



Annual Report  
for Customers  
**2018/19**

# Introduction

Welcome to Longhurst Group's 2018/19 Annual Report for customers. This document is our opportunity to show our customers how we are performing so you can see where we're doing well and also where we can improve.

You can find out how we're doing when it comes to things like repairs, and customer service. You'll also see the things we're doing to help keep you safe in your home and to ensure that customers have their say.

It's been a really significant year in the Group's history. As part of our continued drive to improve the service we provide to our customers, we have consolidated our four member companies (landlords) to form a single organisation called Longhurst Group.

This change means that we will be able to work even more efficiently, invest more in our communities, build more homes and provide better services.

We have also launched an exciting new strategy that will help us do even more to improve the lives of our customers. You can read more about this later on.

During the last financial year, we have retained our commitment to tackling the housing and social care crises, by building an extra 580 new homes and continuing to offer quality care and support.

Although we are proud of what we've achieved this year, we are committed to doing even more. Our customers are at the centre of everything we do and we intend to work even harder to identify what is most important to you and provide the support you need.



**Julie Doyle,**  
Chief Executive



# Our purpose, vision and values

## Our purpose

To provide great homes and services where they are needed most and be a leading player in developing integrated solutions to the housing and social care crises.

## Our vision

Our vision as a Group is clear. Everything we do is about 'improving lives'. From the great homes and care and support services we provide to projects that make a positive difference to our communities and to people's lives.

## Our values

We are united by a shared set of values that were created by our colleagues. They guide everything we do as a Group and show what matters to us.

These are:



## Our key stats\*



**23,067**

Number of homes



**£167m**

Our annual turnover



**580**

New homes completed



**50**

Local authority areas

\* All information correct as of July 2019.

# Introducing Improving Lives 2025

Longhurst Group already makes a positive difference to thousands of people's lives, but we want to do even more.

Our customers are at the centre of everything we do and we intend to work even harder to identify what is most important to them and provide the support they need.

Consolidating the Group as one organisation enables us to do even more to improve the lives of our customers but we are committed to gaining the efficiencies of being one organisation without losing connection with our local communities.

Between now and 2025, Longhurst Group will continue to provide great homes, services and care and support where they are needed most, while developing integrated solutions to the housing and social care crises.

By focusing our efforts into two clear areas, our Improving Lives strategy will enable us to achieve even more, both as an organisation and in partnership with others.

By supporting our customers and our colleagues with their health and wellbeing and helping them improve their economic resilience, we will continue to make a positive difference to people's lives.





Section 1

# Providing homes



# Development programme

## Our development programme for 2018/19

Units completed	580
Units started	594
Amount invested in units completed	£70.2m
Grant received for units completed	£1.6m
Completions due 2010/20	632

We are committed to investing in and delivering new homes and have an ambitious programme to provide quality homes that people want to live in while making a real difference in our communities.

In the last 12 months we have continued to do our bit to ease the housing crisis by delivering over 500 new properties, including 251 social rent and affordable rent homes and 252 shared ownership homes. Almost 200 of the properties were built using modern methods of construction.

In January, we were announced as a strategic partner with Homes England. This saw us receive an additional £71.7 million to support our ambition to deliver at least 1,000 homes a year.

We are also one of four associations that form Evera Homes. Launched in June 2018, Evera aims to deliver a minimum of 2,000 homes in Cambridgeshire and Peterborough Combined Authority Area.

In total, from 1 April 2019 to 31 March 2024, we are aiming to complete more than 3,600 new homes.



## Boolean Fields

Earlier this year, the final 38 properties on the new Boolean Fields development in Station Road, Waddington, were presented to Longhurst Group.

In addition to the 13 properties that had previously been handed over to us, the homes include 30 shared ownership properties and 21 others which will be offered for affordable rent.

They were completed by Lindum Group on land at the junction of Brant Road and Station Road.

The development has been named Boolean Fields after George Boole, the famed Lincoln mathematician who was once headmaster at Hall's Academy, Waddington.

All houses come complete with a fitted, contemporary style kitchen and there are 98 car parking spaces in the development.

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## Boultham Park Road

Work also started to transform an old dairy site in Lincoln into 36 new homes.

The Boultham Dairy scheme, which received grant funding from Homes England, will see the Group increase its provision of affordable housing in a city where, according to the National Housing Federation, the average house price is seven times that of the average annual income.

