

# 2008 to 2013

## Parkway Green Housing Trust Strategic Plan

Capturing the forward-look of Parkway Green



The Green Dream



## Visions and values

To be a world class community business, creating partnerships to deliver:

- ☛ quality homes and housing services;
- ☛ safer neighbourhoods;
- ☛ a brighter future.

To be sure that we will:

- ☛ put tenants at the heart of everything we do;
- ☛ value and develop our colleagues and our business;
- ☛ be open, honest and transparent.



# Introduction

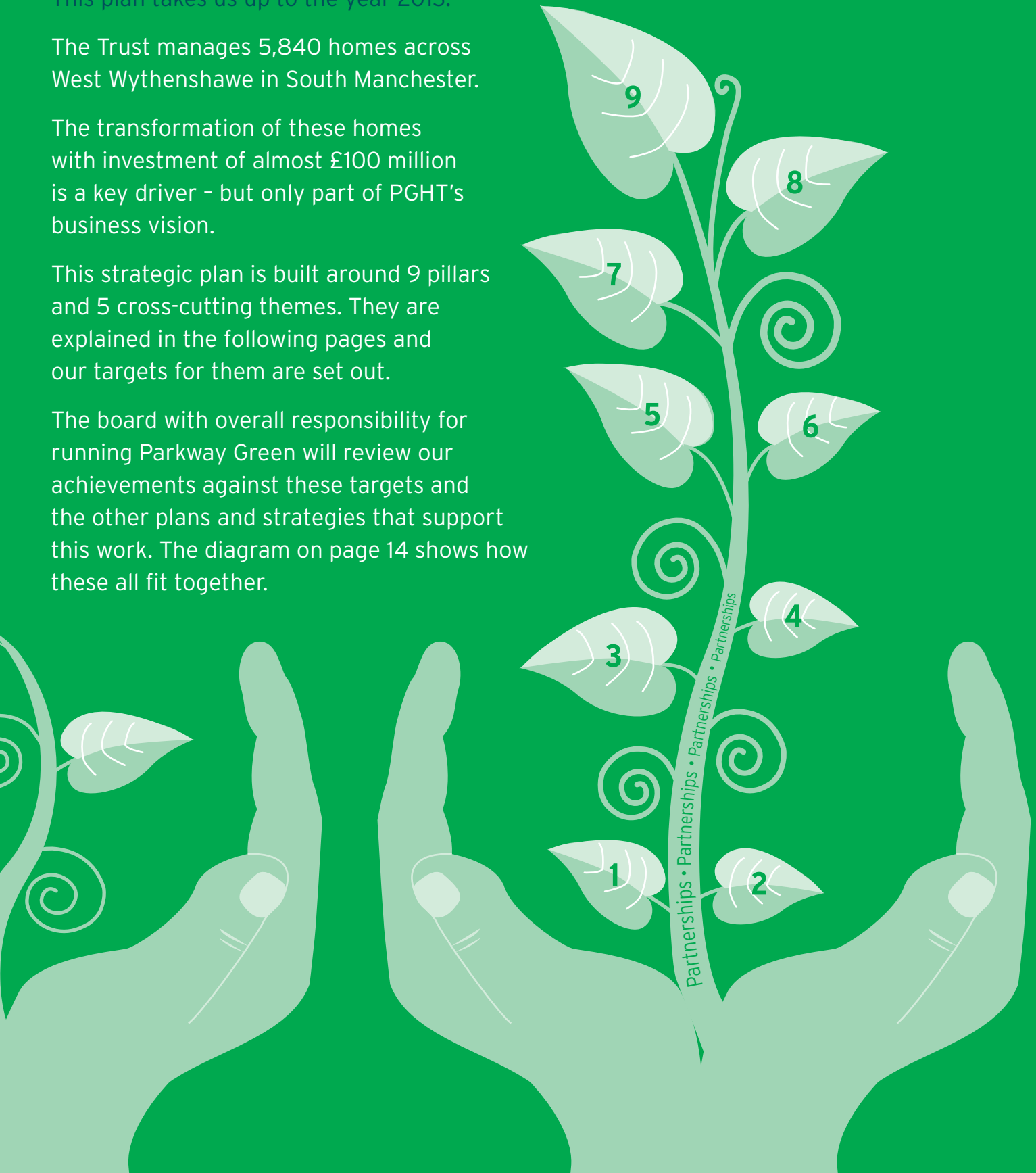
This strategic plan captures the forward look of Parkway Green Housing Trust (PGHT) which started business on 31st October 2006. This plan takes us up to the year 2013.

