



Efficiency North's response to the housing crisis

October 2023



A guide to how we're helping members deliver more new affordable homes

Contact



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About Efficiency North

Efficiency North is a not-for-profit consortium owned and governed by our current 54 Social Housing Members that has grown and evolved substantially over its 17-year existence.

Our specialist procurement arm EN:Procure offers a comprehensive suite of Frameworks and DPSs, specifically focussed on Social Housing, comprising 82 works categories, which cover every aspect of New Build, Refurbishment, Compliance and Retrofit provision. We've designed our framework structure to provide the flexibility for you to Mini-comp or Direct Select from our supply chain, dependent on your preference.

Our capacity includes in-house

expertise to advise and progress a scheme from inception to completion, including any design, technical or commercial guidance needed.

This procurement structure is supported by a supply chain of over 600 contractors, consultants and suppliers, 82% of which are SMEs.

All of this is underpinned by our focus on jobs, social mobility and community investment through our EN:Able Futures Flexi-job Apprenticeship Service - which has delivered over 470 apprenticeships to date - and our charity EN:Able Communities.

We're here to help our members.

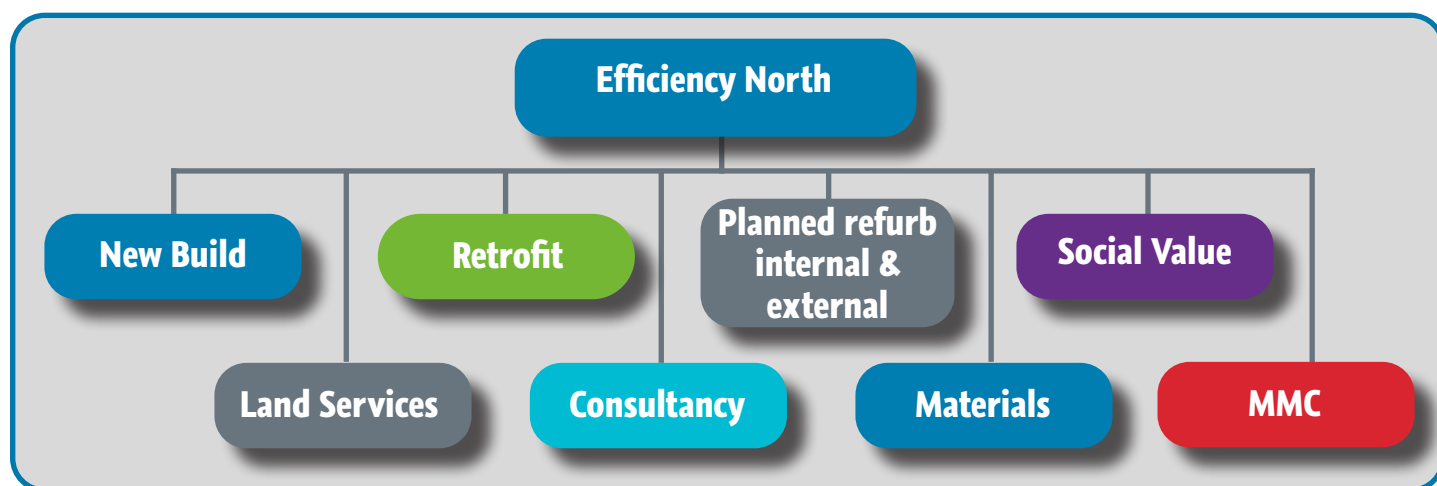
Our Mission

We bring together social housing providers and the construction industry to achieve the best value for communities in Northern England by providing futures, building homes and buying smarter to save time and money.



We make it happen together

What Efficiency North can deliver



We offer

15 established frameworks and DPSs covering

82 service categories

to provide a comprehensive, holistic 'cradle to grave' delivery to meet our members' needs.

Through this comprehensive structure, Efficiency North has the skills and capacity to advise, survey, procure, deliver, train and meet wider Social Value outputs to help our members meet the challenge presented by the shortage of affordable homes.

EN:hanced routes to new affordable homes

Efficiency North has developed our 3rd generation New Build Framework which offers social housing landlords a fully managed, flexible and affordable construction framework to meet their individual project requirements for the delivery of social housing development.