Longhurst Group is delivering the 36-home scheme on the former Boultham Dairy site on Boultham Park Road.

Following support from the City of Lincoln Council, the final parcel of land on the site will be redeveloped by local construction firm Lindum Group to provide six three-bed townhouses, 12 three-bed semi-detached houses and 18 two-bed semi-detached homes.

Nineteen of the properties will be available on a Shared Ownership basis, with the remainder made available for affordable rent.

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## Empingham Meadows

We also marked the completion of a brand new development in the village of Empingham in Rutland, delivering 29 homes, including properties for affordable rent, shared ownership and outright sale.

The site originally consisted of ten concrete homes dating back to the 1950s, alongside a 1960s sheltered housing scheme, which was outdated and no longer fit for purpose.

The completed development, designed by Jefferson Sheard, has added to the provision of affordable housing in a county in which we already manage over 1,300 homes.



## Section 2

# Customer service



## Customer service

In 2018, we carried out our first Group-wide customer survey. The survey was received by more than half of our customers and was sent by email and in the post

The responses told us that the things that really matter to you are:

- ✓ The quality of your home
- ✓ Value for money
- ✓ Your enquiries
- ✓ Your neighbourhood.



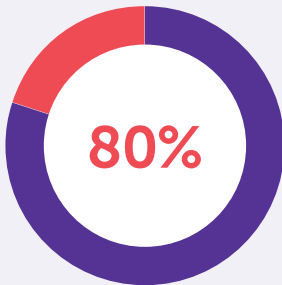
**128,371** Customer calls

(By our Birmingham, Boston, Rushden and Peterborough customer access centres)

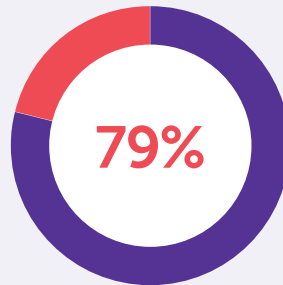


**19,160** Customer emails

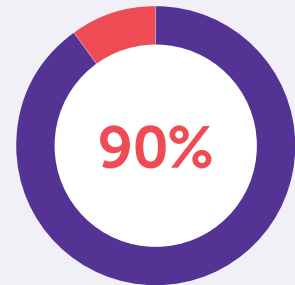
(The total number of customer related emails we received)



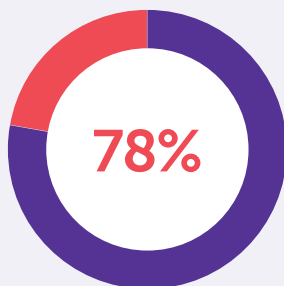
Happy with the quality of their home



Leaseholders satisfied with overall service



Supported customers happy with help received



Customer satisfaction



Over three quarters of people that responded to our customer survey told us that they were satisfied with the overall service we provide.

# Enquiries

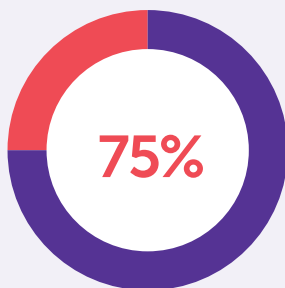
Between April 1 and March 31 last year, Longhurst Group colleagues answered 119,199 phone calls from our customers. This figure does not include calls to report repairs as these are handled by our contractors.

We recognise that there are areas in which we need to improve and we're working hard to resolve enquiries as quickly and as fully as possible.

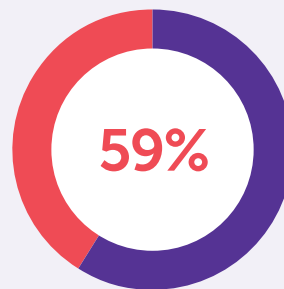
You want us to be more responsive and you've said that the customer service our contractors provide must improve.

You also told us that our digital services work well, but you'd like to do more. As a result, we've launched our new online portal for repairs, My Account.

Since April 2019, we have increased our monitoring of enquiries and the results are shown below.



Around 75 percent of you were satisfied with the way we deal with enquiries.



Of all the calls we received, 59 percent were answered within 30 seconds. On average, it took 69 seconds to answer customers' phone calls.



