



Here for our Customers

Our Corporate Plan 2024-2027

great
places
HOUSING GROUP

Our vision and values

Our vision is clear...



Great Homes



Great Communities



Great People

...and our values are strong



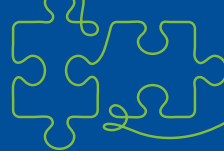
We are fair



We care



We appreciate



We partner



We innovate



'We're a values-led business with customers at our heart.'

'The services that Great Places delivers will need to adapt and evolve to meet increasingly varied needs.'

Our three-year plan

This plan sets out our ambition for the next three years. We'll build on the successes of Building Greatness, our previous corporate plan to respond to a changing context and new challenges.

Our vision is clear, our values are strong.

To deliver our ambitions, first and foremost we need to be...



We've therefore focused this corporate plan around these three key themes.

We understand that our customer profile is changing. Driven by population changes, the cost of living crisis and, in some cases, years of austerity, our customers are increasingly diverse and have greater expectations of us.

We will measure success through a series of outcome-focused measures. Some are Tenant Satisfaction Measures (TSMs) and TSM Management measures; some are our own Signals For Success, which are key indicators of the overall health and performance of our business; and others are measures specifically designed to track the outcomes we are targeting through our Corporate Plan.

Theme 1:

Great for customers



What we want to achieve

A consistently great service offer for customers that's easy for everyone to use.

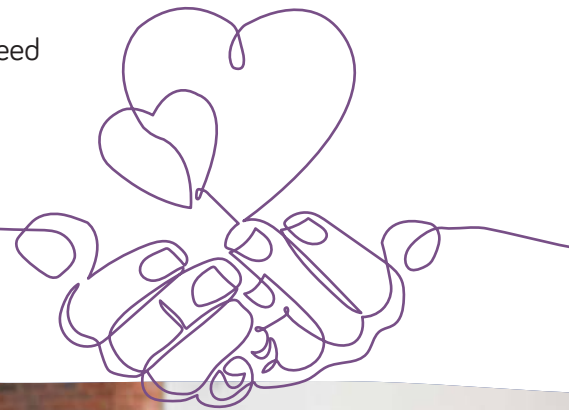
This means we'll be delivering brilliant basics every day. We'll work to align our processes, technology and culture to make sure that they're underpinned by customer data and insight about how customers interact with us.

We know this will never be a finished job as the needs of our customers will keep evolving and we'll have to keep pace.

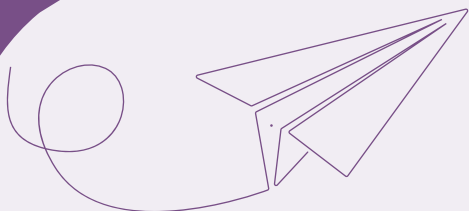
We'll only get this right by designing our services in collaboration with users and with the colleagues that deliver.

By engaging widely, not only will our customers know what to expect from us and feel confident that we'll meet their expectations, we'll also improve cost effectiveness by getting things right first time more often.

Whether our customers are tenants or owner-occupiers, are people who need support or who don't, wherever they live, this has to be our goal.

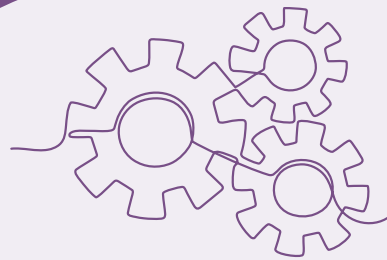


What we'll do



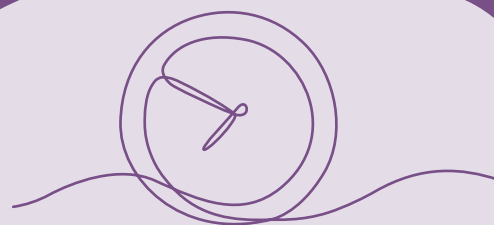
Personalise delivery to meet the differing needs of our diverse customers

We'll make sure we hold the right information about customers so that our colleagues can tailor how they work with individuals and are able to offer additional support where it's needed.



Work with customers to design better services

Using their feedback and insight, we'll learn from where we get things wrong and collaborate directly with our involved customers. We'll focus on getting the basics right.