Construction companies of a range of sizes were appointed to the framework's 4 lots in June 2021.

EN:Procure's New Build frameworks are in line with the government's agenda for the sector, which recognises the need for more investment in affordable new housing and an increase in training resources to deliver the homes required.

The frameworks offer not only a swift, flexible and cost-effective route to providing new homes, on both a small and large-scale basis, but also the added benefits to local communities of employment and training opportunities and funding for social and economic regeneration projects.

EN:Procure New Build Framework Yorkshire & Humber

Lot 1	Lot 2	Lot 3	Lot 4
New build construction of schemes up to a maximum of 10 units	New build construction of schemes between 8-35 units	New build construction of schemes between 30-85 units	New build construction of schemes of 70 units and over
A Connolly Ltd	Esh Construction Ltd	Caddick Construction	Caddick Construction Ltd
Cadam Construction Ltd	G S Kelsey Construction Ltd	EQUANS	EQUANS
Keepsake Construction Ltd	Gelder Ltd	Esh Construction Ltd	Vistry Partnerships Yorkshire Ltd
NPS Property Consultants Ltd	Hobson & Porter Ltd	Vistry Partnerships Yorkshire Ltd	Lovell Partnerships Ltd
O & P Construction Services Ltd	JP Wild Ltd	Hobson & Porter Ltd	United Living (North) Ltd
PLP Construction Ltd	Jack Lunn Ltd	Jack Lunn Ltd	
RH Fullwood & Co Ltd	Pacy & Wheatley Ltd	Lovell Partnerships Ltd	
RFM Facilities Management Ltd	T G Sowerby Developments Ltd	Termrim Construction	
	Termrim Construction	The Casey Group	
	The Casey Group Ltd	United Living (North) Ltd	
	Westshield Ltd	Westshield Ltd	



EN:Procure New Build Framework North West

Lot 1	Lot 2	Lot 3	Lot 4
New build construction of schemes up to a maximum of 10 units (North West)	New build construction of schemes between 8-35 units (North West)	New build construction of schemes between 30-85 units (North West)	New build construction of schemes of 70 units and over (North West)
A. Connolly Limited	A. Connolly Limited	Claritas Group Ltd	P. CASEY & CO., LIMITED
Complete Construction & Design Limited	Claritas Group Ltd	SAUL CONSTRUCTION LIMITED	United Living (North) Limited
Denton Construction & Electrical Limited	Karmo LIMITED	Termrim Construction Limited	Wates Construction Limited
Karmo Limited	Novus Property Solutions Limited	P. CASEY & CO., LIMITED	
Welch and Phillips Building Contractors Limited	Termrim Construction Limited	United Living (North) Limited	
	Welch and Phillips Building Contractors Limited	Wates Construction Limited	
	Westshield Limited	Westshield Limited	
	Whitfield & Brown (Developments) LIMITED	Whitfield & Brown (Developments) Limited	



EN:Procure New Build Framework East Midlands

Lot 1B	Lot 2B	Lot 3B	Lot 4B
New build construction of schemes up to a maximum of 10 units (East Midlands)	New build construction of schemes between 8-35 units (East Midlands)	New build construction of schemes between 30-85 units (East Midlands)	New build construction of schemes of 70 units and over (East Midlands)
A. Connolly Limited	CRESTRA LIMITED	Claritas Group Ltd	ENGIE Regeneration Limited
Complete Construction & Design Limited	D Brown (Building Contractors) Ltd	D Brown (Building Contractors) Limited	United Living (North) Limited
CRESTRA LIMITED	Gelder limited	ENGIE Regeneration Limited	Vistry Partnerships Limited
Gelder Limited	J. Harper & Sons (Leominster) Limited	Lindum Group Limited	Wates Construction Limited
J. Harper & Sons (Leominster) Limited	Jeakins Weir Limited	Robert Woodhead Limited	
Jeakins Weir Ltd	Lindum Group Limited	Termrim Construction Limited	
Mercer Building Solutions Limited	Mercer Building Solutions Limited	United Living (North) Limited	
	Robert Woodhead Limited	Vistry Partnerships Limited	
	Termrim Construction Limited	Wates Construction Limited	
	Wildgoose Construction Limited	Wildgoose Construction Limited	



Framework Benefits

Compliance with UK procurement legislation

The framework is compliant with Public Contracts Regulations 2015

Speed

For larger value contract i.e. above the PCR threshold, significant time is saved by not having to go through the full FTS processes. For contracts in general, the Framework provides an initial long list, thereby reducing the time to identify a shortlist.

