

The logo for Home Group, featuring the words "home" and "group" stacked vertically in a lowercase, sans-serif font, enclosed within a white circle.

home  
group

**Annual  
review**  
2018

# Chairman's introduction

I have the pleasure of introducing the 2017/18 annual review for Home Group, outlining our continued progress, successes and challenges faced over the past year.

We are a social enterprise and charity with a turnover of over £360 million. We operate across the country and are one of the UK's largest providers of high quality housing and support services.

Last year we supported over 116,000 people across England, Scotland and Wales, who live in our 55,000 homes. This includes accommodation-based support for customers with mental and physical health issues. This year we have worked with over 26,000 vulnerable people in our supported housing, justice and health services.

To deliver this, we need to be robust and financially stable. In the year to 31st March 2018, we delivered strong financial results with a surplus before tax of £51.8 million, a 7.0% increase on the previous year. This surplus is reinvested into improving our existing housing stock, building more homes and meeting the wide-ranging needs of our customers.

Our total rental income in the year to 31st March 2018 was £259.7 million. From this, we invested £75.8 million in maintaining and improving our customers' homes and will continue to do so with our plans for the forthcoming year. We have continued to perform highly, maintaining our customer satisfaction target of 93%.

We generated £51.8 million from our ordinary activities in the financial year 2017/18 and this is all reinvested in our homes and communities. In addition to reinvesting our operating surplus, we also use grants, loans and the proceeds from the sale of properties to fund the development of new homes and improvements to our existing stock of homes.

We are one of the UK's biggest developing housing associations. Last year, we built 1,364 new homes for rent and ownership and our total

development spend was £238 million. The government is committed to building more homes to help meet the housing need in the country and our ambitious plans will see us rapidly increase the number of homes we are building year on year, with a target of 10,000 new homes by 2021/22.

Our aim is to make sure these homes meet a wide range of needs, incomes and demographics. Our customer insight has shown us that 87% of our customers aspire to own their own home. We are making sure an increasing proportion of our developments are either for outright sale or shared ownership, providing high quality affordable places to call home. This has generated £35 million of income, a 100% increase on the previous year thanks to our growing development programme. Surplus generated by these developments are reinvested in the construction of new social housing stock.

Clearly, we cannot talk about last year without addressing the legacy of the Grenfell Tower tragedy. We are paying very close attention to the inquiry as it progresses and, as the findings continue to be released, we are ensuring that we evaluate and implement all the relevant recommendations so that we can continue to maintain the highest standards of fire safety, as well as making sure our customers feel empowered and informed about our approach.

Political changes over the last year have highlighted the importance this government places on housing, with its addition to a senior minister's brief as part of the Ministry of Housing, Communities and Local Government, as well as showing the priority given to the integration of housing and care with the newly-created Department of Health and Care.

We were delighted with the government's announcement on the

detail behind new funding models for supported housing, giving us much-needed certainty to build services to support some of the most vulnerable people in society. Our work, together with the wider sector, saw the removal of the Local Housing Allowance cap for all supported and social housing, putting us on sustainable long-term footing. We will continue to work with government to shape the design for the future funding of supported housing and are particularly keen to ensure that the models support the integration of health, housing and care.

There is great determination from both the sector and the government to look at the long term future of social housing. The National Housing Federation and the Chartered Institute of Housing are both considering where the social housing sector goes next, and both Labour and the government are publishing social housing green papers outlining the policies they feel will make a difference to the sector moving forward. The next year will be about engaging with these as a sector to work together to deliver the change we need to see.

Our strategy remains ambitious and focused, demonstrating our commitment to building homes, independence and aspirations. One of our priorities remains to drive efficiency. Our performance to date is strong, with achieved efficiency savings of £10.8 million over this financial year which equates to 4.2% of our operating expenditure. We can and will continue to improve on this.

With a strong credit rating of A, a rating of G1:V1 from the Regulator of Social Housing, a healthy surplus available for reinvestment and a gearing ratio of 43.9% (using the Regulator of Social Housing's value for money metric definition), Home Group has the

appetite, the capacity and the resources to continue growing, improving our services and building more homes.

Our year has seen some great achievements. We are delivering on our promises, our service standards continue to be rated as excellent by our customers and our finances are in good health. None of this would be possible without the hard work and continued dedication of our colleagues. I would like to take this opportunity to thank them all and recognise the huge contribution they make.

There is always more we can do. As always, we remain committed to focusing on where we can make improvements to our performance. We have set ourselves demanding targets for the coming year and whilst the external environment remains challenging, we are confident that our core principles of building more homes, creating independence and supporting our customers' aspirations have never been more relevant.

This year has been the last of my six years as Home Group chairman and the sector, and indeed the wider environment, has changed greatly in that time. Throughout this period, Home Group has continued to meet the needs of our customers and I hand over this role confident we will continue to deliver against our strategy.