Provide a variety of ways to access our service options

These range from person-to-person delivery through to a 24/7 digital offer. We'll work with customers to make sure our digital offerings are consistently easy to use. In doing this we won't abandon the digitally excluded, who we know form a significant minority of customers. We'll also measure how easy it is to do business with us so we can continually adapt and improve.



Make use of technology to support effective service delivery

This means working to improve the options for customers, providing better tools to our colleagues to support them to be more effective and using technology to identify where we might offer support to pre-empt a problem before it happens.



Be really clear about what we can provide, where we're able to help and support and where we're not best placed to do this

We'll hold our partners to account to ensure they are meeting their responsibilities towards our customers.



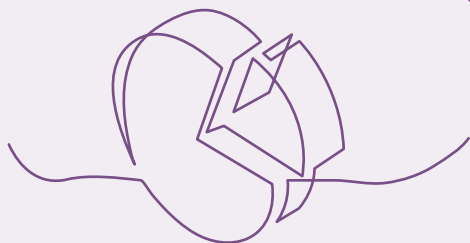
Build relationships with customers based on mutual respect

We'll provide our customers with a clean, safe and well-maintained home with accessible, tailored and responsive services. In return we ask that customers take responsibility to manage their tenancy well, with support when needed, by paying their rent, looking after their home and respecting their neighbours, community and our colleagues.



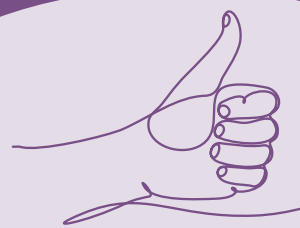
Embed a customer-centric attitude and approach across all our teams so we deliver with empathy

It's important that customers can trust us to deliver what we say we'll deliver. We know that sometimes our services fall down as a result of poor communication, either internally or with our partners. We'll work on our culture to ensure a focus on working effectively together to do the right thing for customers, with good two-way communication at the heart of this.



Take a data-driven approach

We'll make sure that we hold good quality and up to date information about our customers and how they contact us. Alongside the knowledge and experience of our colleagues, good data will ensure we make good decisions and help us to shape and improve our offer.



Offer value-added services that can be accessed, where needed, to support customers to live well in their homes

Sometimes we'll provide these directly and sometimes we'll work closely with partners that are better placed to deliver what customers need.



Focus most on what customers want and need

We'll work on improving the consistency of our delivery and pre-empting problems where possible. By doing this we'll be able to improve our efficiency and offer better value for money.



Learn from the best in the housing sector and other service sectors

We'll use what we learn to continually develop our offer and ensure it keeps pace with customer expectations.

How we'll do it

Over the life of this plan we'll:

- Assess the effectiveness of our repairs, maintenance and investment offer in conjunction with customers and colleagues. We'll reiterate our approach to ensure effective collaboration between teams and with partner contractors, meaning we deliver value for money and quality for our customers.
- Invest in technology that enables colleagues to do a great job, provides easy access to support for customers and allows us to make better use of data to deliver more proactive services that pre-empt potential issues before they arise.
- Improve how we collect and manage customer data and insight to enable us to understand our customers better.
- Review the effectiveness of our customer, housing and neighbourhood management and support services in meeting the changing needs of all our customers as well as our changing property profile. We'll re-design our delivery in collaboration with colleagues and customers and adapt our operating model to ensure we are set up for success.
- Review our approach to how we allocate and let our homes to ensure we meet the needs of our customers and create places that will be sustainable into the future.
- Make sure our services deliver value to our customers and to Great Places so we can continue to reinvest in our homes and communities through our profit for purpose model.



How we'll measure success



The outcomes we will monitor are:

- Overall customer satisfaction (Tenant Satisfaction Measure, or TSM)
- Customer satisfaction with repairs (TSM)
- Customer satisfaction with ASB (TSM)
- Customer satisfaction with complaints (TSM)
- Our ease of doing business score (our internal Signal For Success (SFS) score)
- % tenancies sustained for at least 12 months as a result of supportive intervention



Some key drivers of these outcomes that we will also monitor are:

- % repairs right first time
- % emergency repairs completed within timescale (TSM Management Measure)
- % ASB cases triaged within timescale
- % ASB cases meeting audit quality standards
- % complaints responded to on time (TSM Management Measure)
- % customers satisfied their service request was dealt with right first time

Theme 2:

Great for our homes and communities



What we want to achieve

We understand that a good quality, affordable home in a great location is an essential ingredient for achieving other goals in life. We aim to not only offer a stable foundation, but homes and places that people can take pride in and that give them a platform from which to build their lives.