Reduction in cost

Along with the reduction in time to procure tenders there is a consequent reduction in the cost associated with procuring tenders.

Dedicated to housing sector

The New Build Framework is dedicated to the housing sector. All contractors appointed to the Framework Lots have significant experience in house building and the provision of affordable housing.

Procurement options to meet Member needs

The Framework provides a number of procurement options to meet Members and/or specific project requirements, including:

- Early Contractor Engagement
- Direct Selection
- Mini-Competition
- Price or Price/Quality Tenders
- Single and 2 Stage Tenders

National and local contractors

The contractors appointed to the various Framework Lots provide Members with access to experienced local and national contractors

SMEs

Lots are structured so that local SMEs have opportunities to tender for works.

KPI's to target local labour

The KPI's embedded in the Framework Agreement identify local and directly employed labour as key targets. This is included to help improve the local economy and employment within communities served by our membership.

KPI's to monitor performance

KPI's are also included to monitor performance in a number of key areas such as:

- Client Satisfaction
- Quality
- Time and Cost Predictability
- Health & Safety
- Social Value: Framework contractors are required to offer training opportunities based on contract value to help local people get a foot on the career ladder. Efficiency North provides targeted support to ensure that the training opportunities connect with the local community



Efficiency North made the whole process not only easy but compliant with current procurement regulations.



Paul Neal
WDH

Over and above the core benefits described, Efficiency North provide the following added benefits when engaging with members to procure works through the New Build Framework.

Support

with provision and drafting of core contract documents such as:

- Standard Contract Amendments
- Collateral Warranties
- Performance Bond
- Novation Agreement

Dedicated team

The EN:Procure team has in depth industry experience in key areas such as:

- Pre-construction
- Planning, Highways and Drainage
- Design
- Procurement
- Project Management
- Cost Management
- Risk Management
- Contract and Commercial



Specialist Services

As well as providing support in the use of and calls off from the Framework, Efficiency North's dedicated team also provide the following support to members and their projects throughout the contract life:

Pre-contract

- Procurement Programmes
- Procurement Strategy
- Contractor Selection
- Design Team Meetings
- Tender Documents
- Tender Process
- Tender Evaluation and - Benchmarking Library (with tools to ensure tendered EN House Type model costing is maintained and variances understood/ evidenced)
- Cost checks and Negotiations
- Contract Documents

On Site

Following contract award, the team is available on an ad-hoc basis to provide post contract advice and

support. This can cover any design, technical, contractual, cost or programme issues that may arise.

Post Completion

Through the use of a dedicated team lessons learned on projects are fed back into subsequent projects with the ability for cross learning from other Member clients and projects. The experience of the Efficiency North team enables the team to perform a robust check and challenge role across the whole design and procurement process. This is a key component to achieve good design, manage risks and costs and produce excellent outcomes improving viability, all of which are important to our members

Also, whilst the core offer is the access to the Framework, Efficiency North's support extends to that of a dedicated project team member working as part of the client's Project Team with support as needed from other EN team colleagues.



0% fee for use of Consultancy framework

In addition to all the above, we also offer use of our Consultancy Framework at 0% fee where the commissioned services are used to deliver works under any of our Works Frameworks.

Further details at: <https://www.efficiencynorth.org/procure/frameworks/consultancy>



“Efficiency North has assisted in the delivery of our New Build programme and in particular the sites associated with the Calderdale/Together Housing Strategic Partnership. THG has benefitted from the specialist pre-construction advice and support provided by EN, which has been instrumental in the success of the programme. This ‘silver service’ is over and above that expected from a Framework provider.”

