



## Corporate Plan 2019 – 2022



Providing **great** services and high quality living environments

# Welcome

## Our mission

We will work successfully with our customers and communities to provide **great** services and high quality living environments.



We are proud to be introducing our first Corporate Plan as Greatwell Homes.

As a financially strong housing association now in our second decade, we have created a new identity that reflects our clear ambitions. We are all set to deliver transformational change and growth.

Our 2019 – 2022 plan sets out our exciting priorities for the next three years.

## Our values



### Respect

We will treat each other and anyone who deals with us with respect and recognise everyone as an individual.



### Trust

We will be open and honest with our colleagues, customers and external partners and we will deliver on the commitments that we make.



### One Team

We will be one team, working collaboratively, listening and communicating clearly with our customers to deliver **great** services.



### Empowered

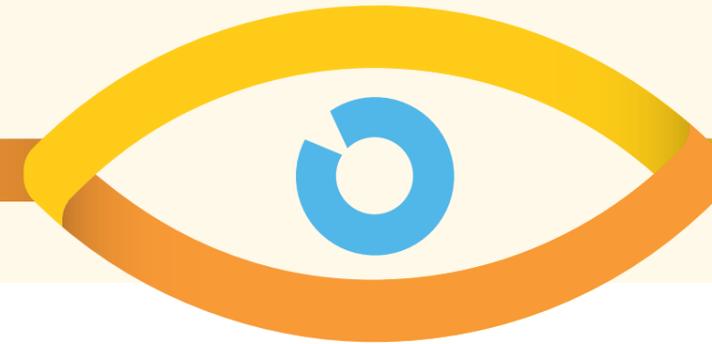
We will be bold, progressive, seek to empower our customers and be confident in the decisions we make.



### Efficient and effective

We will work efficiently and effectively, continuously looking for ways to improve and deliver Value for Money.

# Our future



## Welcome to our first Corporate Plan as Greatwell Homes. We are changing more than just our name, however all the values that we and our customers hold dear will stay the same.

We are already in a good position to deliver **great** homes and services for all our customers – whether they live in one of our existing properties or are looking forward to moving into a new one.

As Northamptonshire's population continues to grow, more people need an affordable roof over their heads. We are determined to provide support wherever we can. That's why we reinvest 100% of our surpluses to build new homes, keep existing properties in good condition and support more than 11,000 people.

We also manage and maintain our existing properties through our own expert employees. We play a part in supporting homeless people; invest in community services by working closely with local groups; and run a popular training academy to help customers gain new skills. We are inclusive, respect our customers and work closely with them to continually improve how we listen to their views. We trust them to provide **great** insight into what's important to them and, in return, give honest feedback about what we can and can't do.

This is what sets us apart. We know the communities that we work in and help local people have a **great** quality of life. We understand the issues that matter most and only do those things that will have a positive impact for our business and communities.

We also put money back into the area's economy by being a major local employer and are committed to being a **great** place to work and growing our own talent through on-the-job training and apprenticeships.

We have already created successful partnerships with local authorities and developers. According to independent research, partners like working with us because we're proactive, flexible, responsive, and can be trusted to keep our promises.

For the next step of our journey with the new name of Greatwell Homes, we are ambitious to keep growing. That means accelerating our house-building programme and working with new and existing customers to provide them with high quality homes and **great** services.

We welcome you on the next stage of our journey.

Jo Savage,  
Chief Executive

John Lewis,  
Chair of the Board

# About us



Our Board

We provide homes for rent, shared ownership, rent-to-buy and market rent, as well as homes with support for those who need it.