We'll invest significantly in our homes and places to make sure they meet the needs of our diverse customers, now and into the future. After all, Great Homes, Great Communities is our vision ... we're in it for the long-term!

We'll continue to build significant numbers of new homes for rent, sale and supported living to make sure we continue to do our bit to tackle the housing crisis in the North West, South Yorkshire and the wider Sheffield City Region. This also means we'll invest millions in our existing homes to make sure they continue to be safe, warm, suitable and affordable places where our customers want to stay.

More than this, we'll play our part in making sure our neighbourhoods are attractive places where people want to live and put down roots. This might mean that we choose to divest of some homes that no longer meet our quality standards or no longer meet local needs.

We'll continue to play our part as a community anchor in the neighbourhoods where we have a significant number of homes. Working closely with partners and the local community, we'll ensure that these remain thriving communities.



What we'll do



Work with customers to define the standard that they can expect from a Great Places home

We'll make sure our homes are attractive and welcoming places to live that people can always take pride in.



Invest in homes

Making sure the investment in our existing homes addresses building safety requirements, reduces our environmental impact and provides our customers' with homes that are cost effective to run.



Deliver profit-for-purpose

We'll continue to invest our time, energy and money in partnership working to improve the neighbourhoods where our homes are located.



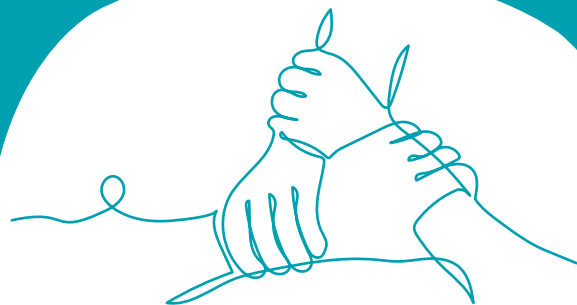
Be carbon conscious

Continuing to provide new low-carbon homes across all tenures to meet a variety of needs.



Reduce homelessness

Alongside our partners, we'll continue to play an important role in tackling homelessness and rough sleeping



Alleviate poverty and boost opportunities

We'll collaborate with partners working in our neighbourhoods, so that our customers are able to live well.

How we'll do it

- Build c4,000 new homes including a greater number of high density schemes to meet local housing needs alongside managing new Build to Rent apartment schemes developed by private sector partners and managed by Plumlife. We'll plan how to adapt our management model to support the creation of these new communities to ensure they are thriving, desirable places to live.
- Revise our Home standard in collaboration with customers.
- Invest millions in our homes using data and insight to establish programmes for renewals and cyclical maintenance to make sure homes retain their kerb appeal. We'll ensure we have a plan for every home.
- Tap into public funding wherever we can to supplement our investment in warm homes.
- Invest in developing our systems and new technology to help us understand how effectively our homes meet customers' needs. Over time this will help us to target investment where it's needed, and support us to transition away from a 'break-fix' model of maintenance towards a more proactive approach. This will help save money while offering a better service!
- Implement a model that will enable us to assess the financial and energy performance of our homes.
- Establish clear neighbourhood plans for every neighbourhood where we own a large proportion of homes.
- Review our role in place-based partnerships so we are clear on the role that we play relative to other partners and understand the unique contribution we can make to tackle the issues that matter to customers.
- Review and refresh our Carbon Management Strategy to set targets for our journey to net zero over the long term.