Martin Powell
Together Housing Group

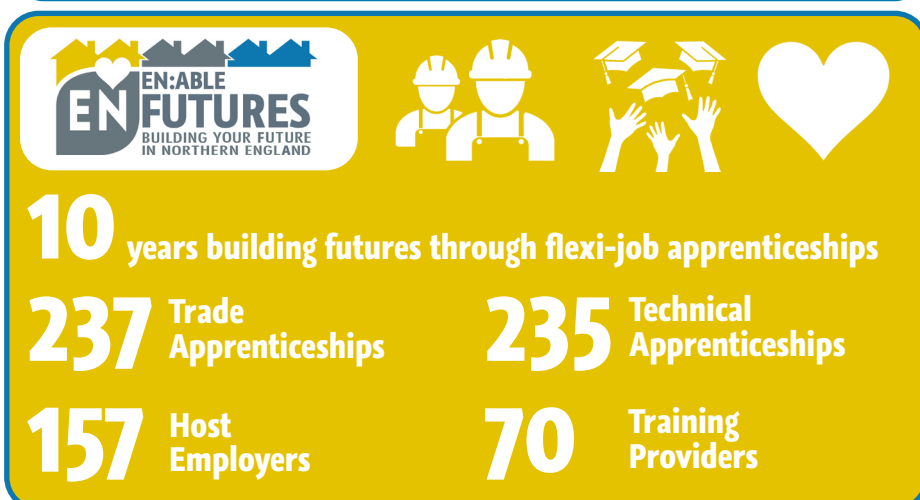
Added Value

Social Value is at the heart of Efficiency North's activities. We strive to improve social mobility and regenerate communities by supporting local projects, creating employment opportunities and delivering training and apprenticeships for local people. As the chart shows, our structure includes a dedicated Social Value arm, EN:Able Futures, as well as a charity arm, EN:Able Communities.

Award-winning EN:Able Futures CIC is one of 16 government registered Flexi-Job Apprenticeship Agencies. It directly employs apprentices, placing them with framework providers for individual or multi-project assignments, to ensure apprentices complete their qualifications whilst providing full pastoral support. Employers benefit from the experience of an apprentice in their team. Managed entirely by EN, we work with EN members to identify any skill requirements to create a placement. EN:Able Futures recruits and directly employs the apprentice (the host can be as involved as they want to be). Upon apprenticeship completion, EN:Able Futures actively seeks full-time employment for apprentices, working with the 'host' employer to support as appropriate.

We also offer additional Social Value through our charity, EN:Able Communities CIO. Funded through surpluses generated from our activities, and supported by external funding we attract, the charity aims to increase social mobility by creating employment and training opportunities for local and socially excluded people and to support community initiatives driven by our members.

When members utilise EN:Procure's frameworks they also accrue Social Value Credits so they can target additional support into the heart of their communities.



Track record



Efficiency North has a significant track record in delivering New Build social housing

Schemes range in size from small infill sites to large scale regeneration projects delivered in phases comprising over 100 new homes. EN has fulfilled a number of roles in assisting bringing scheme to

site, including design, technical and specification advice from our in-house team.

In terms of sustainability, we have experience of a variety of measures including delivery of Passivhaus Schemes. Generally, we adopt a fabric first approach, incorporating sustainability and fabric energy

efficiency measures into the design and specification of all our projects.

Of the numerous projects we have delivered, these represent the most relevant in terms of the size, context and sustainability criteria you have outlined.

Harrogate BOROUGH COUNCIL

“The best thing about working with EN is the level of support and the experience and knowledge that we get from them in terms of procurement, materials and technical advice. As soon as we got EN involved they brought a competent contractor on board and it's been fantastic, with Efficiency North in the middle supporting both parties.”

Jamie Sheffield
Operations Manager
Harrogate Borough Council

Pipeline

EN:Procure currently has 48 new build schemes in the pipeline, of which 14 are on site, comprising a further 1,800 new homes.

All of these schemes have been designed to meet the upcoming Future Homes standards, with appropriate sustainability features incorporated within the design.

Recent Projects

Field Terrace Children's Home, Leeds: Leeds City Council

The new Field Terrace specialist children's home on the site of the old Pinfold Children's Home in Halton, Leeds, completed in 2023.

The facility will allow children with autism and complex needs to remain close to their families in Leeds, whilst also reducing the amount of money the council spends outsourcing for private placements in homes far away across the UK. These children typically have learning difficulties, are on the autistic spectrum or have a high level of physical or medical needs. They often display high levels of behaviours that challenge.

