



IMPROVING LIVES 2025

Our strategy

Our commitment

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 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.

By focusing our efforts into two clear areas between now and 2025, we believe we will be able to achieve even more, both as an organisation and in partnership with others.

Supporting customers with their health and wellbeing and helping them improve their economic resilience will help us enhance the high-quality housing and services we already provide.

We will continue to be a leading housing group, developer and provider of care and support, investing in our communities and delivering integrated services where they are needed most.

Recognising we have more elderly, vulnerable and disabled customers, we will ensure our integrated offer is accessible to all.



Julie Doyle
Chief Executive



Who we are

Longhurst Group owns and manages over 23,000 homes across the Midlands and East of England.

We are a charitable housing association registered as a community benefit society and registered with the Regulator of Social Housing. We are rated G1, V1 by Homes England and A3 by Moody's.

Having been made up of four member companies – Axiom, Friendship Care and Housing, Longhurst and Havelok Homes and Spire Housing – in July 2019 we came together to form a single organisation called Longhurst Group.

The organisation operates in more than 50 local authority areas. We have over 1,300 colleagues, 10 office bases and over 80 care and support locations.

Based on the solid foundations of our strong financial performance, strong governance and robust approach to managing risk, we are confident that the ambitious plans laid out in this strategy can be realised.

“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.”

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:

In it together

We stand together as one team with one vision to make a difference to people's lives

Heartfelt service

Everything we do shows we care deeply about our customers and colleagues

Own it

We do what we say we do to the best of our ability with pride and passion

Push the boundaries

We strive for excellence constantly looking for fresh ways of doing things

Fun and fair

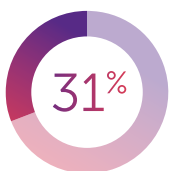
We work hard, enjoy it and treat everybody equally with respect and honesty



Our customers

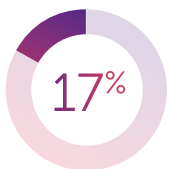
We have developed a greater understanding of our customers and gained further insight into what their requirements might be in relation to their home and the support they might need.

We have identified the following themes about our 15,653 general needs customers:



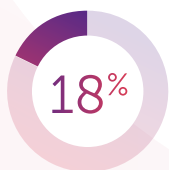
Disability

Of those who decided to answer a question about whether they had a disability (10,151), 31% of people (3,183) stated they are disabled.



Family structure

Just over 17% (2,683) are a single parent family with at least one child.



Employment

Approximately 18% (2,809) are in full-time employment.

Our focus

Improving Lives 2025

Our Improving Lives strategy outlines how we will continue to live our values and realise our vision from now until 2025 and beyond, ensuring that what we deliver is part of our integrated offer and accessible to all.

Our strong social mission and reputation as a trusted partner will put us in an excellent position to make an even bigger contribution to solving the housing and social care crises in the areas where we operate. We will be commercially minded but retain our social purpose.



**HEALTH AND
WELLBEING**

**ECONOMIC
RESILIENCE**





Based on what we know about our customers as well as the external challenges we face, we will focus our strengths and our resources into two clear areas:

HEALTH AND WELLBEING **+** **ECONOMIC RESILIENCE**

These two areas will inform everything we do, providing a common theme and guiding principles for how we improve the lives of our customers and our colleagues.

This will enable us to achieve even more, both as a high-performing organisation and in partnership with others, to enhance the high-quality housing and high-quality services we already provide.

We will offer a more integrated housing and care and support offer and focus our efforts in the communities and on the issues that we can have most impact upon.

What we will be known for

In delivering our 2025 strategy,
our aim is to be renowned for:

- ✓ Our focus on our customers and our communities.
 - ✓ Our integrated housing, care and support offer.
 - ✓ Providing the homes people want, where they are needed.
 - ✓ Our partnership approach.
 - ✓ Our people and culture.
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Growth

- ✓ Realising these objectives will help us raise our profile and grow as an organisation.
- ✓ We have ambitious plans to develop more homes and we intend to explore opportunities to grow through merger and acquisition.
- ✓ We will only grow where it strengthens our business and benefits our customers, helping us to improve the lives of even more people.

Community Investment and Social Value

- ✓ Our Community Investment and Social Value strategy will help coordinate much of our improving lives work.
- ✓ We have committed to invest an extra £350,000 to fund this project in the first year, rising to £500,000 in the second year.



Our customers and communities

Our Aim

- ✓ As a single organisation, operating from a strong financial and governance platform, we'll be able to do more for our customers.
- ✓ We will maintain the personal touch, providing a localised and dedicated service.
- ✓ We will listen to our customers, care about our communities and support people to live the life they choose to.



Our customers and com

HEALTH AND WELLBEING

- ✔ Look to develop the Community Champion role across the organisation.
- ✔ Continue to work hard to reduce social isolation.
- ✔ Prepare colleagues to prevent crisis through early detection and intervention.
- ✔ Provide access to mental health support and support to people experiencing domestic abuse.
- ✔ Where appropriate, deliver the Longhurst Group Academy model across our communities to increase life skills and employment opportunities.
- ✔ Provide a range of opportunities for customers to get involved to help shape and influence the services they receive and volunteer with community projects.
- ✔ Use a comprehensive customer information database to proactively target support services for the customers and communities that need them most.
- ✔ Provide access to support and activities for carers.
- ✔ Find innovative ways to deliver a network of community initiatives.
- ✔ Provide community-led solutions to local problems: listen, learn and deliver.



