

**GREAT
PLACES
HOUSING
GROUP
ANNUAL
REPORT
2011**



إذا كنت تريد الحصول على هذه المعلومة بلغة أخرى أو بخط أكبر أو بخط البريل أو على قرص مضغوط الرجاء الاتصال بنا

Arabic

এই তথ্যগুলো যদি আপনি অন্য কোন ভাষায়, ছাপার মোটা হরফে, ব্রেইলে (অক্ষরপি) কিংবা অডিও টেইপে পেতে চান তবে অনুগ্রহ করে আমাদের সাথে যোগাযোগ করুন।

Bangla

If you would like this information in another language, large print, Braille or on CD, then please contact us.

English

Si vous voulez ces informations dans une autre langue, en gros caractères, en Braille, ou en cassette, alors veuillez nous contacter.

French

જો તમને આ માહિતી અન્ય ભાષામાં, મોટા અક્ષરોમાં, બ્રેઇલ અથવા સાંભળવાની ટેપ ઉપર મેળવવી હોય તો મહેરબાની કરીને અમારો સંપર્ક સાધો.

Gujarati

W celu uzyskania tych informacji w innych językach, większym wydruku, zapisanych alfabetem Braillea lub na kasecie, skontaktuj się z nami.

Polish

Hadii aad u bahantahay warbixintan oo luqad kale ku turjuman , ama far aad u waa weyn ku qoran ama farta indhoolaha ama isagoo cajalad ku duuban oo maqal ah fadalan nalasoo xidhiidh.

Somali

እዚ ትሕዝቶ ብኻልእ ቋንቋ ይኹን ወይ ድማ ብዓቢ ጽሑፍ ከምኡውን ብብረይል (Braille) ወይ ድማ ኣብ ሲዲ ምስትደልዩ ኣብኡና

Tigrinian

اگر آپ کو یہ معلومات کسی اور زبان، بڑی چھپائی، بریل یا ٹیپ پر درکار ہوں تو برائے کرم ہمارے ساتھ رابطہ کریں۔

Urdu



Southern Gate
729 Princess Road
Manchester M20 2LT
Tel 0161 447 5000
Fax 0161 447 5001
Email info@greatplaces.org.uk
www.greatplaces.org.uk



INVESTOR IN PEOPLE



NEW! fresh & DIFFERENT

We've continued to grow and thrive at a time when our customers need us more than ever.

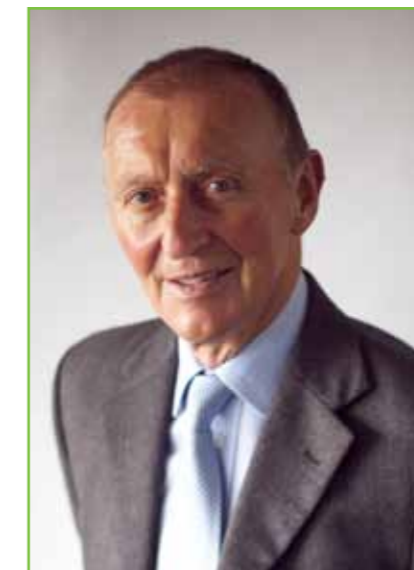
The coalition government has instigated wide-ranging changes affecting our sector. How we do things in housing and regeneration has altered radically and the ground still shifts beneath us.

Things have been challenging and uncertain but we have worked out new ways ahead, devised fresh approaches and done business differently.

To do the right thing by our residents is quite simply our reason for being. At the moment, they're feeling the financial squeeze from every angle and it's our mission to provide better value and more support than we have ever offered.

Instead of cutting back on services that some might regard as optional extras, we've stepped things up with new ideas and more opportunities – all in line with what customers tell us they want and need from us.

Great Places Housing Group in 2011 looks new, fresh and different. Read on ...



Ted Stott
Chairman



Stephen Porter
Chief executive

Our vision

Strong, bright and real

Our values

To be fair, open and accountable

To know and value our customers and the communities in which they live

To recognise our talented, enthusiastic staff and all who contribute to our success

THE BUSINESS

Landlord of the year

Great Places is a solid business, growing steadily. We're branching out, breaking new ground and trying new ways of doing things.

Our employees are happy and well-motivated. Thanks to what they said about working for us, we gained our highest ever rating of 37th in the Sunday Times Best 100 Companies to Work For, in 2011.

Another major accolade in 2011 was the title of National Registered Social Landlord of the Year for the second year running at the Housing Excellence Awards.

The core of our business is strong. Our homes are good quality, repairs and maintenance services are efficient, and neighbourhood management is robust. We're now also developing an in-house property maintenance service for the first time.

Good relationships

On the development front, Great Places continues to build more new homes in the north west than any other housing association.