The £1.8m facility, designed by NPS Leeds, has the feel and look of a standard five-bedroom home, four ensuite bedrooms and several sensory and play rooms, a trampoline room, plus parking spaces and outdoor play areas.

West Yorkshire based contractor R. H. Fullwood were appointed to deliver the scheme through Lot 1 of EN:Procure's new build framework by direct selection. By applying Value Engineering principles, supported by EN:Procure's specialist services, early contractor involvement assisted in closing the scheme's viability gap and helped bring this stalled site forward to construction.



- ✓ **Energy Efficiency Measures 31% above Building Regulation Standards**
- ✓ **100% Low energy lighting**
- ✓ **EV charging points**
- ✓ **Air Source Heat Pumps installed for heating and hot water to minimise dependence on gas**
- ✓ **10kW PV Panels**
- ✓ **SUDS features to manage surface water run off**

Rooley Lane, Calderdale: Together Housing Group



- ✓ Built to exceed building regulations by 10% in line with Council policy
- ✓ Fabric first approach, upgraded insulation

28 new homes completed for member Together Housing Group with selected contractor Termrim.

The site was in the ownership of THG but despite repeated attempts through alternative frameworks the scheme approved at Planning was non-viable. Development had been delayed due to significant technical difficulties, including its 6m difference in levels and unmapped infrastructure from the nearby reservoir.

EN:Procure's technical team started from scratch, undertaking a detailed constraints risk analysis which identified the key costs impacting viability.

Helped by early contractor input from Termrim, who provided cost, specification and delivery advice, the site was re-designed, creating a layout and house types which worked with the site's topography. A revised planning application was submitted, with the significant cost efficiencies achieved by EN:Procure's scheme re-design. This transformed a previously undeliverable site into a viable scheme, which was successfully completed in 2020.

Beech Hill, Halifax: Together Housing Group

106 new homes completed for member Together Housing Group with selected contractor Esh Construction.

Together Housing Group appointed Esh Construction to construct the £16.5m scheme by Direct Selection through EN:Procure's New Build Framework. The development, part of the Calderdale Together Housing Investment Partnership (CTHIP) to deliver up to 650 affordable homes across Calderdale, will provide a variety of homes, from 2-bedroom to 5-bedroom, all for affordable rent, to meet the needs of the local community.

To clear the way for this development, Together Housing Group used EN:Procure's Asbestos & Demolition Framework to appoint Rhodar as demolition contractor and The Testing Lab as specialist asbestos consultants to demolish 3 tower blocks between June 2018 and August 2019. The Employer's agent and designer SDA were also procured through EN:Procure's Consultancy Framework.

The first residents moved into the Beech Hill development in Halifax in June 2022.



- ✓ Part of the Calderdale Local Plan, which requires new developments to meet Sustainable Development Objectives
- ✓ 5% betterment in emission rates over Building Regulations
- ✓ Fabric first approach - significantly lowered 'U' values
- ✓ Low energy lighting
- ✓ MVHR

Boggart Hill, Leeds: Connect Housing

10 new Passivhaus homes completed for member Connect Housing with selected contractor Starfish.

The scheme of 10 semi-detached 2 bedroom homes, certified to the Passivhaus Institut's Low Energy Building Standard (LEBS).

Key features

- External Wall U-value 0.13 W/m²K (Timber frame. 100mm brick, 50mm cavity, 120mm Xtratherm XT-TF, 9mm OSB, 50mm Xtratherm XT-TF)
- Roof U-value 0.16 W/m²K (25mm Xtratherm XT-PK, 100mm Xtratherm XT-PK)
- Ground Floor U-value 0.13 W/m²K
- Triple glazing U-value 0.8 W/m²K
- External Doors U-value 1.0 W/m²K
- Thermal bridging to enhanced accredited details
- MVHR (Paul Focus 200)
- Electric panel heating (no gas) – primary and secondary heating circuits
- Solar PV 3 KW array with battery storage (Ephase 1.2kWh)
- 100% LED lighting.
- Dimplex EC-Eau 150L Hot Water Cylinder



- ✓ **Passivhaus**
- ✓ **MVHR**
- ✓ **Timber frame off site construction**
- ✓ **PV**
- ✓ **Fabric first**



Newport House, Pontefract: WDH



37 new apartment homes completed for member WDH with selected contractor Caddick Construction.