Communities

ECONOMIC RESILIENCE

- ✔ Provide access to services that support people to address financial hardship, manage their finances, maximise their income and address fuel poverty.
- ✔ Extend our money advice service and our employability and training offer.
- ✔ Extend our pre-tenancy preparation and tenancy sustainment services.
- ✔ Help people access apprenticeships as a route to skilled employment.
- ✔ Ensure the money we spend delivers wider social and economic benefits.
- ✔ Develop House 2 Home projects across our communities.
- ✔ Tackle homelessness by providing access to emergency short-term accommodation, move-on support, hostels and young persons' foyers.



Our integrated housing, care and support offer

Our Aim

- ✓ We will be renowned in the housing sector for providing a clear and successful integrated housing, care and support offer.
- ✓ Recognising that we have more older, vulnerable and disabled customers, the way we meet social care needs will complement our wider housing purpose, ensuring we can plan and deliver housing and care and support services in a holistic way.
- ✓ Our integrated offer will deliver innovative, personalised services that support people to sustain healthy, secure and independent lives within the communities they wish to live.
- ✓ Underpinning this will be an ethos of adult-to-adult relationships with customers, ensuring our approach encourages independence.





TENANCY AGREEMENT

Official Suppliers (OS) services and OS
This Tenancy Agreement is a legally binding
contract between the Tenant and the Landlord
concerning the Rental of the Property.
The Tenant agrees to pay the Rent to the Landlord
on the day specified in the Tenancy Agreement.
The Landlord agrees to provide the Tenant with
the Property in a good and sound condition.
The Tenant agrees to use the Property for
residential purposes only.
The Tenant agrees to pay the Rent in advance.
The Tenant agrees to pay the Rent on the day specified in the Tenancy Agreement.
The Tenant agrees to pay the Rent in advance.
The Tenant agrees to pay the Rent on the day specified in the Tenancy Agreement.

Our integrated housing,

HEALTH AND WELLBEING

- ✔ Provide opportunities that enhance people's lives.
- ✔ Provide support for people with disabilities.
- ✔ Embrace technological advances, looking to best utilise assistive technology.
- ✔ Commit each year to re-investing and improving care and support standards and outcomes for our customers.
- ✔ Grow floating housing, care and support services for older people.
- ✔ Ensure our policies and procedures remain flexible enough to ensure an aligned approach to aids and adaptations across housing, care and support.
- ✔ Look at rolling out handyperson services to help reduce social isolation and aid fall prevention.



care and support offer

ECONOMIC RESILIENCE



- ✔ Tackle homelessness.
- ✔ Provide accessible services and embrace digital communication for our customers.
- ✔ Improve pre-tenancy readiness.
- ✔ Maximise access to benefits.
- ✔ Help people become better prepared for starting a tenancy.
- ✔ Help people become work-ready through access to apprenticeships, graduate programmes and other training and development.
- ✔ Provide money management support through our money advice service.
- ✔ Understand and work to address the barriers to employment for different people.



Providing the homes people want, where they are needed

Our Aim

- ✔ Successfully deliver one of the largest affordable development programmes in the Midlands and East of England, building the right mix of social, affordable rent, shared ownership, private rented and sales homes to meet local need.
- ✔ During the life of this strategy, our ambition is to build approximately 1,000 homes each year, creating homes for people to rent or buy, at prices they can afford and in places they want to live.
- ✔ We will invest wisely to maintain our homes, ensuring they are fit for purpose and located where services can be provided effectively and efficiently.





Providing the homes people

HEALTH AND WELLBEING

- ✓ Reduce the need for aids and adaptations through good design in all new developments
- ✓ Adopt a proactive, seamless approach to minor adaptations, being discreet and innovative, using 'invisible' adaptations to ensure effectiveness without compromise on design and appearance.
- ✓ Provide access to services that help people remain in their own home as long as possible.
- ✓ Ensure our homes provide a safe, secure and decent environment as a foundation for people to build their lives
- ✓ Take account of the importance of green space in our development plans
- ✓ Support people with disabilities, long-term conditions or other complex needs
- ✓ Aim to design all of our projects to meet Building for Life 12 standards to ensure that the homes we build give our residents a well-designed place to live.



want, where they are needed

ECONOMIC RESILIENCE

- ✔ Provide a choice of housing products and price points, including affordable, market rent, market sale and shared ownership.
- ✔ Include supported housing in a long-term funded asset management plan to keep people in their own home for longer
- ✔ Design energy efficient new homes and invest in existing properties to make them more energy efficient and affordable to run
- ✔ Ensure our homes are designed to aid the construction of modular building methods
- ✔ Build our own homes using local labour and apprentices to help boost the local economy.