'£40m to build 1,751 new homes over four years'

The Bloc partnership we lead recently secured £40m from the Homes and Communities Agency (HCA) to build 1,751 new homes over the next four years. This is testament to our good relationship with the Homes and Communities Agency and their trust in us to deliver.

Another big step was being part of a consortium that was chosen as a private sector partner for Sheffield's Local Housing Company which will deliver 2,300 new homes over the next 15 years.

Challenges of 2010/11

Recent challenges included the unforeseen collapses of Connaught and Rok, companies that both held significant contracts with Great Places.

Connaught's collapse left a hole in repairs and maintenance provision that our other contractors were able to quickly fill, allowing us to carry on serving all customers with minimal disruption.

When building contractor Rok followed, alternative

companies were found to take on planned development work.

Most significantly, Wates Living Space stepped up to join the Inspiral consortium to deliver the £113m Gateways to Oldham private finance initiative (PFI) – due to start soon – and joined the bid team for the Creating a New Pendleton PFI in Salford, for which we hope to be selected.

The need to put up rents in 2011 by an average of £4 per week or 5.7% was regrettable but unavoidable, to bring them into line with government-set levels.

We reduced our total costs for central services, eg. finance and human resources, by 12%, while continuing to improve performance. We prioritised 'outward-facing' services to make the biggest difference for customers.

After researching how and where our money is spent, we launched a new e-procurement system to make sure we get the best deals from the keenest suppliers.

Great Places is greener than ever

- We gained a SHIFT (Sustainable Homes Index For Tomorrow) silver rating, putting us among the country's greenest housing associations, plus a gold award in Manchester Council's Environmental Business Scheme.
- Electricity-generating photovoltaic solar panels were installed and trialled at 100 Great Places homes, to see how they save money and help the environment.
- For Climate Week, we worked hard to encourage better habits such as double-sided printing and switching off lights when not in use. Bulb and battery recycling, and composting, is now routine in our offices.
- 20p per mile expenses for cycling were introduced and incentives for pedalling to work included free breakfast offers. Bike information days were held at offices.
- Water and energy saving gadgets were offered free to tenants. Encouragement on recycling and conserving energy were offered at every opportunity.
- Astling Green, our Blackpool development reaching Code for Sustainable Homes level five, gained a Green Apple Award for the Built Environment and Architectural Heritage.

The headlines on what's been happening with us



Pictures from top left: 1. Employees at Great Places' staff day, Heaton Park, Manchester 2. Getting to know young people in the Oldham PFI area with Halloween activities 3. A computer-generated image of Inspiral's vision for Pendleton 4. Environmental officer, Sarah McClelland, and fellow cyclists who enjoy incentives to cycle to work 5. Plumlife's Petre Wood, Langho, in Ribbles Valley, offering a way onto the housing ladder for first-time buyers who are often priced out of the market here 6. Solar panels being installed at a home in Salford 7. Well-managed homes at Wybourn, Sheffield 8. The Housing Excellence Awards ceremony 9. Astling Green, Mereside, Blackpool - one of our greenest developments

HOUSING SERVICES

Widespread changes and improvements

Neighbourhood management and all the other services that make our places popular and pleasant to live underwent many changes and improvements.

One big change beneficial to all tenants was a new computer system giving employees wider-ranging information on all tenancies, allowing us to see the whole picture at a glance and solve any problems more efficiently.

We have a new phone number for our customers – 0300 123 1966 – that's cheaper to call than our old 0845 number and new, simpler, quarterly rent statements.

Complaints are being handled via a new web-based system and a dedicated co-ordinator. It's now taking us half as long to resolve them.

'Another harsh winter tested our repairs services'

Another harsh winter led to high numbers of frozen and burst pipes and contractors battled through snow drifts to keep appointments.

Great Places managers worked out of hours over the festive break to make sure help reached those who needed it and neighbourhood employees helped tenants to shovel grit and clear paths.

Tough stance on anti-social behaviour

Our stance against anti-social behaviour was tough. Our dedicated team got involved with community safety partnerships and worked with police, councils and courts to take action where necessary.

In Sheffield, we seconded a staff member to a multi-agency pilot on working with challenging households.

As part of efforts to keep tenants as safe as possible, a new in-house fire safety team was established to regularly check communal areas in buildings. Meanwhile, our

gas servicing record is better than ever as 100% of our homes are compliant. We also worked harder to chase rent arrears, bringing in many small amounts, totalling an additional £250,000 and reducing total amounts of money owed by 0.8%.

'We helped tenants to make the most of their money'

Our financial inclusion team also helped tenants to maximise their incomes, for example, by borrowing with credit unions, claiming all benefits they were entitled to, and saving money on fuel bills.

More resident involvement than ever

Finally, Great Places has provided more ways than ever before for tenants to get involved and shape the way services are run.