## Complaints

 **325**

From April 2018 to March 2019, we received a total of 325 first time fix complaints.

 **100%**

Of the first-time fix complaints we received, 100 percent were resolved within our target of 48 hours.

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## Formal complaints

 **100%**

of the 968 formal complaints we received during this period, 100 percent were acknowledged within the target of two working days. We received 814 formal complaints in the previous year.

 **23 days**

was the average time taken to resolve formal complaints.



# Digital services

We are encouraging more and more of our customers to use our online portal, My Account.

My Account is our personal, secure online platform to help customers manage their tenancy.

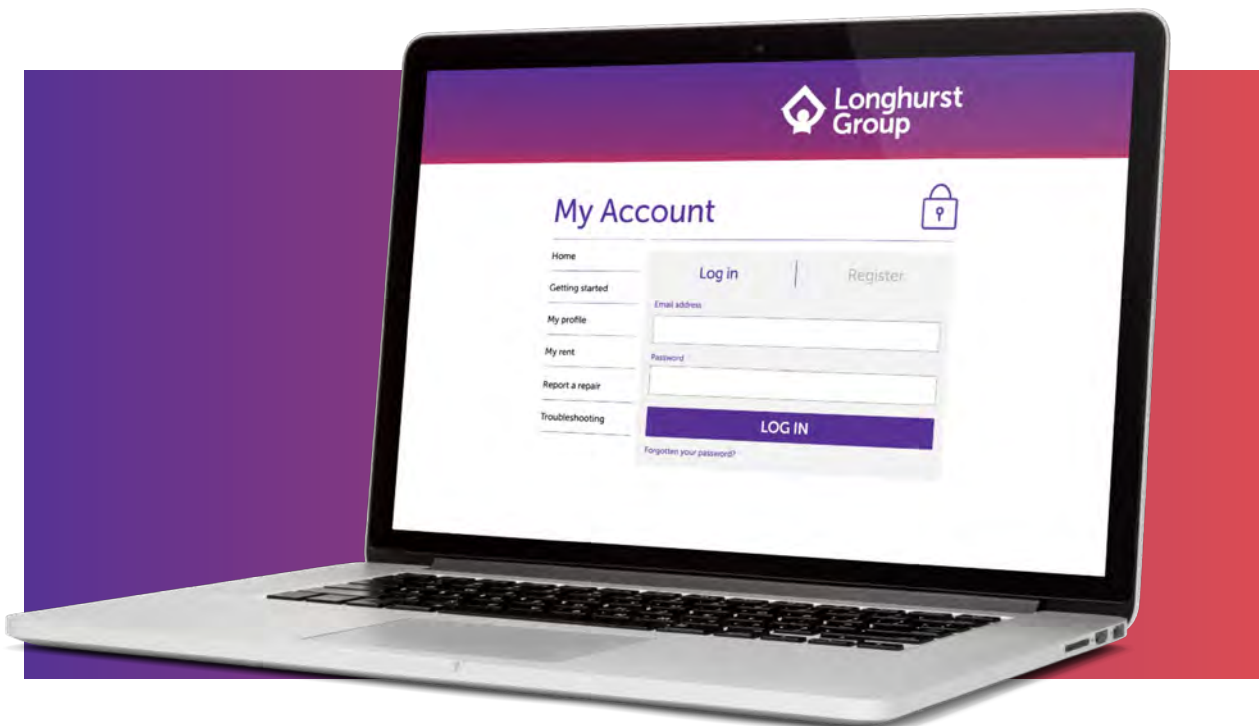
By accessing My Account, customers can check their personal details, pay their rent, check statements and report a repair with our contractors.

In the coming months, after coming together as one organisation, My Account will be rolled out to all customers across the Group.



## 7,416

Customers have activated their accounts to date.



## Section 3

# Your rent, your home and your neighbourhood



# "Thanks to Pam, I don't have to ask the kids to lend me twenty quid anymore"

Grandfather Alan Hill was approaching state pension age. His Universal Credit payments meant he was struggling to pay any additional rent so that his account was not in arrears at any point. The bedroom tax was eating into what income he did have.

In November 2018, a referral by our rent team to Money Advisor Pam Malhi changed everything. Pam advised Alan to make an advanced claim for Pension Credit and Housing Benefit a month before his state retirement age. She has also helped him to lodge a mandatory reconsideration in respect of a partial payment of Universal Credit that is still due.