R J Davies, LLB, FCMA



## Contents

- 03 Chairman's introduction
- 04 Chief Executive's review
- 06 Building homes, independence and aspirations
- 08 Our performance
- 10 Income and expenditure breakdown
- 11 Financial summary
- 12 Value for money
- 13 Building homes
- 14 Building independence and aspirations
- 16 Working together
- 19 The year ahead

# Chief Executive's review

**The last year has been one of profound change in the housing and care sectors.**

**This has culminated in the release of the long-anticipated Housing Green Paper, highlighting some key areas for housing providers to work on in the year ahead, from providing safe and decent homes, to empowering residents and celebrating communities.**

We're proud that our work involving and engaging with our customers has seen us speak to over 1,000 customers a month, every month, from everything from repairs to new products and services, ensuring our customers are at the heart of our approach. And we'll continue to put our customers first in all we're doing, from our new digital account which we'll be piloting in the year ahead, to our continued pledge to customer engagement which sits at the heart of our activity. I'm pleased to see this reflected in the maintenance of our overall customer satisfaction rating of 93%. We'll keep learning from our customers to improve our service and understand more about customers' aspirations, including home ownership, so we can find new ways to support them.

Part of this is seen in our ambitious targets for building the right homes in the right places. I'm delighted that we built 1,364 new homes over the last year, in line with our ambitious plan to build 10,000 new homes over the term of our strategy. The further opportunities offered by our involvement in the Wave One Strategic Partnership with Homes England is a great chance to disrupt the way we do things to build the homes the country needs.

Our new way of thinking includes our Gateshead Innovation Village scheme, where we'll be testing different methods of construction including modular and volumetric against traditional and looking at how we heat our homes with green energy solutions, to discover cost effective options for our customers. These homes will be available for affordable rent; it will be our customers who play their part in the live research project, giving both us and the wider sector insight into the practicalities of living in a modular home, as well as seeing the benefits of more efficient heating systems.

Our support of some of the most vulnerable members of society continues through our new models of care work, showing how we can demonstrate the value of an integrated approach to housing, health and care to alleviate pressures on the NHS and really make a difference to the healthcare system. This includes our mental health step down services like Home View in Blackpool, supporting people who are ready to leave acute hospital wards but need additional support before being fully ready for independent living.

Of course, none of this is possible without the dedication and hard work of our

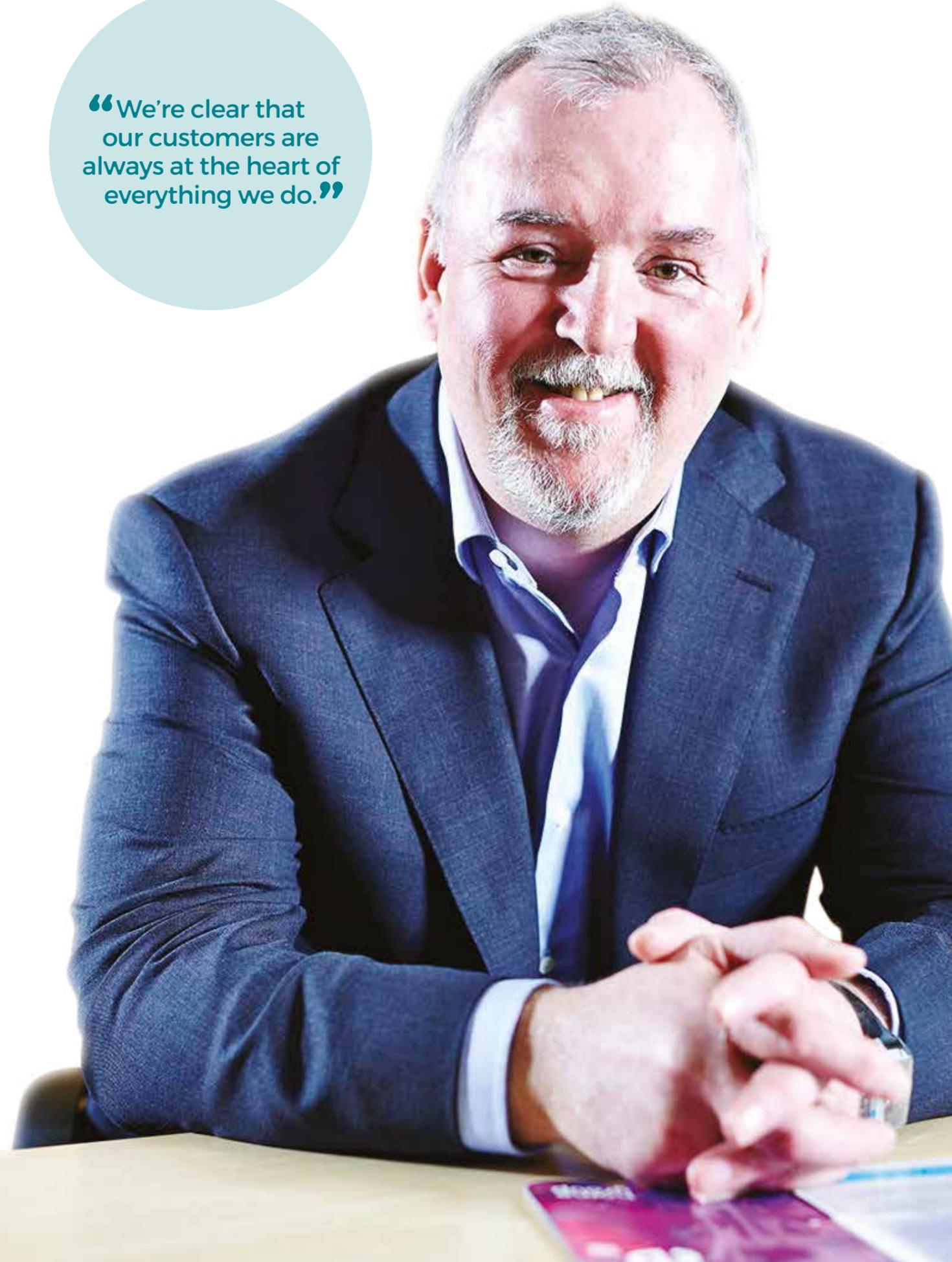
brilliant colleagues – and I'm delighted to see this recognised in our 27th position for the Best Large UK Workplaces in the Great Place to Work rankings.