Our Tenant Services Committee, which signs off all policy and service development decisions affecting residents, really made its mark.

Key decisions included opting to channel £200,000 into affordable warmth initiatives and driving a major review of grounds maintenance involving cutting the number of contractors from 40 to three, and reducing our overall spend in this area by about £200,000.

'More than 500 residents' events took place and 200 people came to our residents' conference'

More than 500 fun and informative events were organised by our customer involvement and community development staff. A total of 40 Local Area Forums were held, allowing hundreds of people to meet us and have their say on how we can get better at what we do.

About 200 people attended our residents' conference at the Village Hotel, Bury, where delegates took part in workshops and told us how we can improve services.

The essential stuff at the core of our business



Pictures from top left: 1. Resident Yvonne Denning with Zara Hamid, aged two, at Northmoor fun day, Manchester 2. Residents Rob and Claire Knight and their children at New Broughton, Salford 3. Louise Helm from Great Places' property services team who was shortlisted in the inspirational colleague category of the Housing Heroes Awards 4. A clean-up event at Glenfield Close, Blackburn 5. Business applications officer, Josh Hyland, explains our web services at the residents' conference 6. Development manager Lisa Walker with resident Vin Ellis at new eco-homes in Meir, Stoke-on-Trent 7. Multi-agency fun day at Moss Side, Manchester 8. Wildflower meadow, Wybourn, Sheffield 9. Community Spirit Fun day at Over Ward, Knutsford

ADDED EXTRAS

The sorts of things we make happen every day

Great Places loves to go over and above tenants' expectations and be a wider force for good. We want to help communities to bond and social enterprises to thrive. We want to help people in our neighbourhoods to achieve their goals, whatever they are.

We can't present an exhaustive list but here are a few highlights of the sorts of things we make happen, every day. Some are long-term, others quicker and simpler.

- Over 50 residents trained as community interpreters, gaining a qualification in return for voluntary use of their new skills, through our Great Communities project to improve cohesion in our neighbourhoods.

'Our apprentices gained varied experience all over the business'

- Four young people gained apprenticeships with Great Places through our social enterprise and employment opportunity-supporting Great Opportunities initiative. They moved around the business, building their experience with different teams. Training project STEP1 IN Salford continued to generate opportunities for unemployed people. Building apprentice, Siobhan Austin, was short listed in the Women in Construction Awards.

- Great Places' financial inclusion team, funded through savings made by streamlining services, worked hard to help tenants make the most of their money. Initiatives included door-knocking with Sheffield Credit Union and Trading Standards to warn of the dangers of loan sharks.

'We checked in with hundreds of older residents to make sure they were all right before winter set in'

- Great Places' winter well-being campaign for older residents, You Can Glow When You're In The Know, returned for a sixth year with themes of fuel efficiency and personal safety. A total of 1,400 residents were contacted. Personal safety alarms were offered as well as tips on keeping warm and saving money.
- The Chorlton Nutty Knitters, supported with grants

and staff time by Great Places, grew into a strong social group. An appeal for wool to make garments for premature babies led to a deluge of donations!

- Great Places supported the new Naz Community Hall in Lower Broughton, a community-led transformation of a former church, with a crèche, music and self-defence sessions, jewellery making and all sorts of other activities.
- The management service we provide at Northmoor Community Centre, Longsight, Manchester, attracted grants, for example to provide toys for a parent and toddler group and expenses for computer sessions. The South Manchester Community Wardens' work ranged from football coaching to fly-tipping crackdowns and involvement in a community launderette.

- Community hub, the Welcome Café at Longridge, Knutsford, gained a grant from Great Places to cover its lease and carry on trading. The café offers a youth drop-in and meeting spaces as well as affordable, hearty food.

'Women from different ethnic backgrounds got to know each other as they cooked together'

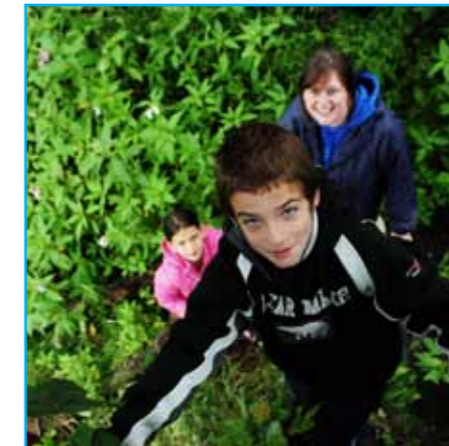
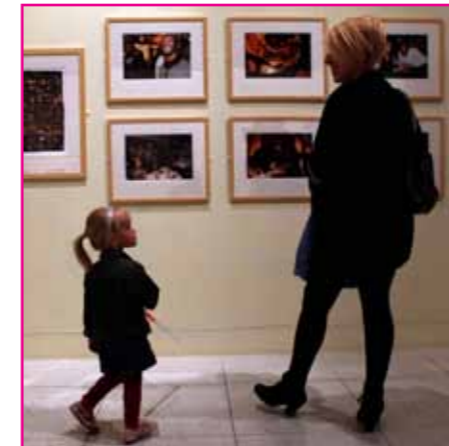
- Rochdale women of different ethnic backgrounds joined a cooking club, East Meets West, co-ordinated as part of Let's Live Together, a Great Places project aimed at boosting community cohesion.