The Trust manages 5,840 homes across West Wythenshawe in South Manchester.

The transformation of these homes with investment of almost £100 million is a key driver - but only part of PGHT's business vision.

This strategic plan is built around 9 pillars and 5 cross-cutting themes. They are explained in the following pages and our targets for them are set out.

The board with overall responsibility for running Parkway Green will review our achievements against these targets and the other plans and strategies that support this work. The diagram on page 14 shows how these all fit together.



## Pillar 1 - Promises

To ensure we deliver on all 40 promises made to tenants in our offer document - Your Future Your Choice - to which 75% of tenants responded and 88.7% said yes.



### Target

Achieve all. Carry out annual review to test and ensure feedback on satisfaction captured as part of this.

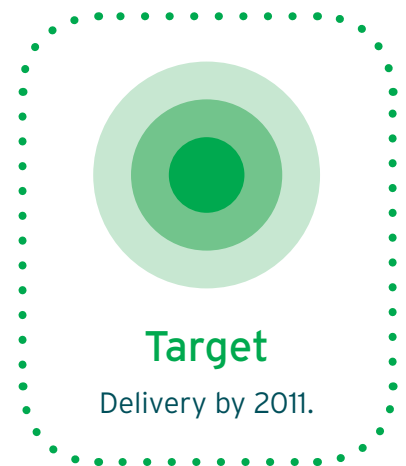


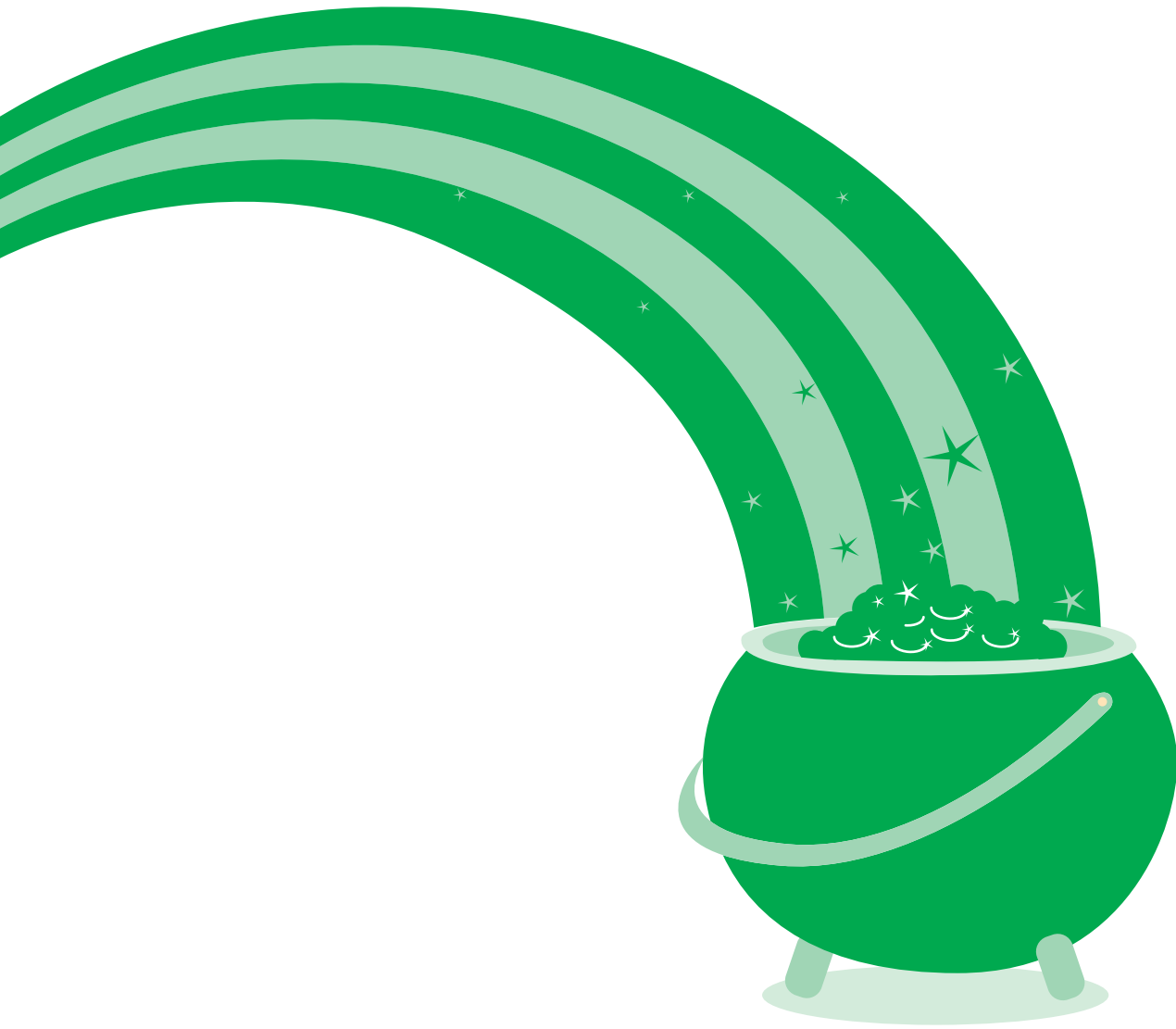


## Pillar 2 - Investment Programme

To ensure that we do complete the £92m investment programme which will ensure every property has new windows and secure doors as well as a new kitchen and bathroom - with this work to be delivered in accordance with the 'green book' - How We Are Improving Homes. Ensuring our procurement vehicles are delivering the most efficient and cost effective solutions.

To spend the £9m environmental budget on the detailed wishes of residents to ensure the maximum benefit is achieved balancing the needs for sustainable solutions and imaginative and creative treatments and we pursue as many funding opportunities as possible to make this £9m budget go further.





## Pillar 3 - Visions and values

Visions and Values - (Our Destination): Everyone working for and with PGHT should share an understanding of our vision and values meaning we regularly communicate the work we do that best reflects these visions and values.