Handed over in April 2023, WDH's Newport House scheme of 37 new apartments for affordable rent, was designed by architect Acanthus WSM procured through EN:Procure's Consultancy framework and built by Caddick Construction, procured through EN:Procure's New Build framework.

Built on the site of the former Pontefract Fire Station in Tanshelf, on one of the main gateways into Pontefract town centre, the scheme is testament to the benefits of early contractor involvement and consultant expertise from early concept, through planning and construction to completion, enabled through EN:Procure's frameworks.

One of the first developments to be delivered as part of the Pontefract Masterplan to reconnect the

area and deliver on the council's vision, the scheme provides high quality affordable housing for more sustainable communities. Residents will benefit from great sustainable public transport links, being adjacent to Tanshelf Railway Station.

The scheme also provided 4 full-time training opportunities in partnership with EN:Able Futures.

Chris Collins-McKeown, Development Consultant.

WDH, said, "Newport House is an excellent example of high quality, contemporary housing which reflects the industrial heritage of Pontefract. The scheme is part-funded by grants from Homes England and the Brownfield Housing Fund administered by the West Yorkshire Combined Authority. With the support of our funding partners, and by working closely with Acanthus WSM, Caddick Construction and the Council, we have been able to deliver this exceptional affordable housing scheme to meet residents' needs."

- ✓ **Fabric first Approach - Energy Efficiency Measures up to 30% above Building Regulation Standards**
- ✓ **100% Low energy Lighting**
- ✓ **EV charging points**
- ✓ **Bicycle Storage**

1. What are the award criteria used in setting up the framework agreement?

The award criteria for the New Build framework was:

- Quality 40%
- Price 60%

Bidders were provided with an indicative scheme to price on a greenfield basis, providing a schedule of rates, including preliminaries and OH&P%, which form the benchmark basis for assessing future call offs.

Quality scoring was assessed against their experience and proposals for:

1. Early Contractor Involvement
2. Financial Controls, Value Engineering and Value Management
3. Supply Chain Engagement
4. Delivery & Managing Defects
5. Social Value

In addition to the above, previous experience (including references), SSIP, insurances, financials were evaluated together with the normal mandatory and discretionary exclusion grounds.

2. What are the different appointing options i.e. direct award, added value, or any others?

Our frameworks have been set up to enable flexibility of appointment routes, based on Client preferences.

Options include:

- Direct selection (with or without early Contractor engagement)
- Mini-Competition
- Price or Price Quality Tenders, utilising a price/quality split agreed with the Client

- Single and 2 Stage Tenders

To ensure flexibility, the split between Price/Quality is not specifically defined for mini-competitions, other than price must retain a minimum 20% weighting. This allows the price and quality ratio (and evidential questions) to be set at levels that are suitable for the specific scheme and in line with Client requirements. The Quality element can include any added value requirements desired by the Client. We would also add that our capacity includes in-house expertise able to advise and progress a scheme from inception to completion, including any design, technical or commercial guidance needed. This enables us to offer support with the provision and drafting of core contract documents, as well as offering planning, programming and specification advice.

3. How would a shortlist of contractors be drawn up to tender for the works under the framework. Is there a maximum number we could set?

The NB framework is divided into 4 lots, based on number of dwellings, with some overlap to offer flexibility over the most appropriate lot.

All contractors on the appropriate framework Lot would be approached to submit an Expression of Interest in the scheme. Capability criteria will be carefully defined in the EoI documents to ensure that only those contractors with relevant experience and capability can bid. This also offers Members the capacity to increase choice by approaching more than one lot to bid.

4. Are there specific documents a Member can use in a mini competition?

We have template documents that Clients are able to use, but can be flexible enough to use Clients standard documents and adapt these for specific Framework requirements (i.e. Social Value delivery etc). Should we be selected we would be happy to share these documents.

5. Has the framework provider prescribed a specific way for soft market testing to be carried out under its framework agreement? If so, what is the process? Has this approach been used by other contracting authorities?