- Great Places' fundraising co-ordinator attracted more than £100,000 in grants to benefit local projects and established a funding forum to help staff advise each other on potential opportunities and application processes.

- Oldham PFI area residents began to get to know Great Places staff with bonfire safety and Hallowe'en pumpkin carving at Stockfield Mount, Chadderton, and a memories project culminating in a photo exhibition at Gallery Oldham.

- Residents of Wardleworth, Rochdale, brought a run-down allotment back to life, adding bird feeders and growing vegetables, with support from Great Places and Shelter.

Looking after more than just housing matters



Pictures from top left: 1. Photo exhibition at Gallery Oldham linked with residents' memories project 2. Bringing a derelict allotment back to life in Wardleworth, Rochdale 3. Northmoor Community Centre, at which Great Places provides management 4 Director of housing services, Guy Cresswell, visits a tenant for You Can Glow 5. Karen Stephens of the Nutty Knitters of Chorlton, Manchester 6 Financial inclusion officer, Jill Mitchell, warning tenant, Donald Hall, about the dangers of loan sharks 7. Construction trainee Siobhan Austin who was short listed for an award 8. The Welcome Cafe, Longridge, iced their thanks to Great Places on a cake! 9. A cookery class under way with chef Anwar Mughal at the East Meets West project

DEVELOPMENT

A momentous year

Great Places' development team oversaw the creation of 566 new homes in 2010/11 thanks to continued investment from the Homes and Communities Agency (HCA).

Our portfolio of imaginative projects did not slow in the recession. Affordable housing was in higher demand than ever and we took care to pick the right opportunities for the climate.

The year was momentous for our South Yorkshire region. Development and housing management colleagues worked together towards completing £70m transformations of former local authority neighbourhoods of which we took ownership, following stock transfer, in spring 2007.

Wybourn and Richmond Park, Birklands and Athelstan are now a world away from their drab former selves. The 300 homes at woodland-shrouded Richmond Park look great in pastel-coloured render. Two new blocks of 24 much-needed apartments were added to the mix and more family homes will follow.

'Sheffield neighbourhoods were transformed for residents'

Richmond Park Community Centre was revamped with a new outdoor event and performance area. Meanwhile, Wybourn's 1,200 homes were revamped and open spaces brought to life.

Work on the ambitious regeneration of Park Hill with partners Urban Splash, Sheffield City Council, English Heritage and the HCA continued apace.

Also in Sheffield, Great Places created 35 truly iconic family homes at Larkin Grove, Parson Cross. It was the second scheme to be designed for Great Places by cutting edge architects Fashion Architecture Taste. The first was 2006's Islington Square at New Islington, east Manchester, one of our best-known developments.

'Our third development at New Islington is already an award winner'

Our third and final development at New Islington, nicknamed The Guts, is now under way. It has already scooped a prestigious Housing Design Award in the 'project' category for unfinished schemes.

Elsewhere in Manchester, the £3m Inspire Centre, our community hub with apartments in Levenshulme, won the best regeneration project category at the Royal Institution of Chartered Surveyors Awards North West 2011, triumphing against much larger schemes such as Liverpool Lime Street Station Gateway and Smithfield Market in Manchester's Northern Quarter.

Finally, another attention-grabber was Old School Lane in Stoke-on-Trent. The greenest housing in the city, it created a stir with 'green screen' living ivy walls among its many eco-credentials.

PLUMLIFE
the affordable homes specialist

Great Places' affordable sales division, Plumlife, continued to help people to realise their dreams of home ownership in a financial climate that at times could seem impossible for would-be first time buyers.

Plumlife won the prize for outstanding achievement in the north at the Affordable Home Ownership Awards.

The secrets of this success were simple – great quality homes at attractive prices. Development after development achieved quick reservations for sale or intermediate rent – 'try before you buy' – via the government's HomeBuy products.

'We forged strong partnerships with other developers and stakeholders'

As the government's HomeBuy agent for Lancashire, Greater Manchester and South Yorkshire, Plumlife administered other developers' sales, forging strong partnerships all over.

Plumlife spread the word about HomeBuy with colourful roadshows and through national press coverage and social media.

