

People Development Policy

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1. Introduction

At Home Group, we believe that a great customer experience starts with great colleagues.

As a business we are committed to helping every colleague build the competence, confidence and experience they need to thrive in their role, grow their career and deliver outstanding outcomes for our customers. This happens through a focus on skills, knowledge, behaviours and values, which are all needed for success.

The People Development team create opportunities for learning, growth and progression that are inclusive, accessible and relevant to the diverse needs of our colleagues. People development is everyone's responsibility and to succeed it needs the engagement and commitment from colleagues and managers to support the work of the People Development team.

By investing in our colleagues, we strengthen our ability to:

- deliver a safe, high-quality supported housing provision
- improve outcomes for customers and communities
- meet the standards expected by regulators and professional bodies
- attract, recruit and retain the best talent from the external market by being an employer of choice
- create a culture of ongoing development which meets current needs and builds future skills and capability from within
- develop meaningful career opportunities for our colleagues
- create a strong, values led culture which supports our mission

Ultimately, we develop colleagues, empowering them to make a measurable difference for our customers.

2. Scope

This policy sets out Home Group's approach to developing the colleagues who work for us, in all roles, at all levels and across all regions.

Our people development offer will be tailored depending on the requirements of a colleague's role, individual factors such as their previous experience and future career aspirations alongside our business priorities.

This policy forms part of Home Group's wider approach to competence and conduct and should be read alongside our approach for Performance Management, Our Valued

behaviours, Brilliant Conversations, Probation, People Management and our colleague Code of Conduct

3. Regulation and Legislation

Recent changes in regulation and legislation have strengthened the need for Home Group to evidence that colleagues have the required skills, knowledge and behaviours to provide safe and effective services to our customers. These include:

- Competence and Conduct Standard
- Building Safety Act
- Supported Housing (Regulatory Oversight) Act

The above is not an exhaustive list and we will continue to monitor this in the lifetime of the policy.

4. Our Policy

4.1 What and how we do People Development at Home Group – our commitments

Commitment 1: Development for Everyone

Everyone deserves the opportunity to learn, develop and succeed.

We recognise that colleagues learn differently, have different needs, career ambitions and development requirements which depend on their role.

We'll provide inclusive development opportunities which are accessible, flexible, fair and responsive to individual circumstances. We value difference because it makes us stronger.

We'll actively create opportunities that reduce barriers to development and help everyone reach their potential, whilst still making sure our colleagues have the competence and confidence they need to support our customers and organisational goals. An inclusive colleague offer in the people development offer supports with us achieving inclusive customer outcomes.

Leaders and managers are accountable for creating psychologically safe environments where learning, feedback and continuous improvement are part of day to day conversations to support performance and colleague engagement.

Commitment 2: Customer-Led Development

People development is not separate from customer experience.

Everything we learn should help us improve the lives of customers and communities. To do this, we will:

- involve customers in the design of our learning offer
- use customer insight, complaints and feedback to identify development needs

- develop the skills and understanding so colleagues can recognise and respond to customers' diverse needs and deliver safe, respectful, person centred, fair and equitable outcomes
- ensure learning supports empathy, inclusion and professional curiosity
- measure the impact of development on customer outcomes
- Ensure we spend customers money wisely, focussing investment where it creates the greatest impact and benefit.
- Give customers meaningful opportunities to influence and scrutinise our approach to colleague competence and development

When we invest in colleagues, customers should feel the benefit.

Commitment 3: Growing Our Own Talent

Wherever possible, we'll develop future capability to support our customers and achieve business priorities from within our organisation.

We want colleagues to see a future with us and understand how they can progress - whether that be by developing new skills needed to continue in their current role, making a sideways move to a different role or progressing to a more senior role.

We'll support this through our Workforce Development plans and Grow our Own programme to:

- identify talent and potential across all parts of the organisation
- provide clear and structured career development pathways
- support internal progression and succession planning by helping colleagues build the skills and experience needed for future opportunities
- provide targeted development for future leaders and specialist roles

Success will be measured not only by recruitment into roles, but by wider measures such as retention, colleague feedback and diverse representation across our business.