The framework does not prescribe a specific process for undertaking soft market testing, each circumstance being tailored to suit scheme requirements. We do however maintain regular dialogue with the framework contractors, primarily to ensure on-going awareness of our pipeline, but also to share market intel and remain abreast of any issues and trends impacting delivery.

As part of this approach, we have recently undertaken soft market testing for a number of schemes to ascertain contractor interest in tendering and to understand pricing levels in the current volatile market.

6. What are the contract options via the framework and what Contract options are available to use under your framework?

The underlying contracts defined in the framework agreements are:-

With amendments prescribed within

the framework and such further amendments as may be agreed between Employer and Contractor:

- JCT Design and Build 2011/6
- JCT Intermediate Building Contract (with design) 2016

Subject to any amendments that may be agreed between the Employer and Contractor:

- JCT Intermediate Building Contract (without design) 2016
- JCT Standard Building Contract 2016
- NEC 4 ECC
- PPC Form of Contract

7. How much flexibility is there in relation to the call off terms? Can members apply their own schedule of amendments to the JCT or NEC form of contract?

All contract terms and amendments are subject to final agreement between Employer and Contractor, so Yes the capacity to apply your own amendments can be incorporated.

8. How flexible is the mini-competition in terms of a split between Price/Quality?

To ensure flexibility, the split between Price/Quality is not specifically defined for mini-competitions, other than price must retain a minimum 20% weighting. This allows the price and quality ratio (and evidential questions) to be set at levels that are suitable for the specific scheme and in line with Client requirements.

New 'Gen-4' framework

EN:Procure is in the process of renewing its next generation new build framework offer.

This is the first to be procured under EN:Procure's latest generation of tenders, incorporating the FAC-I Framework Agreement and dynamic models for ESG delivery, reflecting many of the themes in the government's 'Constructing the Gold Standard' report.

Those selected for the framework will not only be expected to complete the works to a high standard, but are expected to share our commitment to regeneration - specifically the creation of training, work placement, educational activity, direct and shared apprenticeship, and new employment opportunities.

Lots

Lot 1 Schemes up to a maximum of 10 units

Lot 2 Schemes of between eight and 45 units

Lot 3 Schemes of between 30 and 100 units

Lot 4 Schemes of 70 units or over

Lots cover the development of various property types, including mixed-use developments incorporating commercial or public infrastructure and buildings.

Projects using the four-year framework will predominantly be situated in the North West, Yorkshire and Humber, and East Midlands, but may also extend to other areas of the country.

Building communities and futures in Northern England together



Efficiency North Holdings Ltd Board

Independent Chair: Pauline Davis
Chief Executive: Lee Parkinson

Member directors

Vice Chair: Mark Jones, Acis Group
Lee Winterbottom, Berneslai Homes
Mark Robinson, Hull City Council
George Paterson, Together Housing Group
Richard Holmes, WDH
Harjinder Sandhu, Leeds Jewish Housing Association

Independent directors

Richard Hinchliffe
Nigel Leighton
Chris Banks



Consortium membership

54 North Homes
Accent Housing
Acis Group
Ashfield District Council
Barnsley Metropolitan Borough Council
Berneslai Homes, Barnsley
Beyond Housing
Bridge Homes
Calderdale Council
Calder Valley Community Land Trust
Chartford Housing
City of Doncaster Council
City of Lincoln Council
City of York Council
Connect Housing
Craven District Council
Derby Homes
First Choice Homes Oldham
Guinness Partnership
Home Group
Hull City Council
Incommunities
Joseph Rowntree Housing Trust
Kirklees Council
Leeds City Council
Leeds Federated Housing
Leeds Jewish Housing Association
Leicester City Council
Lincolnshire Housing Partnership
Manningham Housing Association
Network Homes
North Yorkshire Council
Nottingham City Homes
Northumberland County Council
One Manchester
Ongo Homes
Pickering and Ferens Homes
Plus Dane Housing
Rotherham MBC
Rykneld Homes
Sheffield City Council
South Kesteven District Council
South Yorkshire Housing Association
St Leger Homes, Doncaster
The Riverside Group
Together Housing Group
Unity Homes & Enterprise
Wakefield Council
West Yorkshire Combined Authority
WDH
Wokingham Borough Council
Yorkshire Housing



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We invest in people Standard