Plumlife was also the government's largest administrator of mortgage rescue in 2010/11, performing 244 rescues – buying homes from people faced with repossession so they could continue to live in them.

The new buildings we've been creating lately



Pictures from top left: 1. Plumlife resident Jo Ashton and daughter Ella at 123 Talbot, Blackpool 2. The Inspire Centre, Levenshulme 3. Award winner The Guts, New Islington 4. Iconic family homes at Parson Cross, Sheffield 5. Community celebration to mark improvements at Richmond Park, Sheffield 6. Legendary graffiti lit up in neon at Park Hill, Sheffield 7. Plumlife's showhome at Old School Lane, Meir, Stoke-on-Trent 8. The Saw Mills, a recent mixed-tenure development, Blackpool 9. A Plumlife roadshow

SUPPORTED HOUSING

In with the new, despite difficult times

Nationally, the supported housing sector has faced a particularly tough year. Our projects are funded mainly through the government's Supporting People budget, allocated by councils, which were all having to make widespread spending cuts.

We have worked closely with local authorities to find ways to keep the quality and level of support our vulnerable residents rely upon. We have also been able to use some of our surplus to subsidise key services.

We are proud not to have had to close or reduce any supported housing services as a result of difficult times.

'We've developed two more Extra Care schemes worth a total of £10m'

Despite uncertainty, we continued to open new projects including two more Extra Care schemes at a combined cost of £10m – Elk View Court in Bispham, Blackpool, and The Byrons in Higher Blackley, Manchester.

Extra Care provides high-quality lifetime homes for older people. These superb developments have a five star hotel feel, communal lounges, resident-run cafes, sensory gardens, spa suites and on-site beauty salons.

Buildings are designed for residents to be able to receive any care they need without having to move home.

'Fresh projects were opened to support homeless people in St Helens and Trafford, Greater Manchester'

Also new this year was Bluebell Court, a purpose-built project for homeless women in St Helens, and Pomona Gardens, a scheme for homeless men and women in Trafford, created from a transformed former sheltered housing complex.

All, including the Extra Care projects, were developed in-house by Great Places.

We also branched out with new initiatives and improvements at our existing schemes including:

- Launching a new training programme, Steps, to offer a more focused approach in supporting residents to move out and live successfully, independently.
- Refurbishment of communal areas at the Foyer in Blackpool – a scheme for young people in training or education – with bright colours, a new training kitchen and a funky residents' lounge
- Getting gardening at several schemes. At Sarah Lodge, Bolton, young mothers grew potatoes. Men with mental health needs at Next Step in South Manchester designed and tended a kitchen garden that provided the ingredients for a whole healthy eating programme.
- Doubling the size of our floating support service in Leeds where staff work with vulnerable tenants living independently to manage their homes and lives successfully.

Art and Great Places

Great Places brought people together and projects to life with art in general needs and supported housing.

Artist Coralie Turpin was commissioned to work with residents to create a colourful obelisk at the gateway to Richmond Park in Sheffield.

Interiors at Extra Care scheme, The Byrons, were designed by art-in-health specialists, Open Art, to include vibrant colours to aid memory and stimulate social interaction.

Salford tenants developed their art skills, staging their own exhibition. Young mothers at Sarah Lodge, Bolton, worked with artists Tracy Fenton and Annemarie Longden to transform their corridors with brightly-coloured murals.

Core services for vulnerable residents



Pictures from top left: 1. Residents of Bluebell Court with staff member Paola Tyson 2. Entertainment from resident Ted Steel at Elk View Court 3. Resident Sian Jopson with one of the murals at Sarah Lodge 4. Barbara Bainbridge at our residents' art show in Salford 5. The artist-designed residents' lounge at The Byrons, Higher Blackley, Manchester 6. Elk View Court, Bispham, Blackpool 7. Visiting hairdresser Vivien Robinson with resident Jean Hall at Elk View Court 8. Healthy cookery session at Next Step, Withington, Manchester 9. Artist Coralie Turpin and Olivia Wild, 11, with the Richmond Park obelisk

OUR CULTURE

Learning from each other and broadening skills

Again, Great Places' unique working culture and talented staff were the driving forces behind the year's success.

More effort than ever was put into initiatives allowing employees to learn from each other, mix between teams and broaden skills in different roles.

For example, more than 30 staff were recruited and trained as mentors to support new starters, apprentices and volunteers.

Our Staff With Skills scheme saw employees running sessions with supported housing residents in whatever they were good at, from football and cookery to singing and art.

'Our innovative middle management training programme continued'

Job swaps happened monthly via a lottery system to give staff fresh insights into other areas of the business. Our internal Make Their Day awards recognised great teamwork across the group.

Our management training programme, Leading From The Middle, run with Lancaster University Management School, continued. The innovative scheme involves participants learning about working and learning styles followed by teamwork on real projects with fellow managers.