Alan, now 65, lives on our Beechdale estate and is about £50 a week better off after Pam's help. The grandfather of 16 says all of Pam's help and support has meant he can now budget more easily.

"This is going to help me a lot with my budgeting for the



simple reason I now know exactly what money I have got coming in," he said.

"Now I don't have to think about things like getting myself a bag of chips. If I fancy a bag of chips I know I can afford to go to the chip shop now," he said.

"It is nice as well not having to rely on the kids having to help me all the time. I don't have to ask them to lend me





twenty quid, or if they ask me to run them down the shop I now don't have to ask them for some petrol money.

"I have always done everything by the book and everything that I am supposed to do, but nobody apart from Pam ever seems interested.

"If it was a star rating out of 10, I would give her 20. I'd say to Pam: 'Keep up the good work bab!'"

## Your rent

Looking at our results as Longhurst Group, compared to the previous financial year, we have made a marginal improvement with the percentage of rent collected, increasing the figure from 100 percent to 100.87 percent. The percentage of rent arrears as a percentage of rent also decreased from 2.32 percent to 1.78 percent, which shows we are continuing to support even more customers than before to sustain their tenancies.

	 <b>Axiom</b>	 <b>Friendship</b> Care and Housing	 <b>L&amp;H</b> Homes	 <b>Spire</b> Homes	Consolidated
% of rent collected for all homes	101.53%	102.56%	100.10%	100.38%	100.87%
Rent arrears of current customers as % of rent due:	1.34%	1.98%	2.01%	1.50%	1.78%

## Improved performance

We're pleased to say that 2018/19 was another year of marked improvement in performance, despite the increasing number of tenants in receipt of Universal Credit.

As well as improvements in the percentage of rent collected and the percentage of rent arrears, we collected £928,162 of former tenant debt. This represents an increase of £35,093 on the previous year.

## Universal Credit

We continue to work hard to prepare new Universal Credit claimants, supporting them to establish payments in advance. Training delivered to colleagues on telephone-based income collection techniques has also helped bring greater consistency to working across the Group.

## Rent-first

The rent-first culture and improved income collection and processing tools which have been embedded over the past 12 months has resulted in just under 12,000 customers paying by direct debit and £29m of income being received this way.







## Repairs

Looking at last year's customer survey, we can see that the most important factors for our customers are how we deal with enquiries and the quality of the repairs service.

Of those who responded, 71 percent of customers said that they were satisfied with the repairs and maintenance service. While this figure is okay, we recognise that things need to improve. We know just how important the repairs service is to our customers, so okay needs to become excellent.

During our customer survey, we were pleased to hear that 80 percent of you are satisfied with the quality of your home.

Over the next five years, we will continue to improve our homes through a planned programme of work. We will also invest millions on new kitchens, bathrooms and heating installations. The stock condition surveys we have already carried out will help us to decide where to prioritise this investment.

	 <b>Axiom</b>	 <b>Friendship</b> Care and Housing	 <b>L&amp;H</b> Homes	 <b>Spire</b> Homes	Consolidated
% of tenants satisfied with overall repairs service	Not available	83.10%	91.49%	87.34%	88.09%
% of emergency and routine repairs completed on time	90.74%	89.21%	68.80%	74.21%	77.83%
responsive repairs completed on first visit	Not available	83.37%	80.82%	84.70%	82.80%

# Heating repairs and servicing

## **New heating and repairs contractor**

Previously, we had a number of heating repairs and servicing contracts in place across Longhurst Group. With some of these coming to an end – and the Group coming together as one organisation on July 1 – there was an opportunity for us to consolidate these into one, new contract.

A single contract gives us the opportunity to provide a more consistent and improved service to our customers. We have appointed Mears to deliver this key service to our customers.

One of the key benefits of the new service is that Mears will manage all phone calls directly, including the out-of-hours service during evenings and weekends.

They also have more appointments available, which means customers will be able to book a convenient slot straight away.

