

Our 10-year ambition. The first three years.



Building on our values. Delivering our vision.

Building Greatness is a wide range of projects, initiatives and cultural changes that are vital if we are to meet the challenges of demographic change and social and economic uncertainty that we face as a society, an organisation and as a sector. Over the next ten years, Building Greatness will help us improve the efficiency and effectiveness with which we deliver our vision of great homes, great communities, and great people.

Articulating such a long-term ambition is important for an organisation that already makes long-term business decisions. It gives us a clear focus as we look at developing our people, our services, our processes and technology, and it provides an essential foundation for defining the objectives and targets in our three-year Corporate Plan.

A stylized illustration of a woman's face and upper body. She has dark hair with yellow and orange streaks. She is wearing a red top with a purple collar and a pink and purple patterned shawl. Her right eye is replaced by a black camera lens with a blue circle in the center containing a white house icon. The background is a solid green color.

“Our values-led
journey of change
to ensure that we
always deliver our
vision efficiently
and effectively.”

Our 10-year ambition

To grow and improve as an organisation.

To meet the housing needs of today's society and generations to come, we need to have ambition. Our focus will be on providing more high-quality homes and continuing to invest in our property assets and initiatives that enhance the social, economic and environmental well-being of our customers and their communities.

To remain a vision-driven and values-led organisation.

There is a positive Great Places culture that we will continue to celebrate. It's the quality of our offer that convinces people to choose our homes and our values that convince people to join our team, to go into partnership with us and to give us their support.



Our Vision and Values

Our vision is clear



Great homes

Maximising our investment in sustainable homes



Great communities

Building successful, vibrant communities



Great people

Providing outstanding customer service and support

Our values are strong



We are fair, open and accountable.



We know, respect and care about our customers.



We appreciate the effort of everyone who works with us.



We promote partnerships, efficiency and value for money.



We passionately embrace creativity, change and innovation.

Our Operating Principles



We protect our financial strength.

This makes us resilient, will allow us to remain independent and means we can realise our vision for the benefit of the people who choose to call our properties their home.



We exercise good governance.

We meet the highest possible standards when making and implementing decisions, always giving priority to the safety and security of customers and colleagues.



We deliver high quality.

Whether it's the homes we provide or the services we offer, we demand the best and never compromise.



We are innovative.

We always look for new ways of working and embrace new technology, so that colleagues have the right tools to do the right things in the right way, and get them right first time. We continually develop our digital engagement capabilities and streamline our services.



We are clear and fair with our customers.

We provide our customers with high quality properties and, in return, expect them to look after our assets and respect their neighbours and community. By encouraging the majority to become more independent, we can better support the most vulnerable. By investing in community development and supporting individuals, we deliver our social purpose.



We ensure value for money.

We spend and invest wisely to deliver our corporate objectives. We draw on quality intelligence and insights to make better informed decisions and deliver improved services.



We respect equality, diversity and inclusion.

We recognise and value differences amongst our customers and our colleagues, and act fairly in our dealings with all groups and individuals.



We offer a good deal to colleagues.

Our terms and conditions are competitive and we invest heavily in developing our people. In return, we expect colleagues to uphold professional standards and understand and live out our values in their work.

Great homes

We will help to tackle the housing crisis by building as many as possible, making sure that they are homes people want to live in and can afford. We will maintain our portfolio of homes to a high standard and take an intelligence-led approach to investment that achieves the best contribution from every asset.

By managing our assets proactively, we will act in the best interests of the organisation and its customers.

As society and personal circumstances change, we will work with our customers to ensure that our homes meet their needs. We will also continue to establish stronger links with health and social care commissioners to promote independent living and good health.



Great homes Our 10-year ambition

£1.8bn



Assets

To own or manage at least 24,000 homes. This will give us assets in excess of £1.8bn, a turnover of £170m and a surplus of £25m, all of which we will reinvest in new homes, existing assets and enhanced services. This is profit for purpose.

8,000



New homes

Working in partnership with stakeholders and Government, to develop 8,000 new homes. Of these, we expect 80% will be Social Rent, Affordable Rent or Shared Ownership homes.

2028



Modular

To be developing the majority of new homes using modular construction techniques.

2028



C rating

To have achieved an Energy Efficiency Performance rating of C for all our homes, lowering running costs and reducing the incidence of fuel poverty.

50,000



Services

Through partnership and collaboration, to provide repairs or materials supply chain services for 50,000 homes.