'Our staff conference was held in the park - ideal for outdoor team building'

2010's staff day was organised in-house and staged in a marquee in Heaton Park, north Manchester, saving money. The surroundings offered great opportunities for lunchtime picnics and al fresco team building.

During our biggest ever Wellbeing Week, staff set up sessions on all sorts from netball, salsa, running and survival skills to henna art and guitar workshops.

Last year employees raised £5,500 through Great Places' annual charity week, other events and dress-down Fridays.

The company matched the total which was split between internal and external good causes, with 20% put towards supporting the Walk Centre in Kenya, a charity that schools and feeds street children in Nakuru.

'Four employees spent a month in Nakuru, Kenya, working with street children'

Four employees raised funds to spend a life-changing month at the centre, as cooks, playmates, entertainers and teachers to the children.

As already mentioned, we were voted 37th in the Sunday Times Best Companies To Work For list in 2011, having learned from the previous year's findings to move up the rankings.

This time, survey statistics showed 86% of staff were proud to work for us, 82% felt they could make a difference in the organisation and 87% believed that the organisation was run on strong values and principles.

Sport and Great Places

Great Places provided all sorts of opportunities for communities to get active in 2010/11, from tea dances to street dance!

The South Manchester Community Wardens led one of the teams they coach, Gorton Mount, to victory in the All-Manchester Schools Finals tournament and children underwent coaching with Blackburn Rovers and Stoke City.

Great Places worked with Seedley and Langworthy people to set up a new older people's sports group, gaining £2,000 government grant for curling. Meanwhile, street dance kept Prestwich village children busy in the holidays.

The way our people do things



Pictures from top left: 1. Outdoor team building at Heaton Park, Manchester 2. Sharing ideas at Leading From The Middle 3. A Staff With Skills session at Lorna Lodge, Wythenshawe, Manchester 4. Community warden Stephen O'Toole with some of his winning football team 5. Children at the Walk Centre, Nakuru, Kenya 6. Sharing picnic food at our staff day 7. A residents' tea dance in Salford 8. The Sunday Times Best Companies award ceremony 9. Youngsters at a coaching session with Stoke City FC

OUR YEAR in numbers

15,798 homes in management/owned

11,209 general needs homes

1,530 supported housing /
housing for older people

1,333 leasehold homes

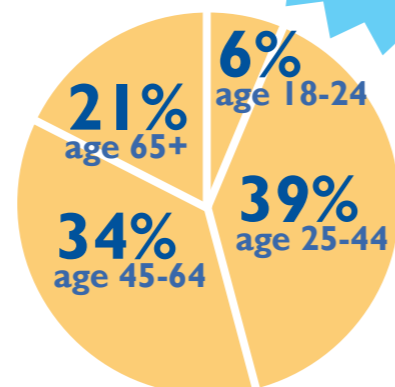
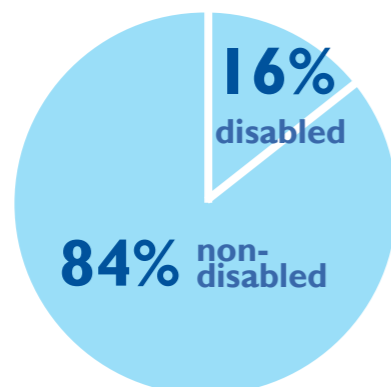
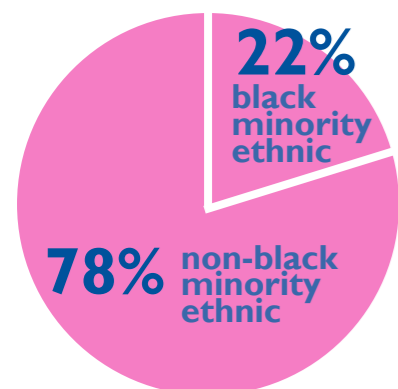
1,064 shared ownership homes

419 key worker homes

198 Rent To Buy homes

45 market rented homes

Who are our customers?



95% of all repairs - emergency, urgent and routine - were completed on time

Great Places went from 58th to 37th in the Sunday Times Best 100 Companies to work for Registered Social Landlord of the year at the Housing Excellence Awards, title retained in 2011