How we'll measure success



The outcomes we will monitor are:

- **The financial sustainability of our homes** (calculated by the average Net Present Value (NPV) of our stock)
- **% homes meeting the Decent Homes standard** (TSM Management Measure)
- **Customer satisfaction that their home is well maintained** (TSM)
- **Customer satisfaction that their home is safe** (TSM)
- **Number of properties with an Energy Performance Certificate of below C** (our internal Signal For Success (SFS) score)
- **Number of new homes delivered**
- **Neighbourhood sustainability**



Some key drivers of these outcomes that we will also monitor are:

- **Amount invested in existing homes**
- **% stock condition data within 5 years** (our internal Signal For Success (SFS) score)
- **Proportion of our money spent on proactive maintenance compared to reactive repairs**
- **Amount invested in our customers through the Greater Together Foundation**
- **Number of customers accessing employment, training and volunteering opportunities**

Theme 3:

Great for our business

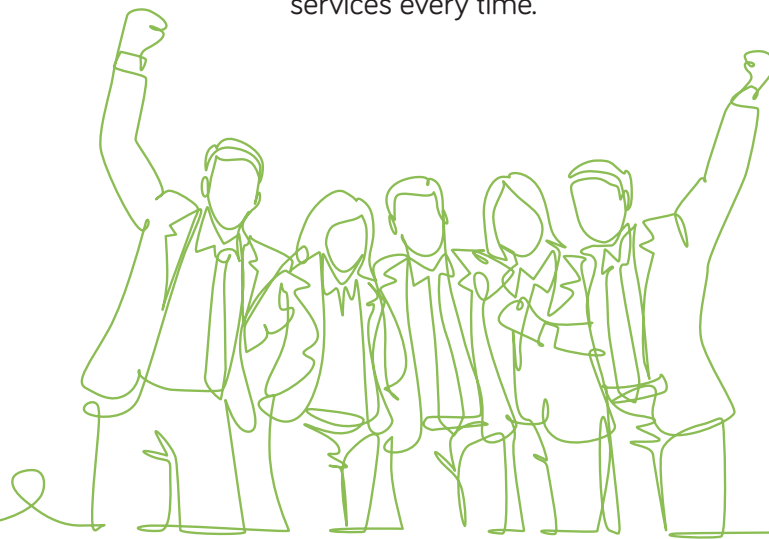


What we want to achieve

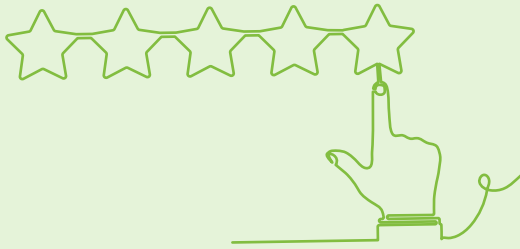
Our ambitions for great customer services, great homes and great communities must be underpinned by a well-run business. We'll maintain our financial strength by focusing on operating as efficiently as possible, making the best use of resources and delivering services that add the most value to our customers. Our 'profit for purpose' model means we take a commercial approach to running our business. We use the savings we make, and harness the power of our commercial activity delivered through Cube and Plumlife, to ensure we are able to invest in our homes and communities, build new homes and provide value-added support to enable our customers to live well.

None of what we do is possible without colleagues that are engaged, skilled and motivated to deliver a great service. In line with our Great People vision, we'll continue to invest in our colleagues to ensure they have the skills, equipment and mindset needed to do a great job. We'll invest in our technology and in improving our data so we set our colleagues up for success and continue to attract and retain the best people to work for us.

We'll work closely with our contractor partners to make sure the services they deliver on our behalf consistently support our ambition to deliver great services every time.



What we'll do



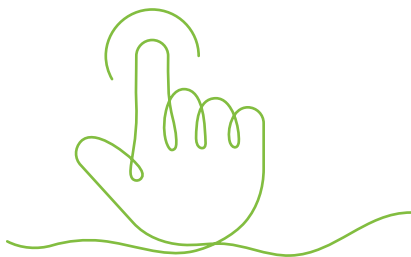
Provide a fantastic colleague experience, inclusive workplaces and opportunities

Doing this will allow us to recruit and retain the best people to make this plan a reality. We understand the power of diversity of thought and experience and we'll make sure our recruitment processes attract a broad range of talent so that our colleague base reflects the diversity of the communities that we serve.