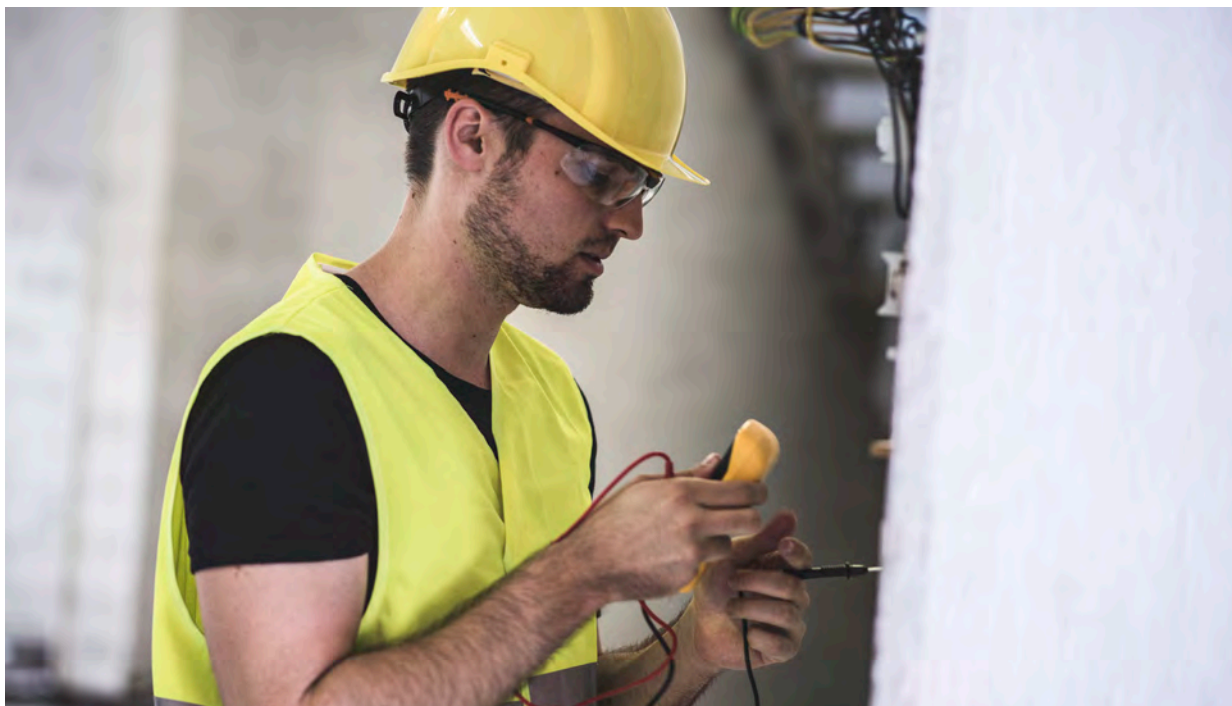
Once customers have reported their repair or booked their servicing with Mears, they will receive a text message confirming when a member of the team will attend. They will also receive a text reminder the day before their appointment. Soon, customers will also be able to use the new online facility, giving 24/7 access.

## **MOT-style gas servicing**

As well as our new contractor, we are further improving the service we deliver to customers by introducing MOT-style gas safety inspections. MOT style gas servicing will mean we can retain the same expiry date of the gas certificate each year and, unlike the old method, the expiry date will not keep moving forward each year.

Over the next 18 months, we plan to move most of the annual servicing to the warmer months to allow for increased resources during winter periods to deal with break downs and enable us to provide a better service to you.

We will contact customers around two months prior to the gas service due date to arrange access to their home.



### Handy person service

Earlier this year, we introduced a new handy person service in partnership with our repairs contractor, Wates Living Space. This new service is designed to help provide assistance to our customers who may require further help in their homes. There is no charge to customers – the labour is free, customers will just need to supply any materials.

Some of the ways the handy person service can help you include:

- ✔ Fitting draught excluders, energy efficient light bulbs, enclosed light bulbs
- ✔ Putting up curtains and/or curtain rails, putting up shelves, making small items of flat pack furniture
- ✔ Moving furniture to provide safer routes through your home, moving fixtures and fittings to make them more accessible.

There may be other ways we can help, so please get in touch if you feel somebody could benefit from the service. For more information visit [longhurst-group.org.uk](http://longhurst-group.org.uk).

# Anti-social behaviour

## Your neighbourhood

During our customer survey, 75 percent of customers that responded reported that they are satisfied with their neighbourhood as a place to live. However, they said that you want us to deal with neighbour nuisance better.