Commitment 4. Supporting Our Strategic Goals and Regulatory Responsibilities

People development plays a vital role in helping us achieve our goals and deliver on our promises to customers. Additionally, the services we deliver to our customers require a competent and confident workforce.

By developing the skills, knowledge and behaviours our colleagues need now and, in the future, we build a capable, confident and compliant workforce that can respond to changing customer, business, regulatory and legislative needs. We focus our investment on development activities that strengthen organisational capability, support career growth, maintain professional competence and help us grow our own talent. We identify the skills, knowledge, experience, behaviours and professional standards and, where applicable, qualifications required for different roles. These requirements are kept under review and

competence is assessed and evidenced in a way that is proportionate to the role and its responsibilities.

Mandatory learning, role-specific competence and professional development requirements will be clearly identified and monitored in line with business needs, alongside more career development focussed activity. We will use a range of methods to ensure compliance with mandatory learning, which will be a collaboration between HRD and people managers using other policies and processes, including performance and conduct where needed. Where a role is subject to a statutory, regulatory or professional qualification requirement, we identify this and make sure colleagues hold, or are working towards, the required qualification.

In doing so, we create better outcomes for customers, support long-term organisational success and ensure we continue to meet the standards expected of us by customers, regulators and partners.

Commitment 5. Developing Every Day

Development happens in lots of different ways, which reflects the diversity of our colleagues and customers.

We encourage a culture where colleagues learn through experience, reflection, collaboration and feedback alongside more structured learning.

We will provide the tools, systems and resources that enable colleagues to take accountability of their own development.

This may cover a range of approaches:

- face to face or online facilitated sessions, delivered either internally or externally
- digital learning
- coaching and mentoring
- apprenticeships
- leadership programmes
- external qualifications and professional body membership
- peer learning and shadowing
- on-the-job development

Development is not complete when learning is attended or completed. Colleagues will apply learning in practice in their roles working with their customers and, as part of our valued performance conversations, discuss competence with their manager.

4.2 How will the People Development team work with internal stakeholders and customers

Our People Development team are trusted partners who work alongside customers, leaders, managers and teams across the organisation to understand challenges, identify

opportunities and build capability that supports both colleague success and customer outcomes.

Using a partnering approach, we take time to understand the needs, priorities and objectives of the business, workforce, customers and regulatory environment before recommending solutions. We use customer insight, experience and feedback to help us to identify development needs, shape priorities and understand whether development is making a meaningful difference. Together, we diagnose the root cause of issues, agree desired outcomes, design appropriate development interventions, and evaluate the impact.

This ensures our investment in people development is targeted, evidence-based and aligned to organisational priorities, helping us build a capable, compliant and future-ready workforce while supporting our ambition to grow our own talent.

Together, we are committed to creating a culture where all colleagues are supported to be at their best, take accountability for their development and have the opportunity to learn, grow and succeed and this culture ultimately supports our customers.

5. Roles and responsibilities

The above commitments rely upon collaboration and shared accountability, so below is a summary of roles and responsibilities.

Colleagues

- Be accountable for their development: understand what learning is needed for their role, complete learning in the required timescales, attend booked facilitated sessions.
- Seek opportunities to build skills and experience in their day-to-day work to be at their best
- Apply learning to improve customer outcomes, demonstrating that the skills, knowledge, experience and behaviours required for their role are maintained and applied in practice.
- Reflect on their development journey, considering key achievements, lessons learned and areas for future improvement which is captured in a personal development plan
- Share learning with others and discuss with manager.

People Managers (in addition to their responsibilities as a colleague described above)

- Understand what learning is needed for their team, during induction and beyond.
- Ensure their team's induction and ongoing development discussions provide clarity into what development opportunities look like at Home Group, including what learning is mandatory for their role.