629 employees

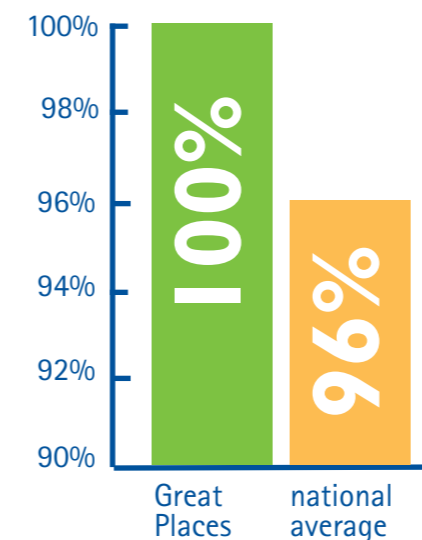
£68.5m turnover

100% of homes meet Decent Homes Standard

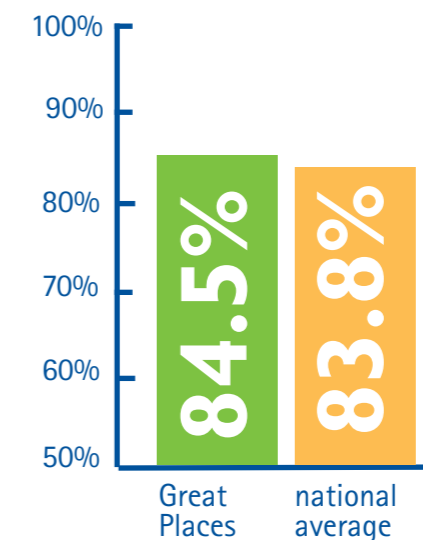
1,100 new tenancies arranged

These graphs show our performance in the eight key performance indicators compared with the national average

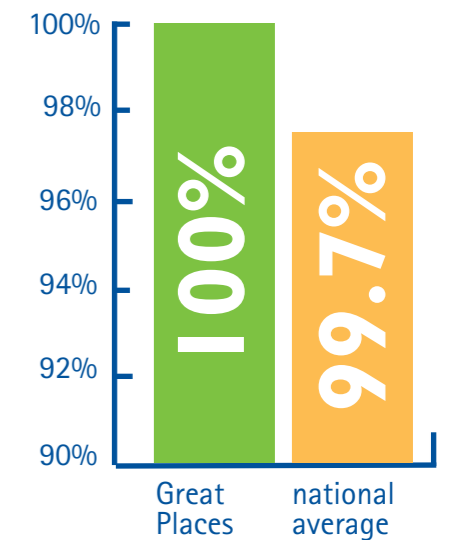
% of homes meeting Decent Homes Standard



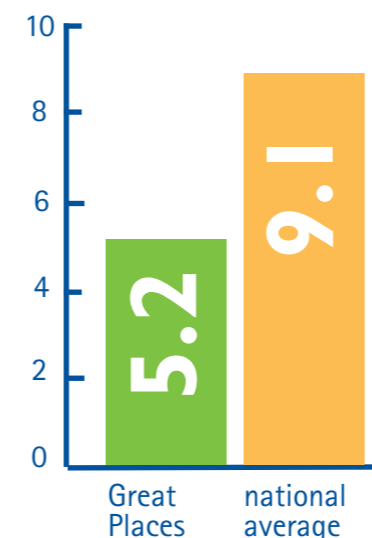
% of tenants satisfied with overall service



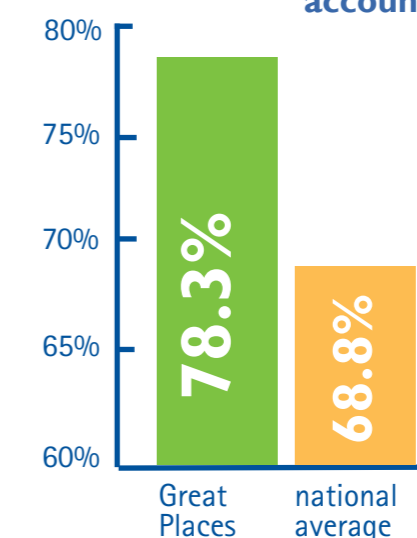
% stock with a valid gas safety certificate



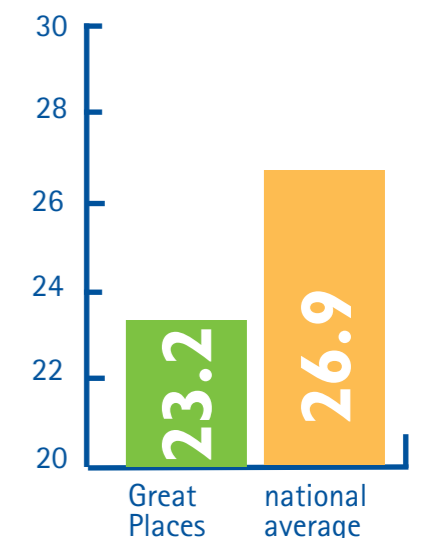
Average working days lost per year due to sickness



