



# LIVE GREAT WELL

Corporate plan 2022-2025



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# Welcome

Live Greatwell sets out how we will work towards our vision of 'great communities where people live well' over the three years 2022 to 2025.

We believe that living well starts at home, and that a home is much more than a place to live. That's why, as a community-based housing provider, we're all about creating safe, secure and sustainable homes for people in and around North Northamptonshire. We also want to shape great communities and deliver services that work well for local people.

Customers, staff and business partners helped us to develop this plan. We asked everyone what they felt was most important and how we could make most impact. Their responses led to four key strategies for working and living well together:

- Live proud
- Live green
- Live happy
- Live safe

These four priorities reflect our ambitions and what it means to Live Greatwell. We hope that you will join us in our mission.



John Lewis  
Chair



Jo Savage  
Chief Executive

# Delivering through change

Greatwell  
Plan  
homes.org.uk



We live and work in fast-changing, challenging times. Economic uncertainty, the long-term effects of the coronavirus pandemic, decarbonising our homes and business and the impact of the new North Northamptonshire unitary authority are just some of the external influences on *Live Greatwell*.

This plan is about getting the basics right while being determined to do more by working alongside customers, communities and partners. Providing safe, secure and sustainable homes and great services remains our core focus – by anticipating and responding to changes in legal, policy and regulatory requirements for building safety, housing standards, accessibility, engaging with customers and levelling-up between regions and communities.

These changes also bring opportunities. We want to maximise the positive effects of funding for lower-carbon living, a more consolidated housing association sector and planning reform. And we want to make a bigger contribution to improving local communities and quality of life in support of North Northamptonshire Council's vision.

Our organisation and offer are strong. We have the highest 'G1/V1' regulatory ratings for governance and viability, good levels of customer satisfaction and a solid reputation as a leader, partner and voice for communities. Our approach begins with listening to and understanding the needs of local communities and working with them to create change. By sharing insight, ideas and resources we can achieve more than would ever be possible on our own.

The plan is also underpinned by our pledges to equality, diversity and inclusion. In line with the law and best practice, the *Live happy* strategy shows how we think, behave and work to respect people's differences and promote greater fairness. Each year, we'll report on our compliance and progress against the environmental, social and governance standards that make our business sustainable.

**Greatwell Homes is here to make a difference. Read on to find out more and see how you can play your part.**

# Vision, mission and promise

Our vision, mission and promise drive everything we do.

**Vision**  
Great communities where people live well.

**Mission**  
We partner with customers and communities to shape places people are proud to call home.

**Promise**  
We provide homes and services that work for you.



# Greatweller values, culture and principles



As 'Greatwellers' our people embody the values and principles we want everyone who deals with us to see, hear, feel and experience.

## Values and culture



### Inclusion

We value difference and respect every person



### Collaboration

We trust our team family and work together openly



### Kindness

We are friendly, wish others well and look out for each other



### Customer focused

We take pride in working with customers and communities



### Adaptability

We look for ways to be more efficient and effective in what we do

## Principles

We're also committed to four important principles:

1. **Effective services** – that work for local people and empower communities
2. **Impactful partnerships** – working well together with customers, communities and partners to increase impact
3. **Great culture** – attracting talented people to work together, learn together and celebrate diversity
4. **Efficient business** – driving progress towards our vision through effective strategies and practices.

# Strategies and success

Here's how our four core strategies will support our mission and vision, and how we'll measure success.

- Live proud
- Live green
- Live happy
- Live safe



“Live green is important to me because I want to leave a planet for my grandchildren. Global warming is happening and we need to do something to put things right”

Sharon Medlin,  
Customer Assembly member



# Live proud

## Empowering communities

We'll work closely with customers, communities and partners to shape places that people are proud of.

Greatwell Homes is a housing association that shapes places people are proud to call home. This means we go beyond just building and providing homes to make sure that local communities also have the education, skills, jobs, health, wellbeing and other services they need to thrive. It's this combination of housing and support that helps people to live well. Our commitment to placeshaping is also reflected in our

membership of **PlaceShapers**: a national network of community-focused housing organisations.

**Live proud** depends on strong partnerships. For example, in some areas, customers told us that feeling safe is a top priority. So we'll work with the police and other community safety agencies to improve how we tackle anti-social behaviour and improve security.

Read the full **Live proud** strategy here



## Objectives for 2022 to 2025

To deliver the **Live proud** strategy, we'll:

- Explore best practice in placeshaping and define our approach
- Improve our understanding of customers' experiences and aspirations at a community level
- Increase visibility and connection with communities, focusing on areas where we can make the greatest impact.

## Success means

- Implementing a data insight model that measures the impact of placeshaping at a community level
- Being recognised as a community shaper and partner in levelling up
- Having a portfolio of community initiatives delivered with, and owned by, partners and customers
- Having a culture of unfiltered listening, co-creation and partnership
- Local people and communities considering us a listening, visible organisation
- Improved perceptions of safety and pride among local communities.