To embed these within the performance management framework.  
To set standards and targets each year for the organisation to achieve.



## Pillar 4 – Structures and services for delivery

To review the structures inherited from Manchester City Council (MCC) at the point of transfer, to work with the residents to identify the services they want delivered and to shape the business accordingly.

To review service level agreements with MCC and, upon their expiry, to determine the best solution for the delivery of that service for PGHT residents.

To regularly review the resources and skills at our disposal to ensure we can deliver our services with feasibility and best value.



### Target

Lean and efficient  
30% saving over  
5 years across the  
whole business.



## Pillar 5 - Growth and development

It is important that PGHT is able to ensure its stability by maintaining its stock numbers and financial turnover in the light of stock loss through right to buy.

The Trust will develop strategies to ensure stock numbers are, at a minimum, kept at existing transfer level.

The need for a range of affordable housing products to be made available in line with the aspirations of the Council's new housing strategy is important.

Ultimately a flexible affordable housing sector which can reflect the needs of the community bringing a range of products and solutions to the market is important. As a major social business in Wythenshawe we will be maximising our ability to influence this agenda and fulfilling our role as a strategic partner.



**Target**

- Maintain tenancy stock number.
- Provide new home ownership products.
- Be an attractive partner in the delivery of Manchester City Council's affordable housing strategy.