In response, we've introduced a new anti-social behaviour process and will be monitoring it closely, while we've also piloted our new Estate Champion scheme to get your feedback on the cleaning service.

## Dealing with antisocial behaviour

Throughout the last year, we have continued to take a proactive approach to reports of anti-social behaviour from our customers. One case in Lincolnshire saw us working with more than 25 witnesses to deal with a problematic family with complex issues who had terrorised their community since 2007.

The problems began when the two young children started causing low-level anti-social behaviour, such as letting tyres down, throwing eggs and being verbally abusive.

The family's bad behaviour worsened and after exhausting our anti-social behaviour policies and procedures, which saw us work with multiple other agencies and attempt a number of preventative measures, we were left with no option but to take the case to court.

We secured a suspended possession order against the mother, but eight months later,, we were back in court after it was breached on multiple occasions. Our team worked with a group of residents who were supported to give evidence at court, with the judge praising their contributions as we secured a possession order.

This evidence made all the difference and by working closely with residents affected by the anti-social behaviour, we were able to secure the eviction. Neighbours and other customers were grateful for our intervention, which helped to improve the lives of those in the community.



## Focus on L&H Homes

In 2018/19, L&H 970 ASB cases were opened and looking at cases closed during that period, only nine were closed as unresolved (0.94 percent).



# 970

ASB cases were opened  
in 2018/19 (L&H)

# Keeping you safe in your home

## Managing our assets

During 2018/19, we invested over £24 million in maintaining our homes. This includes responsive repairs, voids, planned works and major improvement works. This will help us keep our residents safe.

## Gas and fire safety

During the 2018/19 financial year, we completed 100 percent of gas servicing at all properties.

We are continuing to invest money in renewing older inefficient boilers and replacing them with modern eco-boilers, helping to customers to reduce their energy bills.

When we procured our new heating contract, we used the new Gas Safety regulation, which came into effect in April 2018. This new regulation gives customers more flexibility around when contractors attend their property to carry out safety checks.

In addition to the annual fire risk assessment, carried out by our contractors, we employ our own Fire Safety Assessor. Part of this role is to visit supported housing schemes to carry out annual 'fire safety talks'.

During these talks, the Fire Safety Assessor communicates the fire precautions and fire evacuation strategies for each respective property, giving residents information around what actions to take if a fire breaks out, and, how to reduce the risk of a fire.

The Fire Safety Assessor also highlights the existing fire prevention controls within the building to help residents understand how the Group is managing and controlling fire risks within their homes. These talks also provide residents with the opportunity to raise any fire related questions or concerns.

During the 2018/19 financial year, we completed 100 percent of gas servicing at all properties.





## Section 4

# Supporting our communities





# Employability

We are committed to supporting and developing our customers.

We do this through a range of services, including:

## **Academy Service – skills and developments**

We provide a range of services from our three Cambridgeshire-based centres. Our Academy Services provides quality learning, training and skills development. Our objective is to provide an innovative, quality learning experience.

## **Employment and training support**

We are dedicated to providing you with tailored support if you are looking for work.

With a background in recruitment and career advice, Rob Friday, our Employment and Training advisor, can help you identify and pursue the steps you need to take to find work or education opportunities.

This can include training and work experience to suit your needs, as well as CV writing, interview practice and a range of tried-and-tested job-hunting techniques.



If you are interested in gaining a qualification through our Skills and Development Centres, then please visit our Academy Services page. We have already helped lots of people find work and we could help you, too.

For more information, visit

[🌐 longhurst-group.org.uk/academy-services](https://www.longhurst-group.org.uk/academy-services)

## Employment advisor helped to 'complete the jigsaw puzzle' for customer

"I wanted the kids to be able to look at me and be proud of their mum – Rob has helped me to achieve that."

Those are the words of one woman who turned to Rob Friday – our Employment and Training Advisor – for help when she needed it most.

"I didn't have a penny to my name and I had two children to look after, I didn't know where to turn," she explained.

"After I had successfully applied for my house with Friendship Care and Housing (FCH), I found out that Rob helps people to get into work.

"I turned up to his office with my youngest child in my arms and it all went from there."

That was almost four years ago. Today, the woman, who wishes to remain anonymous, is training to be a Teaching Assistant after finally finding a career that makes her happy.