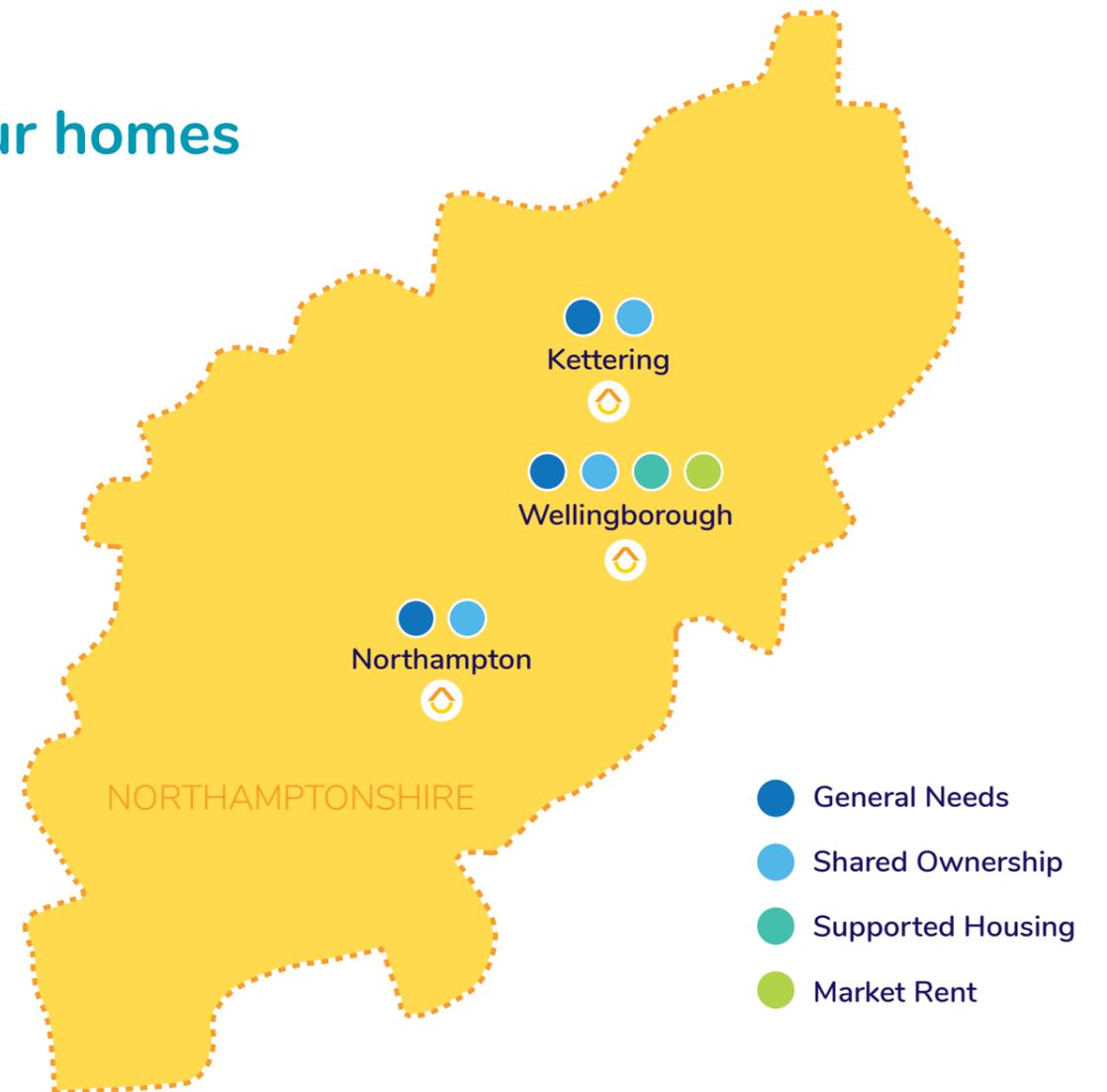
We also have the highest ratings for governance and viability, G1/V1, from the Regulator of Social Housing.

At the start of this Corporate Plan, we own and manage nearly 4,900 homes and are the largest housing provider in Wellingborough. We also acquire properties and build new affordable homes in other parts of Northamptonshire.

We are a locally based Housing Association in and around Northamptonshire with a commitment to:

- Develop a diverse range of new homes to meet local needs
- Work with our customers to provide **great** homes and value for money services
- Invest in communities where it supports our customers and protects our business.