While we can be proud of all we've achieved in the last 12 months, there is always more we can do to help us achieve our goals. We're happy that the government has reacted well to the requests from the housing sector and it's now over to us to deliver on these opportunities.

The one thing we can be certain of for the year ahead is that we can expect more changes and challenges to come. However I'm confident that our resilience provides us the confidence to respond to whatever the coming year brings for the housing sector, keeping our mission to build homes, independence and aspirations at the core of all we do.



“We're clear that our customers are always at the heart of everything we do.”



# Building homes, independence and aspirations

As one of the UK's largest providers of housing and integrated health and care services, we are passionate about what we do: making a difference to communities, shaping the future of housing and delivering new approaches to healthcare.

We're proud of our 80 years of experience but what keeps us going is what we're doing right now to bring healthcare closer to home with our new models of care services, to build high quality homes that are much-needed and to provide great housing to our customers from Cornwall to Dundee. At the heart of this lies our commitment to supporting our customers' aspirations and moves towards independence. That's why our products and services also include training and employability, apprenticeships and options for home ownership.

**80+**  
years in housing

**116,000+**  
people housed in  
almost 55,000 homes

**26,000+**  
vulnerable people supported

**93%**  
customer satisfaction

**Development programme of the year 2018** UK Housing Awards

**£360m+**  
turnover



## Meet some of the people we're helping

### Samia

First time buyer Samia took her first step onto the property ladder on our Rayners Lane estate.

“I wanted to move into a property that I could have for life, not just short term; I knew straight away that this was the perfect place for me and my four-year-old son. The support from Home Group colleagues was immense and you need that when you are exchanging for the first time without any knowledge of the process - just having someone there holding your hand throughout every step of the way was so important.”



### Andrew

Former customer at our Home View mental health step down service in Blackpool

“The support I received from Home View was comprehensive and indispensable, smoothing my transition to independent living and making it possible. Without Home Group's support, I would not have been able to achieve this. I am grateful to Home View for enabling me to return home.”



### Greg

After four As at A Level, Greg followed a recommendation from a family friend to look at a Home Group apprenticeship as his next step instead of university.

“I started an apprenticeship in the development team in September 2017. As part of my apprenticeship I also study for a degree which means that I'll end up getting a qualification in quantity surveying after my three years working here with none of the student debt!”



**£364.7m**  
turnover

**A**  
credit  
rating

**£259.7m**  
overall rental income

**£134.9m**  
invested into our social  
housing properties

# Our performance

The last 12 months has seen a great deal of change in the sector and the wider political landscape.

## Our willingness to adapt to change and rigorous scenario planning ensured we ended the year with strong results.

Our turnover was £364.7 million (an increase of £12.0 million on the previous year). This reflects our significant increase in development activity, with turnover from shared ownership and outright sales doubling to £35.0 million.

Our credit rating remains strong with a rating of 'A' and viability rating of G1: V1 from the Regulator of Social Housing. Our financial stability is further reflected by our gearing ratio of 43.9% and our level of reserves, which have increased £81.8m during the year to £577.4m.

Our total income from social housing lettings was £277.0 million and we invested £134.9 million back into our social housing properties.

We spent £75.8 million maintaining our properties against our target of £82.6 million.

Last year we supported over 116,000 people, living in our 55,000 homes. The occupancy rate of our general needs homes decreased from 99.2% to 98.8% as a result of a large number of new build properties becoming available towards the end of the year. Occupancy of our supported homes increased from 87.2% to 93.1%. We've put an improvement plan in place to tackle our harder to let properties, and are targeting occupancy

rates of 98.7% (general needs) and 93.5% (supported) at the end of 2018/19.

Our commitment to the investment and growth needed to build 10,000 homes over the next five years was recognised at the UK Housing Awards, where we won Development Programme of the Year with judges citing our clear link to our strategic goal as a winning attribute. Our work towards this goal continues to show the strength of partnerships, with six joint ventures and three partnerships which have delivered 510 of the 1,364 homes across a range of tenures built in 2017/18.

Our Persona outright sales brand is now on site in two schemes in Hull and Harrogate and it will continue to rollout, driven by the needs of the customer.

New business within our new models of care delivered £7.3m of income during the year and will deliver £11.5m of income during 2018/19. We are looking to secure a further £6.2m of income during 2018/19.

We have invested in our clinical team as we look to partner with the NHS to help solve the dual challenges of higher demand for primary health care services and helping people to return home as quickly as possible to achieve the best recovery possible. Significant developments have been made to strengthen our approach with clinical governance in line with our strategy to work closer with the health sector. The introduction of a clinical governance committee and a reporting structure beneath this is a big achievement.

