

# Transforming for the future: A decade of great innovation and change

Our ambition statement 2026-2036



great  
places  
HOUSING GROUP

Our vision for the next 10 years remains clear – we are committed to continuing to create:

**Great Places is a business with a strong purpose, a proud history and a bright future.**

In an ever-changing world, these 10-year ambitions are our 'north star'. They are our high-level, inspirational declarations of intent, setting a course for a decade defined by bold action and lasting impact.

These powerful statements outline not just what we hope to achieve, but also what we must be: a brilliant business that leads with purpose, challenges the status quo, and puts people at the heart of every decision. They reflect our belief that good quality, affordable homes are the foundation for thriving lives — and that by working together with customers, partners and each other, we can be a future-focused force for good.. This is our invitation to think bigger, act bolder and shape a future where every customer, community and colleague has the opportunity to flourish into the long-term.



**Great Homes**  
Maximising our investment in sustainable homes.



**Great Communities**  
Building successful, vibrant communities.



**Great People**  
Providing outstanding customer service and support.

In doing so, we will hold true to our values:



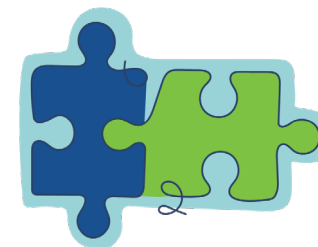
**We are fair**



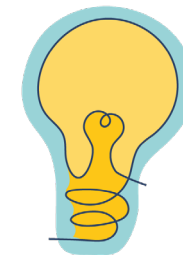
**We care**



**We appreciate**



**We partner**



**We innovate**

## Our ambition for the next decade begins with our commitment to our customers.

We believe that a high-quality home provides a stable foundation for a good life, and our transformative vision is designed with our customers at its heart.

## As the world around us evolves, so must we.

Over the next 10 years, we will reshape our services and maximise our impact to ensure we will build a more resilient, innovative, and sustainable organisation that is equipped to navigate these changes and deliver lasting, positive experiences for our customers, communities and colleagues.

## In delivering on our ambitions we aspire to lead the way in rebuilding trust in social housing.

Through genuine partnership, fairness, and a focus on improving services and increasing housing supply, we aim to restore confidence in the sector and create communities where people feel respected, valued, and proud to live.



# In 10 years, Great Places will be...



**Great for our customers** by improving wellbeing and life chances through consistently high-quality services.

**Great for our homes and communities** by investing in new and existing homes and communities.

**Great for our business** by pursuing routes to greater financial resilience, data insight and digital innovation.

**Great for our colleagues** by supporting people to achieve their potential through values-driven leadership, succession pathways and championing inclusivity.

Great for our customers by improving wellbeing and life chances through consistently high-quality services.



## How we will achieve this

1

We'll maintain excellent services focused on delivering good outcomes for customers and shaped by their feedback.

2

We'll embed a customer-first culture across the organisation, with every team understanding their part in delivering exceptional service.

3

We'll partner with schools, colleges, and employers to create pathways into education and employment, with 5,000 customers supported by 2036.

## How we will know



Tenant Satisfaction Measures & Consumer Standards Rating (C1)



Complaints and compliments



Tenancy sustainment data



Community Investment outcomes

Great for our homes and communities by investing in new and existing homes and communities.



## How we will achieve this

1

We'll deliver at least 5,000 new affordable homes, with a focus on social rent and shared ownership, to meet the evolving needs of our communities.

2

We'll ensure that every resident lives in a safe, well-maintained, and energy-efficient home.

3

We'll work with our partners to deliver community projects that enable employment, education, and opportunities across our communities.

## How we will know



£ invested in social impact activities



Tenant Satisfaction Measures



Development delivery numbers



EPC and Decent Homes Standard reporting

Great for our business by pursuing routes to greater financial resilience, data insight and digital innovation.



## How we will achieve this

1

We'll ensure operational efficiency by having a relentless focus on delivering good outcomes for customers. We'll seek viable social and commercial opportunities to create an increasingly resilient business.

2

We'll maximise the impact of our partnerships via social value contributions which will be reinvested in communities.

3

We'll deliver seamless, data-driven services that are easy to access, efficient to run and continually improving through digital innovation.

## How we will know



% targeted benefits from improvement activity delivered



£ leveraged from social value pledges



£ generated from profit-for-purpose activity



Operating surplus / golden rules

**Great for our colleagues** by supporting people to achieve their potential through values-driven leadership, succession pathways and championing inclusivity.



## How we will achieve this

1

We'll employ a diverse, high-performing, values-driven workforce.

2

We'll ensure every colleague has a personal development and succession plan which aligns training opportunities with their career ambitions and business need.

3

We'll create workplaces that are positive working environments that promote trust, co-operation and belonging; where everyone feels comfortable to be themselves and can do their best work.

## How we will know



Colleague recruitment and retention data



Pay Gap reporting



Top-quartile colleague engagement scores



Colleague profile data

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places  
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[www.greatplaces.org.uk](http://www.greatplaces.org.uk)