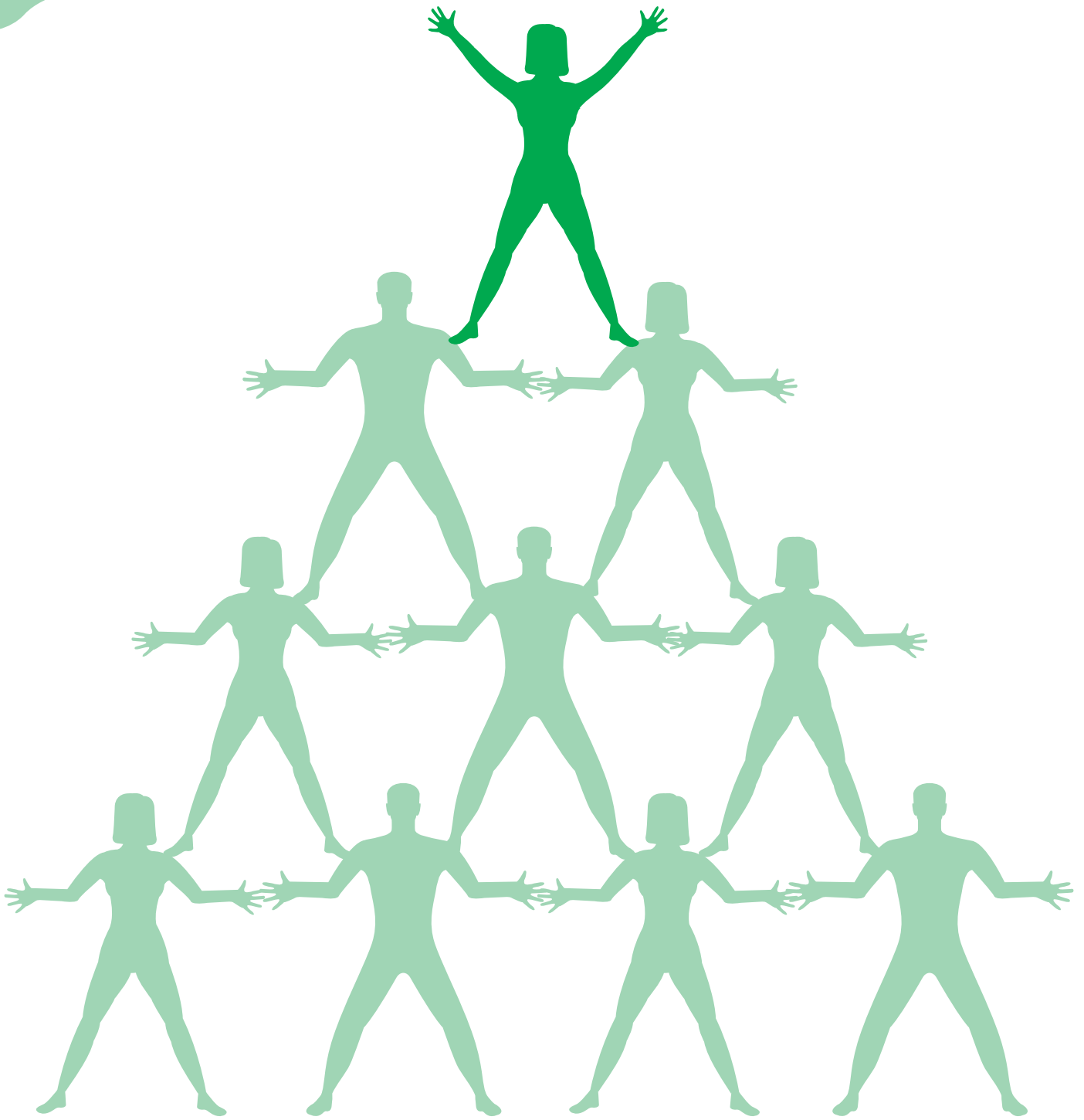




## Pillar 6 - Services

The Trust will deliver a 3-star service within 5 years.

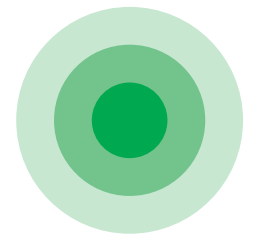
**Target**  
3-star by 2011



## Pillar 7 - Community investment

Parkway Green will work with all of its key stakeholders and be an organisation seen to represent and understand the communities within which it works and to address the issues that matter most to them.

These communities and their stakeholders should be able to identify Parkway Green as the organisation to go to.



### Target

PGHT is anchor for community - lead body in West Wythenshawe social audit to test impact in 2011.