Great homes Our three-year plan



To have data about the condition of our housing stock that's 100% accurate.



To create a sustainability plan for all our assets and to continue to invest in the maintenance and upkeep of our housing stock.



To develop and/or acquire at least 1,000 new homes.



To achieve a minimum D Energy Efficiency Performance rating for all our housing stock.



To make a business case for a Great Places in house construction team.



To make a business case for investment in a modular construction business.

Great communities

Whether we manage just a few homes for our customers in a particular area or are a significant landlord in an anchor neighbourhood, we recognise that we have a contribution to offer locally. By using technology to provide the services that customers need, promoting independence through a self service offer and supporting the most vulnerable, we can help to create safe, vibrant and sustainable communities where people want to make their home.

Our core landlord services provide a fantastic foundation, but we cannot create great communities on our own. We will therefore continue to work with customers and a range of partners, in a spirit of collective responsibility, to identify and build on existing strengths and resources. We will create effective partnerships to deliver services that bring the maximum benefit to individuals and their communities. We will also monitor the work we do with our partners to ensure that it continues to be of real value.

Beyond our core landlord service, we will continue to offer Independence and Wellbeing services in a variety of ways. These services have been part of our customer offer for many years and will continue to be so.



Great communities Our 10-year ambition

Top 10 rating



To hold a top 10 rating from the UK Institute of Customer Service across all sectors.

Digital focus



To have developed digital services that promote independence by giving customers access to self-service options at any time, allowing us to focus time and resources on those who are vulnerable.

Social investment



To increase investment in our communities and achieve a position in the top quartile nationally, as measured through the Sector Scorecard.

Reduce poverty



To build on our commitment to reduce poverty, in order to help more customers improve their lives and circumstances.

Support & sustain



To ensure the sustainability of our anchor neighbourhoods by enhancing their appeal as great places to live.

Increase services



To increase the number of vulnerable people accessing our Independence and Wellbeing services by 20%.

Great communities Our three-year plan



To exceed a score of 8 out of 10 for customer satisfaction using the UKCSI index.



To increase the proportion of customer contacts made digitally to over 80% based on sector norms for defining digital transactions



To help at least 2,000 people gain employment, enter training or become volunteers.



To reduce the percentage of customers who leave our general needs homes within the first 12 months of their tenancy to less than 10%.



To appraise all our community investment work using the HACT social value methodology so that we understand the true value of our work.



To have 3 new profit-making ventures operational.



To take a customer-intelligence led approach to decision making.

Great people

Our colleagues drive our success and play a crucial role in helping us achieve our long-term ambitions. Our aim is to be an ethical employer, offering a great place to work, so that colleagues can deliver brilliant services for our customers as well as fulfilling their own aspirations.

We will continue to provide excellent training and development programmes that enable us to recruit, support, reward and retain a diverse, high performing and talented workforce.

As the profile of the workplace changes, we recognise the value of the skills new generations offer. We focus on the particular contribution they make when harnessed with the professional and life experiences of colleagues. Working together, we will deliver an empowering, creative environment that supports a culture of digital first, innovative thinking and professional development.

At all times, we will encourage a positive culture that upholds the highest professional standards, and in which engaged colleagues can thrive and enjoy exciting, interesting and rewarding careers.



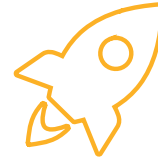
Great people Our 10-year ambition

Number 1



To be the No 1 employer in our sector in the areas where we operate.

Talent



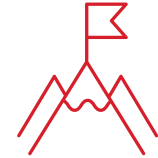
To create career pathways that enable everyone to fulfil their ambitions.

Reputation



To maintain a great reputation that we can all be proud of.

Can do



To nurture, protect and promote our positive, can do attitude over the long term.

Great people Our three-year plan



To implement and embed our people strategy.



To attract, develop and retain the most talented, creative and innovative people.



To have a workforce that's totally committed to our values and the work that we do.



To increase the diversity of our workforce.



To be an organisation in which people feel valued and to sustain colleague engagement survey scores in excess of 70%.



To create a strong talent pool of potential new recruits who share our vision and our values.



To create a culture of digital first that encourages communication, collaboration and agile working.



To increase the proportion of colleagues who are employed through our apprenticeship, graduate and development programmes to 10% of our overall workforce.

www.greatplaces.org.uk

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