



simply brilliant

CORPORATE PLAN 2019-2023



Simply brilliant  
sums up how  
we want the  
organisation  
to work and  
what we want  
to deliver.

Our core purpose is to be a great landlord, providing homes for rent and shared ownership for those who cannot afford to meet their housing needs in the open market.

We believe it is important for us to provide good quality existing homes and services – and to build new homes to help meet the housing crisis.

Where we deliver homes for open market sale, we do so to deliver a surplus to invest in building more social homes and improving services to our customers.

**We believe that to be a simply brilliant landlord, we must demonstrate great performance in four key areas – the pillars of this corporate plan.**



# simply brilliant **service**

Customers will recognise that our customer service compares favourably to other organisations, regardless of sector.

**We will demonstrate this through achieving Institute of Customer Service ServiceMark accreditation with distinction.**

Key corporate plan projects in this area include:

- transforming the way our contact centre operates, so that we can fully resolve the vast majority of queries at the first point of contact;
- setting up a dedicated customer care team to case manage complaints and ensure that feedback is used to drive improvements;
- creating a robust 'voice of the customer' programme to ensure customers are at the heart of our change improvement activity and decision making; and
- embedding 'myGreenSquare' and promoting its benefits to customers, to enable them to access more of our services online.



# simply brilliant homes

We will have an agreed 'GreenSquare standard' which ensures that a property is safe, warm, and affordable, with modern components.

We will ensure all existing properties meet this standard. And we will provide 1,500 new homes for truly affordable rent and home ownership between now and 2023.

Key corporate plan projects in this area include:

- implementing a robust health and safety management system and continue improvements to our compliance services so that the safety of customers in their homes is assured;
- transforming our repairs and maintenance service so that work is planned, scheduled and delivered in a way that offers value for money and better meets customer needs; and
- maximising the opportunities to develop new homes on land that we own, including existing garage sites.



## simply brilliant value

Our business needs to become as efficient as possible so that we can afford to invest in our existing properties and develop new homes.

We will know we have achieved this by 2023 because our total social housing cost per unit will be as good as, or better than, the top 25% of comparable housing associations.

Key corporate plan projects in this area include:

- updating our value for money strategy and developing a plan to reduce our operating costs;
- delivering improvements to financial reporting;
- simplifying the group structure so far as possible to maximise our financial capacity; and
- developing and implementing a procurement strategy which helps us maximise value from our spend on goods and services.



# simply brilliant people

To achieve our objectives, we need to attract and retain the best people. This means we will need to be seen as an employer of choice.

**We will demonstrate this through achieving the Best Companies accreditation and a place in the Top 100 list relevant to our sector.**

Key corporate plan projects in this area include:

- developing and delivering a people strategy to transform our approach to learning and development; recruitment and retention; reward and recognition; health and wellbeing; and performance management;
- delivering a leadership and management development framework which ensures that leaders and managers at all levels have the skills and tools to deliver our plans; and
- simplifying and enhancing our governance arrangements.



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