

BUILDING GREATNESS

The journey continues...

As we prepare to enter a new and exciting chapter in our history, we remain well placed to deliver on our objectives. We have a clear vision of the journey ahead and our key themes of stability, collaboration and ambition will remain as we work towards becoming a bigger and stronger business.

Our vision is clear...



...and our values are strong



Underpinning the vision and values are our operating principles:

We exercise good governance

We respect equality, diversity and inclusion

We protect our financial strength

Great Places is committed to a profit-for-purpose model

This means we reinvest a large portion of our surplus back into our customers and communities.



Areas of focus for 2023-2024

STABILITY

During 2023-2024 we will:

Focus on quality

Our homes

- Continue with our building safety programme;
- Further increase resources allocated to improving property condition, including tackling damp and mould;
- Develop a long-term approach to improving the experience of customers living in our homes.

Our services

- Reduce the time customers wait for repairs and improve communication with them as part of this process;
- Improve communication with customers to make it more relevant, useful and timely;
- Continue to focus on effective complaints handling;
- Improve transparency and efficiency of energy billing charges;
- Conduct a review of our Customer Hub service to identify improvements to the way we work and deliver better services to customers.

Our systems and data

- Continue to embed and improve our new housing management system;
- Put in place new data governance arrangements.



Prioritise wellbeing

- Continue to help customers build financial resilience and employability prospects, using our financial surplus to help them navigate the cost-of-living crisis;
- Provide colleagues with a comprehensive support package to enhance physical, emotional and financial wellbeing;
- Strive to achieve ISO accreditation for psychological wellbeing in the workplace.



Strengthen our financial resilience

- Improve our income collection by developing more effective processes and improving use of systems;
- Work to continually understand and benchmark our cost base, looking to drive VFM and best practice;
- Spend our money wisely, achieving the most appropriate balance of cost, quality and efficiency through our procurement activity;
- Plan for and maximise the financial benefits of the proposed merger with MSV.



COLLABORATION

During 2023-2024 we will:

Increase transparency and accountability with our customers

- Collect, report on and learn from our Tenant Satisfaction Measures, and make sure our performance reporting meets the needs of our customers;
- Promote and report on our customer commitments, so customers know what they can expect from us and what we expect in return;
- Ensure our customer communications promote transparency and foster positive, two-way relationships;
- Develop a new customer voice model in partnership with our colleagues at MSV.



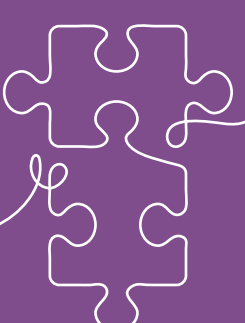
Champion equality, diversity and inclusion

- Review customer data to ensure it is up to date, that we are hearing the voice of diverse customers and tailoring our services as a result;
- Report on how we're doing when it comes to parity of outcomes and experiences across different customer groups;
- Proactively target property inspections in areas with diverse communities and older terraced houses;
- Maximise the learning from the GMHP Cultural Change Programme, specifically around removing the barriers into leadership for those with diverse heritage;
- Continue our positive work in schools and communities to raise awareness and aspirations around employability;
- Strive to reduce any pay gaps and increase opportunities for all.



Pursue pioneering partnerships

- Progress our merger preparations with MSV, focusing on the clear benefits to customers and society of creating a larger, stronger organisation focused on supporting communities in the north of England;
- Build on our collective work and influence within the Greater Manchester and South Yorkshire Housing Partnerships;
- Take advantage of our partnerships to tackle the housing supply crisis;
- Maximise our partnership work with third-sector organisations to benefit our customers and communities.



AMBITION

During 2023-2024 we will:

Work towards net-zero targets

- Use energy-efficiency data to work towards our longer-term ambition of a carbon plan for every home;
- Continue to meet customers' requests for additional insulation;
- Create a new-build net zero specification ready to start implementing, testing and learning from 2024-2025;
- Maximise government funding opportunities to help improve the energy efficiency performance of our customers' homes.



Continue to tackle the housing crisis

- Work with our partners to deliver over 800 new homes;
- Meet our ongoing commitments as part of the Homes England Strategic Partnership;
- Tackle rough sleeping in our communities as lead partner for GM Housing First;
- Promote our housing support services to prevent tenancy breakdown.



Refocus regeneration

- Develop a new regeneration strategy to demonstrate the scale and focus of our ambitions;
- Gather insight to help us create master plans for our anchor neighbourhoods;
- Ensure we are well placed to maximise new funding opportunities as they arise.



Invest in professionalisation

- Promote accredited qualifications by maximising the use of the Apprentice Levy;
- Develop job skills matrices and create a tailored development plan for every colleague;
- Respond to the emerging government requirements around accreditation for managers;
- Find different ways to access new talent and bring people into the social housing sector;
- Deliver our Business Excellence and Innovation Strategy to drive efficiency and modernisation in operations.

