valued behaviours and supporting one another to grow and perform at our best, we turn our purpose into meaningful, lasting impact.

Success will be defined not only by what we achieve but by how we achieve it – aligned in our shared purpose to 2030 and beyond.



Aligned and Connected | Customer Focused | Resilient and High Performing | Employer of Choice