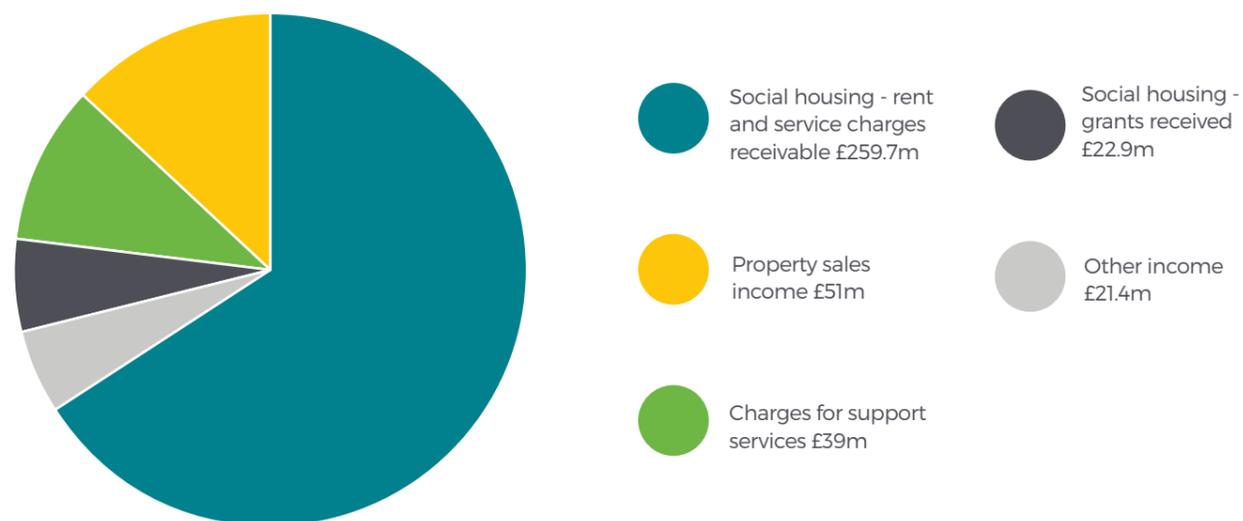
We have a substantial development programme of community wellbeing schemes that connect the community with health services in a way that promotes independence; two community wellbeing schemes are currently in operation and others are in the pipeline. We have made significant progress in working with customers with mental health issues, through developing bespoke independent supported living homes.

During the year we have worked closely with partners in the NHS to deliver step

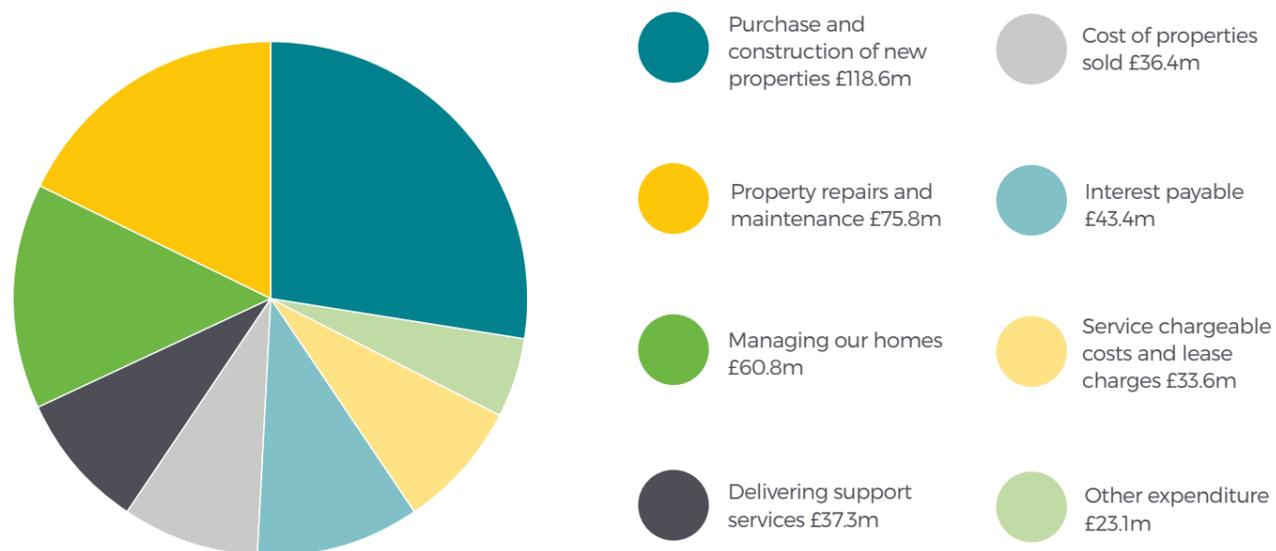
down services for people with mental health issues and support them in returning to live independently in the community. Further, we have worked as part of the national transforming care programme for people with learning disabilities who should be discharged from hospital, to create innovative housing and support solutions that promote independence. There is a lot more that we can do to make a difference but the foundations have been laid during this year.

