



**Early
Careers**

**Emerging Talent Programme
Graduates Guide**



Welcome to Places for People and the Emerging Talent programme. We're looking forward to you being part of our new cohort of talent and seeing you succeed over the next two years.

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Take the
first step
into your
career



Our mission

Places for People's mission is to create Communities everyone is proud to call home.

We do this by developing happy, healthy and inclusive Communities for Customers across the UK. With an eye on the future, the Emerging Talent programme provides you with opportunities to flourish, thrive and grow.

You'll get the chance to learn new skills, gain technical knowledge from industry experts and support sector-wide innovation. Your voice and opinion are welcome additions to our organisation and we can't wait for you to get started.



What is the Emerging talent programme?

→ Emerging Talent is a work-based development programme that supports talent across the Places for People Group. It combines job-based training, a comprehensive learning and development framework, and the opportunity to deliver social value.

➤ The programme

The programme will focus on developing three areas — your knowledge, technical ability, and essential skills — all supported and underpinned by accredited providers and partnerships.

Build your knowledge

Throughout the two-year programme, you'll gain a wider knowledge of our organisation, your team and the housing sector. Places for People is an industry leader and you'll be supported by our in-house experts.

The programme guarantees the chance to meet, and learn from, the Group's CEO, executive board members and senior leaders. You'll regularly hear from in-house speakers who will share their knowledge and sector experience.

We'll encourage you to put this knowledge into action through the Leadership Challenge in which you will work alongside senior leaders to discuss, debate and create innovative ideas to support our strategic direction.

Gain technical skills

Places for People is a large and diverse Group, which means we need a talented range of People with a wide range of technical skills.

Roles are incredibly varied so there is no one-size-fits-all approach to helping you increase your technical knowledge.

As a result, we'll provide you with a bespoke technical development plan enabling you to learn all the skills you need to carry out your day-to-day role.

This will be tailored to your ability and academic background as well as the future needs of the business and your role. It could include support such as team shadowing, e-learning and external courses.

Throughout your two years we'll encourage you to complete a relevant professional qualification, delivered by one of our Ofsted-approved providers.

We have hundreds of courses available but if there's a topic you think is missing, we'll work with you and your business area to meet your need.

**Step into
your future**





➤ Fired Up, Ready To Grow.

You will be supported with a Personal Development Plan.

Bespoke to you, the plan gets you thinking about your own growth, identifying gaps and creating solutions to meet your career aspirations.

They help to define the necessary skills, knowledge, qualifications and behaviours needed to meet your individual goals.

The Early Careers Team and wider Talent and Development Team are here to help you with your Personal Development Plan. There are also more suggestions here, on how we can help you grow.

→ Digital skills

We have a range of options to help you, from getting the most out of your iPad and digital tools that you need to do your job, to gaining confidence in the systems and applications we use daily.

→ Programme pathways / off the shelf

We can build bespoke pathways of excellence across different areas of the business. These pathways utilise several enablers from within the team to deliver bespoke learning, virtually or face-to-face.

→ LinkedIn Learning

LinkedIn Learning offers a wide library of learning delivered by industry experts. With thousands of courses available, Colleagues can discover, complete, and track courses related to their field and interests.

→ Mentor exchange

Mentor Exchange brings together Colleagues to collaborate, communicate and share skills and knowledge. Utilising their expert skills and experience, the mentoring platform strengthens connections across business areas and increases opportunities for our Colleagues to thrive.