# Live green

## Achieving net zero carbon

We will move towards becoming a net zero carbon business by 2050. This means making homes more energy efficient and working with customers to reduce our carbon emissions.

Every person and every organisation has a part to play in protecting the environment and seeking to avoid the worst effects of climate change. We can make a positive difference by building new homes for low-carbon living, investing in better insulation and renewable energy for existing properties, minimising waste and maximising re-use and recycling.

*Live green* will see us significantly increase the numbers of homes with Energy Performance Certificate (EPC) ratings of 'C' or above. We'll also work with customers to make sure they know how best to use new building technologies and systems to live well in warmth and comfort they can afford.

Read the full *Live green* strategy here



## Objectives for 2022 to 2025

To deliver the *Live green* strategy, we'll:

- Define our net zero carbon journey to 2050
- Reduce our organisation's footprint
- Use data and insight to increase the percentage of customers benefitting from affordable warmth
- Progress plans to ensure all our homes achieve a minimum 'C' EPC rating by 2030
- Investigate other ways to support customers and communities in achieving net zero
- Build 'zero-carbon-ready' new homes.

## Success means

- Customers and staff engaged, informed and on-board with our net zero plan and related initiatives
- Developing a clear roadmap to retrofit less energy-efficient homes by 2050
- Achieving **Investors in Environment Green** accreditation
- At least 15% of customers benefitting from significant energy efficiency measures that help to make fuel bills more affordable
- 95% of homes at EPC level C by 2025
- Improved recycling and reduced waste
- Opportunities identified to upskill customers for new jobs created in the green economy
- All new homes on land-led sites meeting the **Future Homes Standard**
- Meeting or exceeding national standards of energy efficiency in force at the time for all new homes acquired from development partners.

# Live happy

## Creating great experiences

People are at the heart of everything we do. We will build relationships that work well for customers, communities, partners and staff.

To work and live well together we must understand what a great experience means to customers, communities, partners and staff. We can then agree the standards, find the resources and use the right technology and data to deliver better services and satisfaction.

**Live happy** is also about us being an employer of choice so that talented people join, work and stay with us.

We will continue to strengthen our culture as a great, inclusive place to work that promotes diversity, treats staff fairly and creates opportunities for people to grow.

Read the full **Live happy** strategy here



## Objectives for 2022 to 2025

To help people **Live happy** we'll:

- Improve how we collect and use data
- Develop a refreshed customer experience standard
- Improve inclusivity, diversity and equal opportunity
- Be an employer of choice
- Strengthen the Greatweller culture
- Promote wellness
- Develop a robust, focused and engaging approach to stakeholder management.

## Success means

- Improved data collection across customers, communities and other stakeholders including at estate level
- Making impactful use of communications, data, insight and technology to improve customer journeys
- Improved customer satisfaction and perception ratings
- Co-creating and embedding a refreshed and accredited customer satisfaction model
- Having an accredited strategy for equalities, diversity and inclusion with a dashboard showing evidence of improvement in key indicators
- Employing and nurturing great talent, and creating more opportunities for local people
- Having high levels of staff satisfaction
- Having an organisational development plan and new leadership programme in place, with strengthened skills and capability
- Evidenced impact of more structured and improved stakeholder relations
- Having an apprenticeship programme in place.

## Live safe

### Building resilience

We'll provide homes where customers feel safe, neighbourhoods where people want to stay and services that are efficient and reliable so we can deliver more.

It's a fundamental human need to feel safe and secure at home. The areas we serve need more new homes – properties that are attractive, flexible and fit for the future. Alongside our building programme, we'll invest more in existing homes to make sure they remain up to date, well maintained and suitable for people's needs.

*Live safe* means finding new sources of funding to support our plans and working with trusted statutory, voluntary and private partners to meet the needs and aspirations of communities in North Northamptonshire.

Read the full *Live safe* strategy here 

## Objectives for 2022 to 2025

To promote *Live safe* we'll:

- Improve insight and understanding of existing homes
- Keep customers safe and feeling safe in their homes
- Develop a resilient repairs and maintenance service that delivers a great experience for customers
- Achieve a better balance between planned work and day-to-day repairs
- Invest at least £15m in existing homes by 2025
- Deliver new homes.

## Success means

- Reviewing our data needs and co-creating programmes with customers
- Complying with all relevant health and safety legislation
- Adopting and embedding the **Building a Safer Future Charter**
- Increased happiness and perceived safety among customers
- Embedding a refreshed repairs and maintenance service offer, including a Greatwell 'Property MOT'
- Implementing and meeting a new model and lettable standards for empty homes
- Helping customers to achieve a better quality of life
- Evidence of doing more or being able to do more with less
- Providing a mix of homes and tenures in the right places to meet a diverse range of needs.

# How we work

We have a robust and comprehensive set of **‘Working well’** frameworks to support the way we deliver our four core strategies.

## Working well:

### risk, assurance and compliance

Identifying and managing foreseeable threats to the stability and continuity of our business.

## Working well: customer involvement

Connecting and working alongside customers as encouraging, friendly equals.

## Working well: communications

Getting our message across and enhancing our profile and reputation.