# Income and expenditure breakdown

## Income



## Expenditure



# The headline figures – our financial summary

## Summary Statement of Comprehensive Income

	2018 £000	2017 £000
Turnover	364,703	352,698
Cost of sales	(27,851)	(10,226)
Operating expenditure	(256,938)	(259,163)
Surplus on disposal of housing properties	7,597	3,774
Group operating surplus	<b>87,511</b>	<b>87,083</b>
Share of profit from joint ventures and associates	5,601	1,859
Interest receivable	2,091	2,156
Interest payable	(43,357)	(42,660)
Surplus before tax	<b>51,846</b>	<b>48,438</b>
Tax	(1,326)	(1,029)
Surplus for the year	<b>50,520</b>	<b>47,409</b>

## Summary Statement of Financial Position

	2018 £000	2017 £000
Housing properties	2,177,651	2,090,311
Other tangible fixed assets	44,025	47,205
Investments	69,850	53,168
Total fixed assets	<b>2,291,526</b>	<b>2,190,684</b>
Net current assets	<b>23,003</b>	<b>28,526</b>
Long-term creditors	(1,697,863)	(1,649,865)
Pension provision	(39,316)	(73,799)
Net assets	<b>577,350</b>	<b>495,546</b>

# Value for money

## Our approach to value for money

Our strategic objectives set out what we want to deliver, and by doing this in a cost-effective way, we're able to deliver more with less. Our value for money approach is based around the 3 Es:

**Economy** - are we spending our money in the best way possible?

**Efficiency** - are we working in ways that avoid wasted time and effort?

**Effectiveness** - are we achieving what we set out to do?

## Our performance

We carry out regular assessments of how we are performing against our targets and the value for money metrics set out by our regulator, and how we compare to other social housing providers. The full assessment of our performance for the year is set out in our financial statements which you can find at [www.homegroup.org.uk/annualreview2018](http://www.homegroup.org.uk/annualreview2018)

### Where we do well

- The amount we invested back into our social housing properties in 2017/18 was £134.9 million (6.3% of the total value of our properties). £118.6 million of this was spent on building new homes, and the remaining £16.3 million was spent on improvements to existing homes.
- We are one of the largest housebuilders in the social sector, and built 1,364 new homes in 2017/18 compared to 1,104 the year before. This included 974 homes for affordable rent or ownership. The remaining homes are for sale on the open market to generate income that we can reinvest into our development programme.
- Our customer satisfaction scores remained high at 93% for rented customers and 96% for supported customers.

### Where we can improve

- By supporting our customers to keep on top of their rent payments, we can increase the amount of rent we collect, which means we'll have more funds available to reinvest into our homes.

- We're looking at ways to improve how quickly we re-let empty properties, to reduce the number of properties standing empty at any one time.

- Our cost per property is higher than others in the sector. This is partly because we provide a lot of care and support, which increases the average cost. However we are reviewing the way we work to see where we can make cost savings without compromising on the quality of the services we deliver to customers.

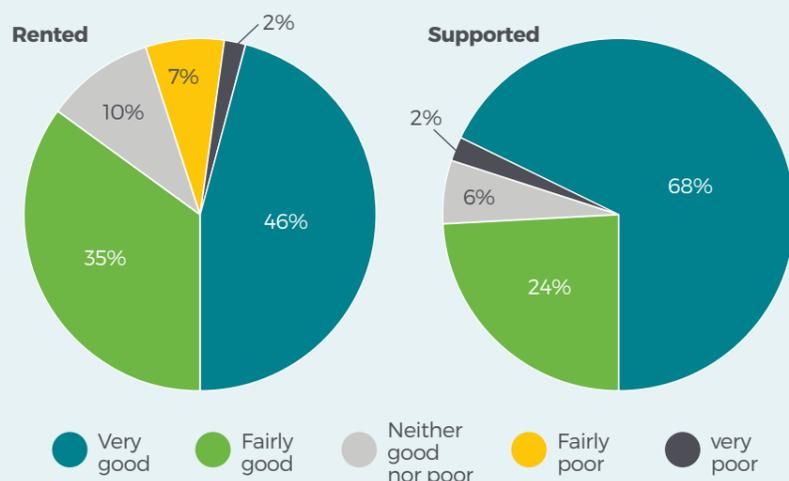
## Social housing cost per unit

One of the key measures of whether we're providing value for money is 'social housing cost per unit'. Our overall cost per unit decreased from £4,445 in 2016/17 to £4,409 in 2017/18. The main reason for the decrease is the reduction in care and support services during the year as we transition to our new models of care. Although these costs do not apply to all homes, the cost per unit calculation averages all costs across all of our social homes.