→ Power Hours

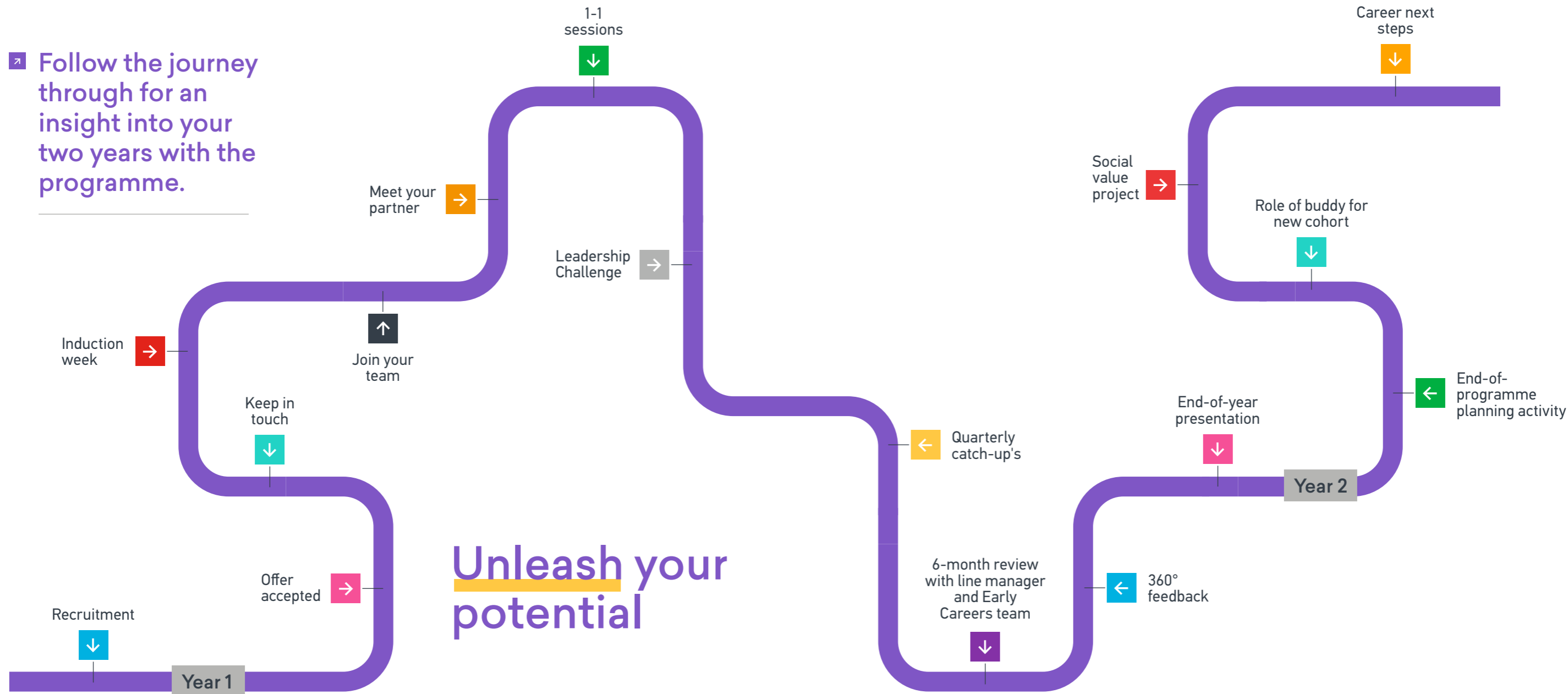
These are online, bitesize learning sessions available for everyone, in real time or on demand at a time to suit.

→ Qualifications

To further personal development, Colleagues may require an industry-specific qualification. We can support with identifying suitable courses and providers, and accessing funding.

Opportunity awaits

➤ Follow the journey through for an insight into your two years with the programme.





Make an
impact ↗

Our commitment to you

Since launching the Emerging Talent programme in 2019, Places for People has supported an annual cohort of graduates who have worked across the Group.

They have superseded our expectations with their innovative thinking, values and ideas, which have all benefited our organisation. This has been made possible by the 'open door' we provide to senior leaders and the recruitment of individuals who are committed to our People Promises.

We want to maintain this success and make sure that each cohort member will have a great experience throughout the programme. In years to come, our executive directors want all those who have taken part to reflect positively on their first two years and credit this time as a positive start to their career.

Support

The Emerging Talent programme is a collaboration between the learner, the business area and the Early Careers team. Your success relies on your own commitment and others around you with this approach, involving:

- learner-led activities
- your line manager
- the Early Careers team
- your wider team
- wider People team, and Talent and Development team
- other cohort members
- a buddy and mentors.

Pastoral support

Throughout your time on the programme, you'll have access to dedicated pastoral support which will be managed through a quarterly one-to-one session.

A talent co-ordinator will provide you with advice, support and guidance on all aspects of your career development and performance as well as any personal situations you may need to discuss.

Allocated time

Dedicating enough time to attend meetings and complete projects and your workload is fundamental to succeeding within this programme.

The Early Careers team suggests that you should be spending a minimum of 20 per cent of your day learning and 80 per cent on your day-to-day role.

If at any point you or your line manager feel the balance isn't right, please highlight this to the Early Careers team.

20% learning

- On-the-job learning
- New systems and processes
- Emerging talent
- Power Hours (online learning sessions)
- Places Academy (online training)

80% day-to-day role

- Business as usual
- Tasks
- Projects
- Meetings

The future depends on what you do today



A new chapter

➤ What happens next

We begin to plan for when you finish the programme before you even start working with us.

When the role is created, we ask managers what type of job they would expect you to be able to perform by the end of the two years. Throughout your time on the programme, the Early Careers team will work with you and your manager to identify and confirm what's right for you.

This could include:

- progression within your job role
- a promotion within your new team with a new title and increased responsibility
- moving to a different team using the knowledge you've gained to apply for new roles elsewhere in the Group.

These will be discussed at the start of the second year of your programme and confirmed with your line manager and the executive director for your business area. There will then be an internal process, including contractual amendments ready for when you finish the programme.

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