## Working well:

### finance and value for money

Investing and spending wisely on things that matter most to customers and communities.

## Working well: transformation

Challenging, modernising and improving our processes, systems and use of technology to become more effective.

## Working well: governance

Maintaining high standards of probity and integrity in the way we operate.

We will develop and maintain a dashboard of performance indicators and feedback to measure the success of these frameworks.

# Engaging customers

Our customers are the reason we exist. Their experiences, ideas and suggestions are essential to our success.



We're longstanding members of the national engagement body **TPAS** and are proud to hold their **Landlord Accreditation for Resident Involvement**. We have also adopted the National Housing Federation's **Together with Tenants Charter**. We're always grateful for any feedback on our homes, services and how we work. In particular, a dedicated group of customers regularly give their time and opinions to support our business.

“In the two years I've been involved with the Customer Assembly I've seen things not just change, but change for the better. And they're continuing to improve”



Peter Johnson,  
Customer Assembly  
member

# Involvement and influence

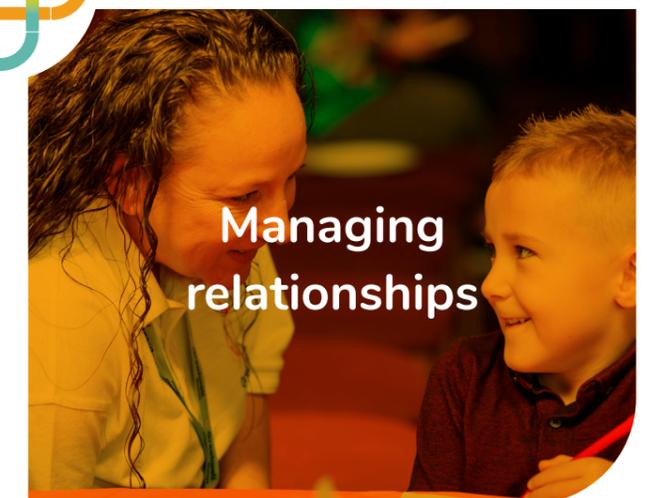
This table shows how various customers groups shape and influence Greatwell Homes.

Level of involvement	What we ask	Examples	Outcomes
<b>Lead</b>	Commit to a formal role with specific responsibilities	<ul style="list-style-type: none"> <li>Customer Assembly</li> <li>Customer Scrutiny Group</li> <li>Independent Living Steering Group</li> </ul>	Delivering service improvements and monitoring performance
<b>Collaborate</b>	Help to deliver services or engage others	<ul style="list-style-type: none"> <li>Neighbourhood Champions</li> <li>Equality and Diversity Group</li> <li>Young people forums and workshops</li> </ul>	Flexible and inclusive opportunities to improve services and check standards
<b>Co-create</b>	Guide our plans and help to improve services	<ul style="list-style-type: none"> <li>Task and finish groups and workshops on topics of particular interest or importance</li> </ul>	Quarterly opportunities for customers to engage in informal workshops, research, and meetings to create formal recommendations for service changes and improvements
<b>Chip in</b>	Respond to specific questions and requests	<ul style="list-style-type: none"> <li>Customer Research Group</li> </ul>	Input to strategies, operations and service standards
<b>Opt in</b>	Commit to future engagement	<ul style="list-style-type: none"> <li>E-newsletter for customers</li> </ul>	Keeping customers in touch and up to date on things that matter most to them and local communities
<b>Be aware</b>	Know about services and plans	<ul style="list-style-type: none"> <li>Newsletters</li> <li>Website</li> </ul>	Keeping an eye on what we're doing, how we're working and opportunities to get involved

We will continue to monitor and update these options, including a review of opportunities for customers to be involved in top-level governance in the first year of this plan.

# Customer commitments

We'll pursue the objectives set out in this plan through the **four commitments** we've already co-created with customers. These cover:



# Who does what

Live Greatwell relies upon different parts of the organisation holding and carrying out clearly defined responsibilities. Each of these elements is interdependent and draws on specialist insight and expertise.

## Executive Management Team

The executive management team turns strategy into realistic policies, develops the culture and oversees performance to achieve our objectives.

## Governance

Our Board and Committees provide the strategic guidance and oversight to direct Greatwell Homes and safeguard its assets. The Executive Management Team turns strategy into realistic policies, develops the culture and oversees performance to achieve our objectives.



**Jo Savage**  
Chief Executive



**Denise Lewis**  
Executive Director



**Julie Robinson**  
Executive Director  
(company secretary)

# Contact

If you want to help us shape great communities in and around North Northamptonshire where people live well, we'd love to hear from you.



If you'd like to have this document in another format or language, please email [customer.services@greatwellhomes.org.uk](mailto:customer.services@greatwellhomes.org.uk) or call **01933 234450**.

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 @greatwellhomes

 **Greatwell  
Homes**

Greatwell Homes is a housing provider registered with the **Regulator of Social Housing**, number L4509. Registered address: Unit 7, Midland Business Units, Wellingborough, Northamptonshire, NN8 4AD.