In September, with Rob's support, she applied to college for a place on a Level Two Teaching Assistant course and went through the process of a Disclosure and Barring Service check (DBS).

"My course finishes in June and then hopefully I want to do Level Three to improve my




prospects even further. It'll be hard work but I know I'm doing it for the right reasons.

"When I started all this, all I wanted was for the kids to be able to look at me and be proud of their mum and they do that now.

"The jigsaw puzzle is coming together and that's thank to Rob.

"I handed it in, they offered me an interview and then offered me the placement – I couldn't believe it!" she said. "I've now got a job that does make me happy and Rob gave me that confidence to go and find it. He showed me what it's meant to be like and now I've passed that on to others now.

"I'm at home when my kids are at home and I've found a balance. There is a lot of coursework but I can fit it in and around my life."

A woman with dark hair, wearing a white top and a grey cardigan, is smiling and pointing at a book. She is surrounded by three young girls. One girl with dark hair and glasses is on the left, another with curly hair is in the middle, and a third with curly hair is on the right, resting her chin on her hand. They are all looking at the book together.

“The jigsaw puzzle is coming together and that’s thanks to Rob.”

Employment and training customer



# Investing in our communities

## Community Champions Project

In 2018/19, 11 projects and activities were attended by over 350 people on our Beechdale estate in Walsall.

During 2019/20, we will develop the Community Investment strategy which will underpin delivery of the 2025 Improving Lives vision. We look forward to developing our services further to ensure that the communities we serve are confident, healthy and aspirational.



 **274**

### Our Academy Services

In 2018/19, we supported 274 people into training or employment.



 **£1.8m**

### Money Advice Service

In 2018/19, we helped customers access £1,805,489 of total income.



 **97%**

### House2Home

In 2018/19, we provided pre-tenancy support for 98 starter tenancies, resulting in 97% of people sustaining their tenancies.

## Section 5

# Quality care and support





Yvonne said: "The equipment has made me feel safer at home and more reassured knowing that I will be alerted to a fire, or when visitors or deliveries arrive."

"I've been really happy with the service. I had a similar doorbell where I used to live but wasn't able to bring it with me.

"This equipment has enabled me to carry on as normal without having to worry about missing visitors or not hearing the fire alarm."

To find out more about the team, or see if they can help you, please call 0300 123 66 11 or email [spirelifeline@longhurst-group.org.uk](mailto:spirelifeline@longhurst-group.org.uk)

A collection of various electronic devices and peripherals, including a printer, a calculator, a remote control, a mouse, a keyboard, a small green device on a stand, and several power adapters, all arranged on a dark surface.

A collection of various electronic devices and peripherals, including a printer, a calculator, a remote control, a mouse, a keyboard, a small green device on a stand, and several power adapters, all arranged on a dark surface.

A collection of various electronic devices and peripherals, including a printer, a calculator, a remote control, a mouse, a keyboard, a small green device on a stand, and several power adapters, all arranged on a dark surface.

“The equipment has made me feel safer at home.”

Yvonne Savage,  
Longhurst Group  
customer



# Lincoln City fan sees his heroes crowned champions thanks to our support

## An avid Lincoln City supporting customer experienced a day he will never forget.

David Wragg, 48, has Cerebral Palsy and has been a customer at our Ashley Court care home in Lincoln since 2015.

Staff at the centre, go the extra mile to ensure that David can get to as many games as possible by accompanying him to Sincil Bank to watch the Imps.

On Easter Monday, David attended to watch his team be crowned champions of League Two after a 0-0 draw with Tranmere Rovers. On the day, he met many of the players, including Lee Frecklington, Cian Bolger and Harry Anderson, as well as then-manager Danny Cowley and his brother and assistant Nicky.

Louise Platt, our Executive Director of Care and Business Partnerships, added: "The support offered to David is a shining example of the lengths that our fantastic colleagues go to in order to improve the lives of our customers.



"I've had the pleasure of meeting David and it is clear to see how big a part of his life supporting Lincoln City is, so I'm very proud that we offer him the support he needs to be able to do that."





“I’m very proud that we offer David the support he needs.”

Louise Platt,  
Executive Director  
of Care and Business  
Partnerships

## Glowing inspection report

Longhurst Group's specialist dementia care facility in Grimsby received a glowing report from the Care Quality Commission (CQC) this year.