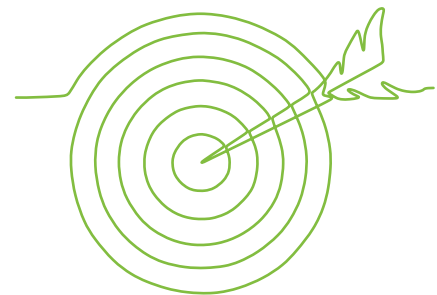
Focus on delivering value for money

Ensuring we can continue to reinvest money back into our communities, services for our customers and in new homes to do our bit to tackle the housing crisis.



Invest in smart technology and innovation

Enabling our customers to benefit from excellent services, to make it easier for colleagues to be effective and to drive efficiency in the way we manage our homes.



Invest heavily in skills development

Ensuring our people have the right skills for the job, have a mindset that aligns with our social purpose and have the opportunity to progress, so we develop the next generation of Great Places talent.



Invest in our strategic use of data

Driving better insights to allow us to personalise delivery, be more proactive in identifying and addressing concerns before they become a problem and continuously improve what we do.



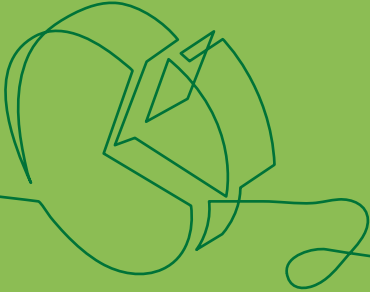
How we'll do it

- Undertaking 'root and branch' reviews of our services to understand the value they provide to customers and our business and identify where we can make changes.
- Enhancing our professional development offer to colleagues by establishing our approach to meet the requirements of the Competency and Conduct Standard and extending our Raise the Roof Leadership Programme.
- Investing heavily in our Growing Greatness graduate and apprentice programme, targeting diverse candidates so we can maximise opportunities to grow the next generation of talented colleagues. We'll extend our work with schools and colleges to promote housing as a career of choice and build interest in Growing Greatness.
- Continuing to engage in the Greater Manchester Boost Programme and use what we learn to develop our approaches to recruitment, retention and colleague development so we're able to attract and retain the best diverse talent.
- Continuing our work to make sure our technology platforms meet the needs of our colleagues by replacing outdated software, introducing greater automation and developing existing systems to continually improve. We'll replace our telephony and contact centre system with a new omnichannel solution so we can offer a better service to customers. We'll develop a digital strategy to create a roadmap for our use of smart technology that will establish the foundations for our proactive service delivery ambitions.
- Establishing a data governance framework to ensure we have accurate data available to enable better service delivery and decision making that will power our digital ambitions.
- Establishing a business process management approach to embed consistency and quality in our processes.
- Embedding the work of our newly established Customer Committee to strengthen the influence of customers in determining how Great Places operates.

We're putting the building blocks in place for a solid future!



How we'll measure success



The outcomes we will monitor are:

- Operating surplus
- Money invested from commercial activity into our profit-for-purpose work



We will also monitor these key enablers of corporate success:

- % engaged colleagues (our internal Signal For Success (SFS) score)
- % colleagues on an early career development programme
- % colleagues satisfied with opportunities for learning and development
- % leadership roles filled by someone with diverse heritage
- **Colleague Agreement Score:** “I have the systems, tools and ways of working needed to do my job”
- % accurate data (our internal Signal For Success (SFS) score)

We've listened to our customers, colleagues and partners

Thank you to everyone that has contributed to the development of this plan.

We are grateful to over 700 of our customers that completed surveys at events, online and over the phone to make clear their expectations of us and what matters most to them. Thanks in particular to our Insight Customer Scrutiny Group who worked closely with us to help shape this plan.

We appreciate the input of the hundreds of Great Places colleagues who provided their feedback at their away days, at our One Voice Committee and at our Leaders' and Managers' event.

We value the responses of our many partners and stakeholders who took the time to contribute their views through our stakeholder survey. Achieving an impact as a partner of choice for the ultimate benefit of our customers is important to us, so we welcome feedback on how we can work to strengthen our approach.

Our Board and Senior Leadership team have considered all the feedback gathered and have worked together to produce a plan that sets out the right things to make a positive impact. We believe this plan presents a clear roadmap for an exciting future for Great Places.

Great Homes.

Great Communities.

Great People.



If you have any questions on this plan or its contents, please email communications@greatplaces.org.uk