- Monitor engagement and compliance with personal development using appropriate tools, e.g. line manager dashboard, to drive compliance with mandatory learning and support wider engagement.
- Practically support colleagues with their development, e.g. arrange cover if colleague is on a rota and they need to attend a learning session/complete digital learning.
- Release potential through agreeing a Personal Development Plan annually, which is reviewed regularly in Brilliant Conversations.
- Discuss development in Brilliant Conversations, particularly before learning to set expectations and after learning, to ensure colleagues put into practice what they've learnt in their day-to-day work and agree opportunities to further embed new knowledge and skills.
- Use personal development alongside, but not as a replacement for, managing performance and/or conduct.
- Create equitable opportunities for growth and progression.
- Role model continuous learning and development.

People Development Team

- Partner with key internal stakeholders to scope, develop, deliver and evaluate a range of learning products, frameworks, tools and resources.
- Develop and share new concepts and ideas to internal stakeholders to enable development to stay current and impactful.
- Monitor compliance, competence and capability data and provide themes to key stakeholders for review and to inform future decisions using Workforce Planning reviews and people dashboards.
- Evaluate the impact of development activities and discuss the findings with internal stakeholders.
- Manage development related budgets in a commercially responsible way, which prioritises need and maximises return on investment.

Executive and Senior Leaders

- Champion a learning culture by casting a positive shadow about personal development.
- Provide oversight and assurance that learning, competence and qualification requirements are understood appropriately resourced and effectively managed.
- Invest in workforce capability and prioritise this when considering budget and business planning.
- Support talent, leadership and succession initiatives.

6. Monitoring and reporting

It's important we monitor the return on investment for colleague development and the impact this has on our customers, so we know what has worked and where needs ongoing focus.

To do this we will monitor and report on a range of measures:

- mandatory learning compliance
- engagement with learning which is beyond mandatory requirements
- professional qualification completion
- competence in role
- internal job move rate
- apprenticeship completion and onward career progression rates
- talent and succession coverage
- colleague engagement and feedback on personal and career development, with a focus on diversity of participation in development opportunities
- customer outcomes directly related to development investment
- external compliance, such as regulatory requirements and audits

7. Key definitions

Word / phrase	Definition
Mandatory learning compliance	The first step to ensuring you have all the skills, knowledge and behaviours you need for your role is being accountable and taking responsibility for your own learning. As we operate in a regulated sector there is some learning which is mandatory, which means we all must do it. We measure completion of this learning and managers can access this compliance information to support all colleagues to complete it.
Learning products, frameworks, tools and resources	These are the range of materials we produce to support learning. These range from informal to more formal and could include: digital modules, virtual classrooms, webinars, infographics, podcasts, videos, face to face sessions, team events, etc. In essence anything we produce to support your learning journey. We will regularly evaluate the methods of learning to make sure they meet organisational, team and individual needs. These resources are based on our policies and can be designed and delivered by our People Development team or we may use external suppliers where there is a clear reason for doing so. We will work with only the best external suppliers, ensuring their offer is innovation, commercial and makes a measurable impact. We will work with internal stakeholders to identify which learning approach will best address the underlying needs.
People Development offer	The offer encompasses all learning and development available at Home Group. The full offer can be found on the L&D pages of Homeworld. Some of our learning is also hosted on our learning management system.

8. Version history

Version Number	Effective Date	Amendment made by (name & job title)	Version approved by (name & job title)	Description of Changes
2.1	Feb 2016	Lynne Coulson (People Development Manager)	Elouise Leonard-Cross (Head of L&D / OD)	Updated
3.0	Jan 2019	Vicki Carruthers (Head of L&D/ OD)	Susan Fulton (HR Director)	Refresh to align to talent and skills

			and Executive	
4.0	Sept 2021	Laura Matchett (Head of OD and Learning)	Susan Fulton (Director of People) and Board	Update to reflect changing direction of learning, grown our own talent approach, increased digital offer, more alignment to careers and retention.
5.0	May 2022	Dave Thackwray (People Development Manager)	Susan Fulton (Director of People)	Updated to reflect launch of Grow our Own
6.0	November 2025	Laura Matchett (Head of OD and Learning)	Vic Carruthers (Director of People)	Desktop review: Principle 1 updated to reflect blended delivery methods Links updated
7.0	September 2026	Laura Matchett (Head of OD and Learning)	Vic Carruthers (Director of People)	Full review to reflect external regulation changes and greater emphasis of ongoing competence.