## Our homes



# Our operating context

## Almost four million households in England live in a home provided by a council, housing association or not for profit organisation.

Demand is rising for all types of affordable homes. For housing associations like us, providing affordable and safe homes is central to our social purpose. And we are determined to do all we can to help.

The Government's Green Paper published in August 2018, 'A New Deal For Social Housing', recognises that homes "are more than just a roof over our heads", and rightly states that they are a "safety net and springboard to a better life" and "empower customers to be heard".

Housing is high on the political agenda. All political parties agree that organisations like ours can play a big part in building more homes and supporting communities.

Locally, Northamptonshire's political geography is likely to change after April 2020 with the creation of two unitary authorities - one for the north of the county, the other for the west. This will bring both opportunities and challenges. We look forward to continuing close collaborative working with our political partners and other stakeholders, to benefit the communities we all work in.

## Our customer charter

As part of this Corporate Plan, we have also launched our new Customer Charter which outlines what our customers can expect from us. During 2018, we asked customers to help scope our service offer. More than 500 people provided valuable input and this shaped our Charter, before our Customer Assembly approved the final version.

We can't always provide everything that our customers want, but we do want to deliver **great** services in a **great** way. The Charter shows how we will do this and is made up of four key areas:

- High quality living environments
- **Great** homes
- **Great** value for money services
- Working with customers and communities

By the end of this Corporate Plan, customer involvement will be fully embedded across Greatwell Homes, with evidence that we continually listen and respond to their voice.

# Our priorities

Our approach for the next three years will be shaped by four interlinked strategies that provide the overall direction for Greatwell Homes.

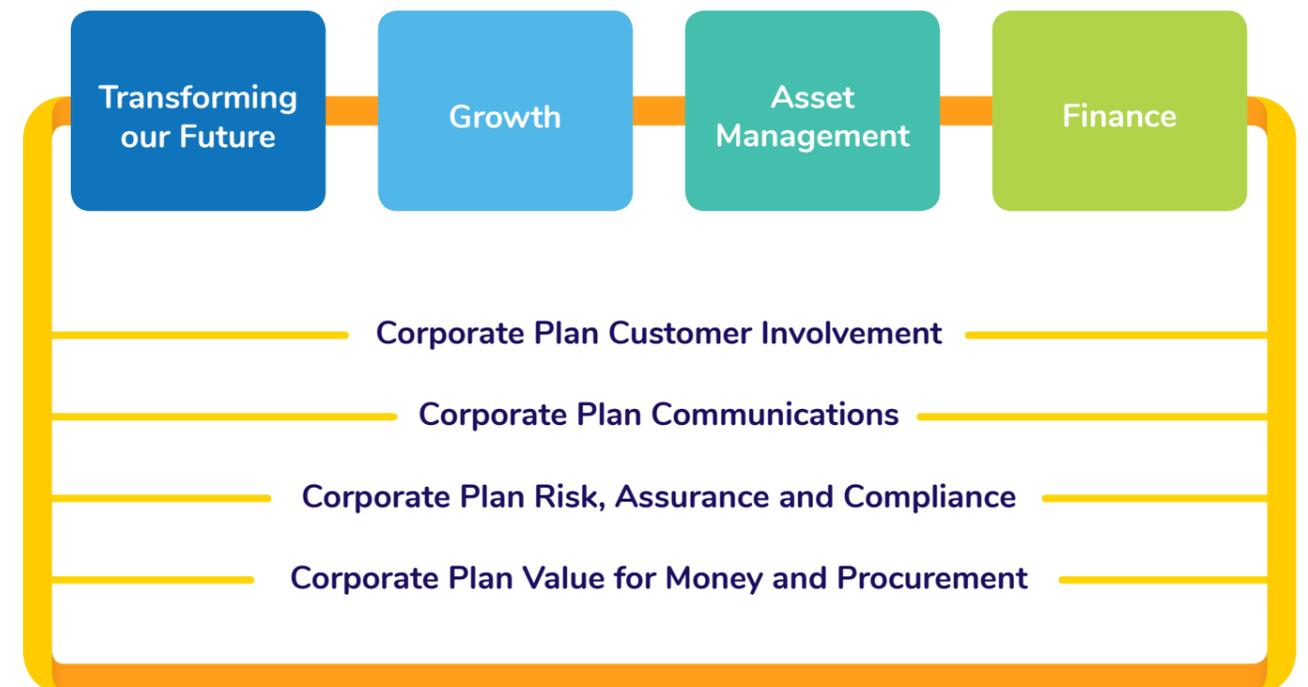
These strategies cover four primary areas of focus:

- Transforming our Future
- Growth
- Asset Management
- Finance

Four frameworks support these strategies by setting out how we will successfully deliver our priorities during the life of this Corporate Plan. These are:

- Customer Involvement
- Communications
- Risk, Assurance and Compliance
- Value for Money and Procurement.

## Our strategic framework



# Our strategy



## Strategy: Transforming our Future

### Purpose

To make best use of modern technology to help change the way we work to deliver **great** value for money services to our customers.

### We will do this by...

- Embedding our Customer Charter to support new ways of working.
- Providing strong and transformational leadership to support the changes we need to make including more agile working.
- Using what we know about our customers to deliver tailored services to those who need them.
- Promoting and increasing take up of online services for most day to day transactions with our customers - for example paying rent and reporting repairs.
- Listening to what our customers and staff have to say when shaping new ways of working.

## Strategy: Growth

### Purpose

To set out our approach to increasing the number of homes we own and manage for ourselves and others, expansion and/or improvement of our Customer Charter and increased financial capacity.

### We will do this by...

- Increasing the number of homes we own or manage in and around Northamptonshire.
- Diversifying our offer to provide a mix of tenures to meet local housing needs.
- Growing our business through expanding in-house services and increasing homes under management.
- Reviewing our approach to merger and acquisition as an opportunity to deliver our growth ambitions.



## Strategy: Asset Management

### Purpose

To define our approach to providing well-maintained, safe, secure homes and high-quality living environments that meet the needs of all our current and future customers.

### We will do this by...

- Expanding the services we deliver where this will offer better Value for Money, reducing costs, generating income and providing **great** services for our customers, including a seamless repairs journey.
- Bringing the majority of land on our estates under single ownership to help us deliver high quality living environments.
- Investing in our homes and estates, enhancing their financial and/or social value, by providing efficient services and reducing costs.
- Evolving from a reactive, to a proactive and predictive maintenance service. To be bold and agile to combine the intelligence we have with the technology we need.
- Meeting all our legal and regulatory obligations to provide a safe and secure home for our customers and a safe working environment for our staff.

## Strategy: Finance

### Purpose

To ensure we have a financially strong business plan that supports and delivers our corporate objectives.

### We will do this by...

- Maintaining a financially viable and stable business plan
- Managing cash flows effectively to ensure our growth and investment aspirations are met
- Maximising income whilst meeting our corporate and social objectives
- Complying fully with all tax, legislative and financial reporting requirements.

# In summary

## Greatwell Homes is a changing and ambitious organisation.

The demand for affordable housing is on the rise and associations like ours are working hard to develop a diverse range of homes to meet that need. While growth is important to us, we're also strongly committed to our existing customers and communities and will continue to work with them.

By 2022, we will remain financially strong and will be growing the number of our homes, ensuring that at all times they are well-maintained, safe and secure. We will also be making the best use of modern technology to change the way we work to deliver **great** Value for Money services to our customers.

With a clear mission, strong values and bold priorities, the next three years will be exciting. We look forward to the challenges and opportunities that this Corporate Plan brings.

Please tell us what you think and where you believe we could work together more on this next stage of our journey to provide **great** services and high quality living environments.

## Contact us

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