Our partnership approach

Our Aim

- ✔ We will be reliable, trusted and endorsed by others for doing business the 'Longhurst Way'.
- ✔ By living our values and embracing our culture, we will work hard and invest in energetic, enjoyable and mutually beneficial partnerships that deliver positive change for our customers and communities.





Safer off the Streets Charter

Our vision

To end street homelessness the right way by providing a safe and secure home and enabling people to be part of the local community

**Safer OFF
THE Streets**
PETERBOROUGH

Principles

All of our work both individually and collectively will be undertaken in a way that:

- Protects people from violence, abuse, theft and discrimination
- Is non-judgemental and treats people with respect at all times
- Listens to those with lived experience when planning and delivering our services
- Provides every person with an offer that allows them to leave the streets
- Ensures all can access the information and services and have the same opportunities to access training, volunteering, leisure and employment as the rest of the community

We will do this

Supporting...



Our partnership approach

HEALTH AND WELLBEING

- ✔ Deliver corporate social responsibility and encourage and facilitate volunteering opportunities for customers and colleagues
- ✔ Ensure every contact counts by training employees of our contractors to identify and report on safeguarding and other relevant issues
- ✔ Engage and work proactively with local authorities and health and social care bodies to grow our housing and social care services in our primary operating areas
- ✔ Develop partnerships with social care providers, local authorities and community groups.
- ✔ Invest in existing specialist or adapted supported accommodation identified with commissioning partners as significant to local delivery of health and social care strategies.



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ECONOMIC RESILIENCE

- ✔ Consider corporate social responsibility during the procurement of new contracts and look to engage with local social enterprises and SMEs.
- ✔ Deliver our social value strategy by agreeing a delivery plan with our main contractors which covers: employment opportunities, work experience, training and development, apprenticeships and community investment
- ✔ Ensure we access available funding to optimise the projects we can deliver to improve economic resilience
- ✔ Create partnerships to deliver community initiatives that promote and improve the financial wellbeing of our customers.
- ✔ Access available funding and become involved in community initiatives
- ✔ Achieve the best solution for customers by working with partners and local authorities to help them meet their strategic objectives in relation to housing, homelessness and providing homes and services to people in housing need.



Our people and culture

Our Aim

- ✔ Our value-driven, fun and inclusive culture will be reflected in everything we do.
- ✔ Working together as one team, motivated by strong, inspirational leaders, we will achieve high-performance and continue to provide care, support, commitment and dedication to our customers.
- ✔ Our people will take personal ownership and communicate honestly and effectively with each other and with our customers, listening, understanding and showing empathy. Utilising continuous learning and development, we will ensure our people have the skills, knowledge, attitudes and behaviours they need to make a positive difference now and in the future.



Our people and culture

HEALTH AND WELLBEING



- ✓ Embrace equality and diversity in all we do
- ✓ Support the mental and physical wellbeing of our people through a range of advice and support services
- ✓ Have a range of family-friendly policies that support people with responsibilities outside of work, such as carers, parents, etc.
- ✓ Develop a culture of flexible, agile working to encourage a healthy work life balance that balances organisational needs and workforce mobility
- ✓ Have great places to work which are in the right locations and provide a positive environment that helps people thrive
- ✓ Implement technology that better connects our people with each other and our customers.
- ✓ Encourage trust and autonomy so that people feel empowered to act and have freedom to innovate and use their skills and expertise in pursuit of our strategic goals
- ✓ Develop a coaching culture to support learning and development
- ✓ Empower our managers to support and develop high-performing teams and create a culture of learning and continuous improvement.



ECONOMIC RESILIENCE



- ✔ Ensure we pay and reward our people in a fair way
- ✔ Ensure opportunities are open to everyone to progress and develop
- ✔ Retain great people by being a great employer that recognises and rewards excellence
- ✔ Encourage people into work through a range of employment and training initiatives
- ✔ Invest in people, through learning and leadership development, so they can progress and develop their careers
- ✔ Provide access to financial advice and support as part of our employment offer
- ✔ Work to address the gender pay gap, delivering on our agreed action plans.



Key information about

Our numbers



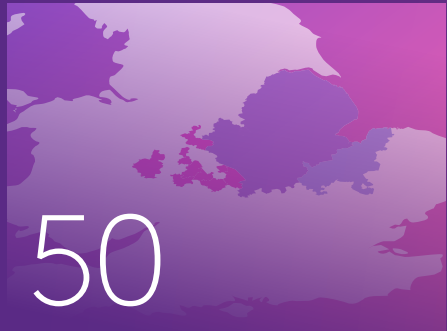
Our properties



Our turnover



Our colleagues



The number of local authorities
we operate in

Longhurst Group



Our established, special purpose funding arm enables us to access new borrowing arrangements.



Our specialist development arm provides quality housing with excellent design and long-term sustainability.



Our joint venture company with Cross Keys Homes, Flagship and Hyde enables us to increase our development activity within the Cambridgeshire Peterborough Combined Authority area.



We are joint-lead partners of Blue Skies Consortium, working with Nottingham Community Housing Association and like-minded housing associations to develop homes.



Pitch provides development consultancy services to consortium members and local authority housing companies.

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