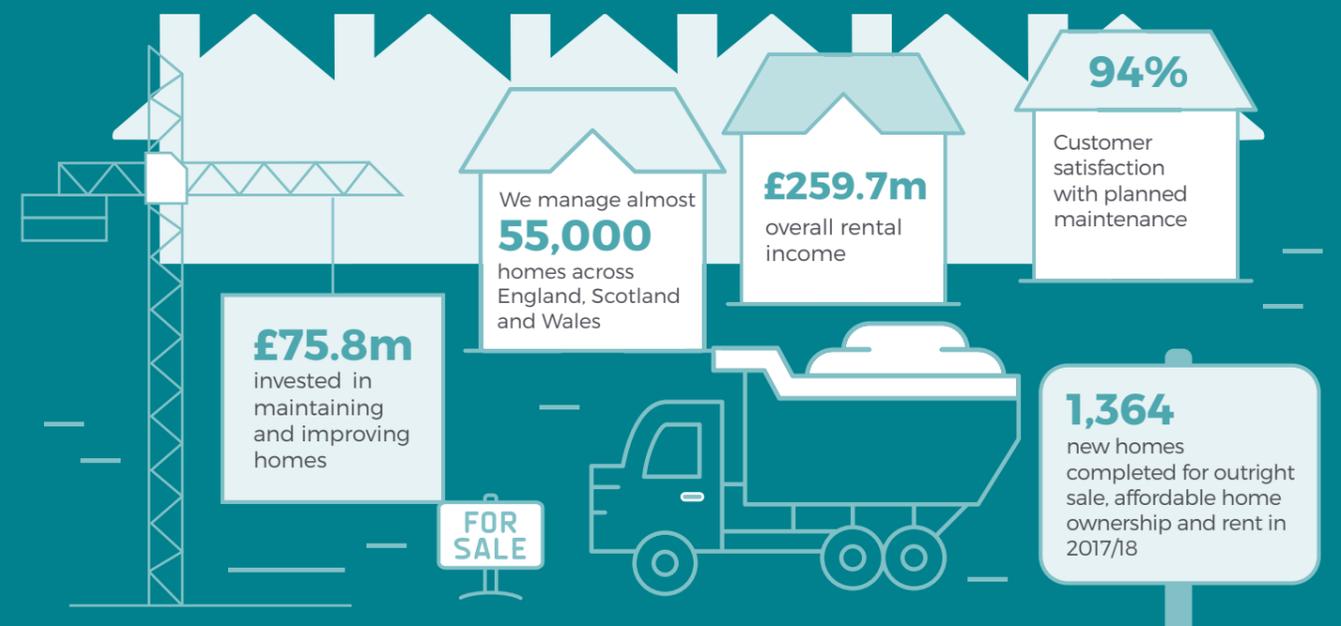
### Social housing cost per unit



### Customers' views on whether the services they receive represent value for money



# Building homes



## Our growth towards being one of the leading developers of homes in the UK has taken major strides forward in the past year.

With a significant increase in our development pipeline, entering into new large scale joint ventures, securing some of the country's most sought-after land opportunities and committing to long term strategic land opportunities, we are strongly positioned for further growth, delivering mixed tenure developments of scale from the most deprived and challenging markets to the most prosperous and resilient.

We are operating in challenging times, but that has only focused our appetite on housing need and growth. We have invested over £200 million and completed over 1,300 new homes this year. We have secured 80% of our private sale pipeline and 70% of our affordable pipeline - totalling circa 8,000 homes.

Our commitment to investment and growth is matched by our pledge to highest quality design. Placemaking principles drive value and return as well as making great places to live. Our recent large schemes such as Skipton Road in Harrogate and Channels in Chelmsford

have genuinely lifted the bar in terms of design quality, culminating in planning applications approved by delegated powers with strong and unwavering community support.

Regeneration remains one of our biggest priorities, looking at areas like Park Rise in High Wycombe which is transforming the 1980s Lance Way council estate to a bright and welcoming neighbourhood.

In a busy year where we have radically accelerated our development and sales activity, we have remained forward thinking, creative and innovative - investigating new models for development as well as launching Gateshead Innovation Village. At Gateshead Innovation Village we're looking at new ways to disrupt the ways we do things and build the homes that we so desperately need. To respond to the ongoing housing crisis we are finding new and innovative ways of accelerating development, and modular homes, as well as wider methods of construction, using volumetric products will allow us to

deliver homes more efficiently.

The project will identify dynamic new construction solutions, whilst the research results will offer the sector greater confidence in utilising modern methods of construction at scale, challenging public perceptions of modular homes and enabling housing which is affordable, to be delivered at pace.



# Building independence and aspirations

We are one of the UK's top providers of homes for sale and rent as well as a leader in long term integrated health and care services; we work hard to understand our customers.

## During 2017/18, we worked with over 26,000 vulnerable people through our supported health and housing schemes.

We are transitioning our care and support offer to be longer term, property-based and building on existing strengths. As part of this, we are strengthening our clinical and therapeutic skills base to further specialise. Much of this involves working with NHS providers and local authorities to provide solutions to customers with mental health needs, learning disabilities or reablement services.

Over the past year, we have made significant progress in defining a series of products, for example around the transforming care agenda. We have worked closely with stakeholders to develop solutions to issues and managing the transition process to new models of care.

Our traditional supported housing business has continued to be affected by service commissioners' funding cuts and reviews of provision. We have focused our tendering and development work on mental health, learning disability and reablement, in line with our strategic objectives. This has included decommissioning of services which fall outside this strategy as they come to the end of contracts. Furthermore, we have continued to reshape and develop existing services that are in strategy. We are working closely with commissioners to this end and have actively managed our portfolio of contracts through pursuing new business opportunities

around health commissioning. We are working with commissioners and other providers to ensure vulnerable people are able to receive the right support through collaborative working and re-tendering of services.

We have eight CQC services; all our inspected services are rated good.

During the year we continued to deliver our bail accommodation service as a result of further contract extensions which offered stability for customers and colleagues until June 2018 when the service transferred to a new provider as part of our changing strategic direction.

The core element of welfare reform legislation, Universal Credit, continues its rollout on a national basis and the business continues to monitor changes in risk and expectations through a dedicated project team. Understanding how we can best work with our customers to support the move over to Universal Credit has seen us complete external insight to explore customer experiences and develop a suite of tools to help colleagues and customers assess affordability, benefits entitlements and to support budgeting. The dedicated Universal Credit team has seen an increase in the use of Universal Credit managed payments (where we request the rent payment directly from a customer's Universal Credit) to protect our most vulnerable customers from 13% to 21%.

## Scotland

In Scotland, our service quality continues to improve and this was borne out by the results of our comprehensive customer satisfaction survey carried out at the end of 2017. We submitted our fifth Annual

Return on the Scottish Social Housing Charter (ARC). The ARC return allows us to demonstrate that we are working towards achieving all of the outcomes in the Charter. We have delivered a significant number of improvements since the ARC's introduction and much of this has been achieved in collaboration with our customers.