## Pillar 8 - Business excellence

To adopt the European Foundation for Quality Management (EFQM) model which will enable PGHT to focus on nine key areas and to achieve a score within the model that will put the Trust within the top 5% of businesses in Europe.



## Pillar 9 - Business platform

To ensure long term financial viability of the Trust through a sustainable business plan.

A target icon consisting of three concentric circles: a small green center, a medium green ring, and a larger light green ring.

**Target**  
Deliver business plan  
and develop future  
capacity.



## Cross-cutting themes

### 1 Value for money (efficiency)

To ensure value for money in all we do through embedding financial awareness and accountability.

### 2 Risk management

To ensure all risks are managed and minimised by embedding risk awareness and accountability for risk in the organisation's culture and its performance management framework.

### 3 Diversity

We will embrace the diversity of our surroundings ensuring that we fully understand the needs of our community, staff and stakeholders to ensure that the service and products we offer are what they require.

### 4 Resident influence

As part of putting tenants at the heart of everything we do we will develop and deliver our resident engagement strategy to enable residents to influence the shape of PGHT and engage with us in the way that best suits them. We will work with all residents as a formal part of our Governance structure through face-to-face contact and discussions.

### 5 Partnerships

The success of many of the plans for future growth and development of PGHT and its services will be dependant on partnerships. A fundamental one is that with Manchester City Council. We cannot be the community based social business we aspire to be without strong and robust relationships with the various arms of the Council's delivery services and support within our neighbourhoods.

We will also be seeking to support long-term arrangements and partnerships with a host of other agencies, businesses, groups and organisations to ensure our values are delivered in the best possible way for our tenants and residents.

An underlying partnership is that of the "trust" between our staff and our tenants. We have to ensure that our staff have the training, equipment and leadership to provide the best services and that our staff work with our tenants in a constructive and dynamic way.



# Keeping this plan on track

The board sets the strategic view through this plan, built upon the foundations of our business plan.

Each year the strategic plan is then reviewed and amended as necessary. All other plans then flow from this to ensure delivery of our strategic aspirations.

## Where does the strategic plan fit? ↓





# Extra service for customers with reduced hearing or vision

To get this leaflet in Braille, large print or on tape:

Phone: 0161 953 2608

Email: [info@parkwaygreen.co.uk](mailto:info@parkwaygreen.co.uk)

Textphone: 0161 953 2526

للحصول على هذه المعلومات بأي لغة أو بالبرايل أو بالحروف الكبيرة أو على شريط الرجاء الإتصال برقم الهاتف الموجود أسفله.

Arabic

如欲索取這資料以任何語言或盲人用點字、大字印刷編制的版本或錄音帶，請致電下列號碼。

Chinese

لطفا برای دریافت این اطلاعات به زبان های دیگر، به خط بریل (خط ویژه افراد نابینا)، چاپ درشت و یا بر روی نوار با شماره تلفن زیر تماس بگیرید.

Farsi

Pour recevoir ces informations dans d'autres langues, en Braille, en gros caractères, ou sur bande sonore, prière d'appeler le numéro de téléphone ci-dessous.

French

यदि आप यह जानकारी किसी दूसरी भाषा, ब्रैल, बड़े प्रिन्ट या टेप में चाहते हैं तो कृपया नीचे दिये गये नम्बर पर फोन कीजिए।

Hindi

بۆ بەدەست ھێنانی ئەم زانیاریانە بە ھەر زمانێک یان بە بریال، پیتی گھورە یان لەسەر شریت، ئەوا تکایە تەلەفۆن بکە بۆ ئەم ژمارەیی خوارەو.

Kurdish

Si aad u hesho macluumaadkaani oo ku qoran luqad kasta, tan indhoolaha, daabacaad balaaran ama cajal ku duuban fadlan telefoonka hoos ku qoran:

Somali

یہ معلومات کسی بھی زبان، بریل، بڑے حروف یا ٹیپ پر حاصل کرنے کے لئے براہ کرم ذیل کے نمبر پر فون کیجئے۔

Urdu

Nếu cần bản tin này bằng ngôn ngữ khác, bằng chữ nổi cho người mù, chữ in lớn hay băng ghi âm, xin vui lòng gọi điện thoại số dưới đây:

Vietnamese

0161 953 2608