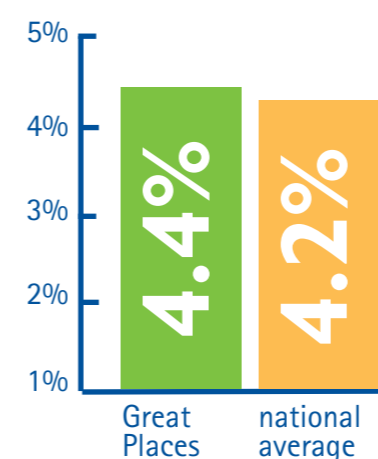
% tenants satisfied that their views are taken into account



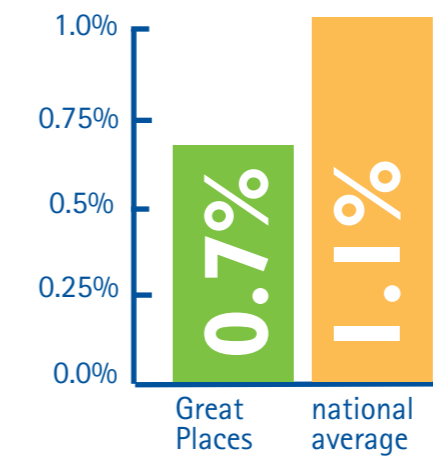
Average re-let time (days)



% current arrears



% rent loss through voids



The group's performance for 2010/11 remains better than the national average in seven of the eight indicators

SUMMARY OF ACCOUNTS

All figures in £000s

	Group 10/11	Group 09/10	Group 08/09	Group 07/08 restated
Assets				
Housing stock	823,551	736,721	643,960	505,908
Social Housing Grant	(454,204)	(407,867)	(358,275)	(292,928)
Depreciation and impairment	(22,120)	(19,192)	(16,170)	(13,600)
Other fixed assets	7,813	8,098	7,548	6,728
Investments	-	310	303	(52)
Net current assets	6,901	6,136	29,362	17,851
TOTAL	361,912	324,216	306,728	223,907
Financed by				
Loans etc	290,750	258,173	244,482	175,680
Revenue reserves	66,136	60,965	57,115	48,227
Designated and other reserves	5,026	5,078	5,131	-
TOTAL	361,912	324,216	306,728	223,907
Income				
Gross income from lettings	51,320	47,504	45,031	39,577
Other turnover	15,598	21,153	17,038	17,061
	66,918	68,657	62,069	56,638
Surplus on sale of properties	1,637	441	633	1,899
TOTAL INCOME	68,555	69,098	62,702	58,537
Expenditure				
Services including Supporting				
People expenditure	11,074	11,969	10,410	8,947
Management	12,778	10,893	10,210	9,701
Maintenance	9,592	10,331	9,519	8,493
Major repairs	6,413	5,331	5,576	3,556
Other operating costs	12,154	16,996	13,392	13,549
Interest received	(127)	(107)	(921)	(807)
Interest paid	11,326	9,442	10,271	10,480
TOTAL EXPENDITURE	63,210	64,855	58,457	53,919
Net surplus for year before tax	5,345	4,244	4,245	4,618

£362m
total assets

£5.3m
net surplus
before tax

£68.5m
total income

SENIOR STAFF



Stephen Porter
Bsc (Hons) MCIH
Chief executive



Matthew Harrison
BA (Hons)
MSocSci
ARICS
Deputy chief executive and director of development



Guy Cresswell
BA (Hons) MCIH
ARICS
Director of housing services



Phil Elvy
BA (Hons)
FCMA
Director of finance



Maggie Shannon
BA (Hons) FCIH
Director of performance and innovation

Great Places Housing Group Board

Ted Stott (Chair)
Andrew Beeput
Janet Clifton
Tina Cook
David Copley
Malcolm Faulkner
Christine Goulden
Lars Hansen
Anne Harris
Roger Kirkwood
Stephen Porter
Tony Snape

Great Places Housing Association Board

Lars Hansen (Chair)
Janet Clifton
Guy Cresswell
Christine Goulden
Martin Hampar
Anne Harris
Matthew Harrison
Maggie Shannon
Ted Stott

Cube Board

Les Coop (Chair)
Michelle Gray
Roger Kirkwood
Colin Maguire
Joanne Moon
Lee Rawlinson
Gwyn Williams

Plumlife Board

Les Coop (Chair)
Michelle Gray
Matthew Harrison
Roger Kirkwood
Colin Maguire
Joanne Moon
Max Pilotti
Lee Rawlinson
Philip Stott
Gwyn Williams

Tenant Services Committee

Guy Cresswell
Robin Gardner
Christine Goulden
Martin Hampar
Janice Kay
Angela Lindsay
Maureen McDermott
Robin Ogle
Sajad Qureshi
Brian Sedgwick
Selvie Selvaetnam
Geoff Simpson
Evelyn Uche

WHERE WE WORK



NEW!
fresh
& DIFFERENT