We continue to deliver our planned works programme in Scotland to ensure our achievement of the Scottish Housing Quality Standards is ongoing.

## Satisfaction

We continuously measure our customer satisfaction across a range of areas from neighbourhoods to repairs.

During the past year the customer service centre maintained its high customer satisfaction score of 94% from last year, finishing the year right on target. The centre has implemented a new telephony platform which now integrates telephone calls, emails and website contact, thus reducing inefficiencies and supporting the digital strategy.

Great success was achieved in maintaining a ServiceMark Accreditation with the Institute of Customer Service. This standard recognised the customer service centre's achievement in customer service, and its commitment to upholding those standards to ensure a first class customer experience.

To improve customer satisfaction related to repairs, we have developed new maintenance supplier partnerships in a number of regions, alongside a refinement in the contractual approach to managing repairs. Simpler to

administer, the new approach allows the dedicated maintenance team and the suppliers to focus more on service delivery than contract administration. Improved data flow means efforts are now focused on analysis and insight driven process improvements and efficiencies. Evolution of the maintenance approach will continue through 2018/19 to deliver value for money alongside exceptional service.

Stage 1 customer complaints decreased by 24% (1,881 compared to 2,470 in 2016/17) while Stage 2 complaints decreased by 21% (285 compared to 361 in 2016/17). We have actively sought more feedback from supported customers, helping them feel empowered, which has seen supported customer complaints increase with a total of 457 compared to 357 the previous year.

Overall just 30 complaints were referred to the Housing Ombudsman Service. In total 24 complaint determinations were received by the Ombudsman during the same period. Of these eight were upheld with a recommendation for further action.

The most common nature of complaint was responsive repairs and maintenance which accounted for 65% of the total complaints received. The other 35% of complaints ranged from tenancy management, rent/service charges, anti-social behaviour case administration, estate services and leasehold/shared ownership.

We've been piloting new ways of gathering customer feedback from our supported customers this year with great success. Our pilot replaced the bi-annual postal survey with new methods of real time feedback including SMS and online surveys to test how our existing technology and that of our research partners could help our supported customers to share their feedback.

The pilot has informed our new approach which will include a mix of different methods depending on customer needs and allow us to get feedback at key moments in a supported customer's journey with us.

	Satisfaction score	Target
Rented customer satisfaction	93%	93%
Supported customer satisfaction	95%	N/A (piloting new approach; no target set)
Customer service centre	93%	94%
Neighbourhood	87%	90%
Planned maintenance	94%	93%
Repairs	90%	90%



# Working together: that's when it hits home

Not just because it's the right thing to do but because we know that together we are better - and that means delivering better services - building homes, independence and aspirations.

We're hugely proud of our talent pipeline and have delivered a bigger, better apprenticeship programme this year and have used the opportunities presented by the apprenticeship levy to grow our own too - upskilling colleagues in registered services. Our apprenticeship programme is shaped to incorporate apprenticeships in all areas of our diverse business and mapped to deliver key talent to support our strategic goals. In 2017/18 we recruited 130 apprentices, 60% of whom are Home Group customers, delivering 19 apprenticeship standards across levels 2 - 6. We partnered with 18 organisations to support diversity and attraction including the Stephen Lawrence Trust, Stonewall, Jobcentre Plus and All About School Leavers. We were delighted to win the National Apprenticeship Regional Final for best large employer and to be highly commended in the national finals. More than that however we are proud of our apprentices and their fantastic achievements; they provide the skills we need for the future, creating a vital talent pipeline that supports our strategic aims and growth into new markets and enabling our customers to achieve independence and their aspirations.

Our learning and development offer and enhancement to our skills and careers pathways has supported colleagues to continue their learning and career journeys and fulfil their personal aspirations. We have developed an enhanced approach to performance

management in response to colleague feedback; 'Brilliant Conversations' to enable honest, quality conversations about performance and career development that deliver great outcomes for our customers.

Our reward and recognition offer is a key enabler to our engagement approach and supports our employer brand. We received a national award in the Employee Engagement Awards for best reward communications strategy and have received fantastic feedback from colleagues.