Cranwell Court, was praised for its 'positive and inclusive atmosphere' following the inspection.

Inspectors from the CQC rated the service as 'Good' in all aspects of its delivery, from its safety and effectiveness to how caring and responsive staff are to residents' needs.

Providing residential care for up to 56 older people who may be living with dementia, Cranwell Court also has a separate wing, known as the Enhanced Dementia Unit, which provides support to older people living with more complex needs.

Cranwell Court also received a 'Good' rating for how well it is led. This represented an improvement in that category since its previous inspection in 2016.

The inspection team, which included an expert and a specialist professional advisor, visited Cranwell at the beginning of October 2018. They spoke with residents of the service and their relatives, as well as staff.

In the report, the inspector said: "Positive feedback about the caring staff was given by all the people we spoke with.

"One person told us, 'The staff are all friendly and kind. They treat me very well.' A relative told us; 'The staff all care about the residents and the family too, they are very kind and caring.'

"Throughout our inspection, we saw staff working in a relaxed and unhurried manner and had time to respond to people's needs.

"People were treated with kindness and respect. Staff knew people well and had built trusting relationships and people were supported in a dignified and respectful manner."





“The staff are all friendly and kind. They treat me very well.”

Cranwell Court  
customer



Section 6

# Get involved



# Get involved

We value your views, so we want to work with you and listen to what you have to say, to make sure that we're doing the best we can to meet your needs.

## Help us make changes for the better

We are always looking for new ways of getting you involved. We constantly review the way we involve customers in scrutinising our services and have introduced a Scrutiny Team who communicate feedback to Board members and senior colleagues.

You can get involved and help us improve the way we do things too. Joining one of our groups is a great way to develop new and existing skills, gain experience and meet new people, as well as help to improve the services you get from us.

## Help us do even more to improve lives

We are creating a brand new customer group to influence what we do and how we do it. As part of a new way of working with our customers, our Customer Forum will work closely with colleagues and our Group Board to check we're taking the right approach, track our performance and influence the decisions we make.

Helping to give all of our customers a voice, you will be part of meetings and have opportunities to learn new skills and gain qualifications.

If you'd like to help us improve our services and help us do even more to improve people's lives, then you could be perfect for our Customer Forum. If this sounds like something you'd like to be part of, you can register your interest by completing a simple application form.

This form will be made available from Monday 14 October.

### For more information, please contact us:

🌐 [longhurst-group.org.uk](https://longhurst-group.org.uk),  
 ✉ [customer.engagement@longhurst-group.org.uk](mailto:customer.engagement@longhurst-group.org.uk)  
 ☎ 0345 30 90 700.

If you require further independent advice about Longhurst Group's Customer Forum, you can contact Tpas Independent Tenant Advisor, Jackie Grannell, on 0800 731 1619.





## Section 7

# Value for money



# Value for money (VFM)

**Value for money (VFM) is fully integrated into the way in which we work and deliver services to our customers.**

On 1 July 2019, we launched our 2025 Improving Lives strategy, which builds upon our successful growth strategy and strong financial performance in 2018/19 and the preceding three years.

We have also reviewed the VFM Standard and undertaken a self-assessment against the new standard and code of practice to ensure that we meet it.



## One Team, One Vision

Building on the restructuring of key business areas, significant preparatory work has been completed during 2018/19 to bring further efficiencies. The decision to proceed as one organisation called Longhurst Group was reached after careful and detailed consideration of the views of our customers and our colleagues.

## Procurement

During 2018/19, the group recruited a Head of Procurement in order to support our management of risk, the delivery of our 2025 vision and to ensure the best value for money when we are procuring new contracts.

## Mergers and partnerships

As a strategic partner with Homes England, we will receive £71.7m of extra Government funding to build more affordable homes, which will support our ambition to build at least 1,000 properties a year. During the life of this strategy, we will remain open to further mergers and acquisitions, as we work towards increasing the number of homes we own and manage.





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 **[longhurst-group.org.uk](https://www.longhurst-group.org.uk)**

A charitable housing association registered as a community benefit society  
(Reg. N<sup>o</sup>. 8009) and registered with the Regulator of Social Housing (N<sup>o</sup>. L4277).  
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A member of the National Housing Federation.