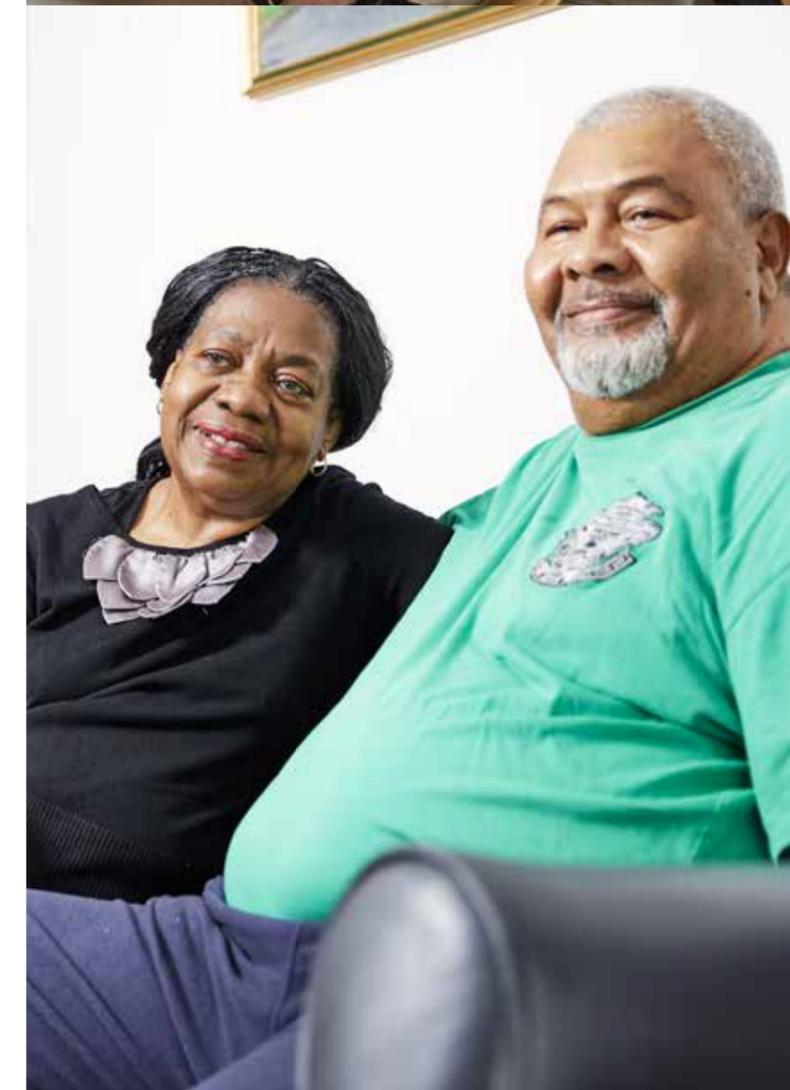
Diversity is key to our strength and in 2017/18 we delivered an Equality and Diversity conference to colleagues and were proud to be placed 75th in Stonewall's annual top 100 equality index; a move of 120 places. Our Director of People, Susan Fulton, shared our best practice approach to engagement at the Stonewall conference, and we achieved fantastic scores in our diversity indicators in Great Place to Work; and our overall result was a move of six places up to 27 in the large organisation category. Our efforts to ensure that we attract and retain colleagues as diverse as our customers continue into the year ahead.

Our commitment to colleague wellbeing continues with Investors in People, joining the Time to Change campaign and in 2017/18 achieving continuing excellence in Better Health at Work. We

We're proud of our brilliant colleagues who are passionate about what they do and we strive to deliver a fantastic colleague offer that enables people to be and feel at their best.

“ In 2017/18 we delivered an Equality and Diversity conference to colleagues and were proud to be placed 75th in Stonewall's annual top 100 equality index; a move of 120 places. ”

We have developed an enhanced temporary resourcing model, working collaboratively to ensure that our resourcing plans are robust and deliver the right people at the right time. This included the launch in 2017/18 of a flexible resourcing pool of bank workers to meet our need for increased agility. Our journey to embed a market leading resourcing approach was recognised at the North East CIPD Awards when we secured the award for Excellence in Resourcing and Talent Management.



# The year ahead

We're proud of all we've achieved last year but we know we can do more to continue to evolve to the challenges we face.

With that in mind, our highlights for the year ahead will continue to meet our four strategic priorities, and include:

## Building 10,000 homes



Our Persona brand will continue to rollout for new sales schemes across the country, delivering a high quality service to customers.

We are excited to learn from our Gateshead Innovation Village as the construction continues, as well as working to make sure customers are fully involved in the research going forward, giving us valuable insight into how modern methods of construction and modular homes work in practice.

Following our announcement as a Homes England Wave One Strategic Partner, the next financial year will see us deliver over 1,000 additional starts for affordable housing.

## Market leaders in new models of care



Our work to transition our care and support offer to be longer term, property-based and building on existing strengths will continue and include strengthening

our clinical and therapeutic skills base to further specialise.

We will launch a number of new supported schemes that align to our strategy including an eight-bed step down service in Manchester in partnership with Greater Manchester NHS Mental Health Trust.

## 90% of our customers regularly using their digital accounts



As part of our mission to support customer independence, we will pilot the rollout of a new self-serve portal. This is the start of our digital journey to

develop and deliver service solutions which recognise and meet the needs of our customers.

Our work at Gateshead Innovation Village will also be testing smart technologies and their potential for assistive living, looking at how we can support our most vulnerable customers in their homes and our support services.

## 20% more efficient



There is a growing expectation that housing associations must become more commercial in their operation and efficient in their delivery. We will continue to work towards our efficiency savings targets in the year ahead.

A key part of our work on efficiencies has been our involvement in leading the development of the sector scorecard performance benchmarking and taking part in a pilot coordinated by the National Housing Federation and HouseMark. We will continue our commitment to benchmarking performance in this way to help us identify areas for improvement.



**Building homes,  
independence  
and aspirations**

**For any further information,**

T: 0845 155 1234

E: [contactus@homegroup.org.uk](mailto:contactus@homegroup.org.uk)

[www.homegroup.org.uk](http://www.homegroup.org.uk)



**[www.homegroup.org.uk](http://www.homegroup.org.uk)**

Home Group Limited  
(Charitable Registered Society No.22981R)  
Home and Communities Agency  
Registered No: L3076

September 2018. All statistics refer to March 2017 to April 2018 and are correct at time of print.

Please contact the customer service centre if you would like this report in Braille, audio or large-print.