

Forging a new partnership to transform housing and care-tech choices

ASTER
GROUP

C&C
LONDON HOMES
SINCE 1926

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A S T E R
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 **EAST BORO**
HOUSING • CARE • SUPPORT



Sector Challenges

- Brexit
- COVID-19
- Ageing population
- Climate crisis: net carbon neutral goals
- Building & fire safety reforms
- Housing White Paper
- Social Care White Paper
- Inflationary pressures and rent cuts
- Levelling Up Agenda
- Impact of war in Ukraine

The Case for Merging



- Reduce risk / volatility
- Maximise asset strength
- Access to funding
- Share skills & resources give and gain
- More impact for our ageing population



- Growth into London
- Maximise asset strength
- Available funding
- Share skills & resources give and gain
- More impact for our ageing population

Building Relationships



- 1,850 homes
- London based
- 300 employees
- Specialist > 55s housing & residential care
- Niche developer
- 95 years old
- Growth through merger
- Values driven



- 32,000 Homes
- South/South West based
- 1,200 employees
- Generalist – general needs and shared ownership
- Top 10 developer
- 65 years old
- Growth through merger
- Values driven

The best of each organisation without fear or favour

- +700 more homes
- Accelerated C&C fire safety programme
- More investment in technology
- Shared knowledge, expertise and resources
- Wide range of learning and career opportunities for colleagues
- Enhanced benefits for C&C employees
- **A new strategic plan for ageing for the group**
- **A bigger voice & influence**

Getting the details right

Pre-Merger

- Merger Steering Group
- Due Diligence and Detailed Business Planning
- Stakeholder Engagement
- Approvals & Notifications – Board, Shareholders, Banks, Regulators

Post Merger

- Celebration, Communication, Engagement
- Benefits alignment
- New Committee of the Board
- Integration Steering Group
- Workstream Planning and Delivery
- **New Strategic Plan for ageing in development**

Embracing change

- Values alignment & trust
- Communication / language styles
- Technology and systems
- Reporting lines and teamwork
- Performance reporting, budgeting, lines of accountability
- Constructive disagreement and challenge
- Aligning into agile transformation programme
- Decision making
- Benefits realisation
- Some new roles

Developing our New Strategic Plan for our Ageing Population

- Bold – outside of current thinking
- Meeting the wider demographic need
- Challenging ageism – need not age Related
- Customer / resident homes and services
- Colleagues – enabling and valuing the ageing workforce
- Communities – using all available resources and working together
- Organisation – sustainable homes and services that are fit for the future

Themes explored so far

- Absolute commitment & passion to drive out ageism
- **Living Life** Strategic Plan
- Dynamic plans with rapid agile testing – fail fast, move on
- Closer to key partners – local authorities & health partners
- Working across communities and embracing the value they bring
- Promote and use significant expertise of our customers / residents – Alumni Network
- Consumer approach

Themes explored so far

- Enabling people to live their life their way – removing artificial barriers / saying yes
- Flexible work options as we age & making work easier
- Homes for life – flexibility, adaptability, accessibility, community
- Asking our customers the right questions
- Digital citizenship with a local feel

“Merging with a larger housing association means you lose your identity”

- Both C&C and Aster were built on the courage of numerous founders who thought merging was important – they were wise and forward thinking
- This is the next evolutionary step
- Commitment to C&C and the brand – and to reaching 100 and beyond
- Identity is vanity
- Impact and outcomes is sanity



“Any greater investment is welcome to guarantee the best care for our loved ones and staff.” *Next of kin, C&C care home resident*

“This is a sensible proposal, it makes perfect sense and sounds very attractive for C&C.” *C&C resident panel member*

“This is very good, I am in full agreement with the merger. This will be good for C&C.” *C&C housing resident*

Quotes from consultation

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Aster-C&C, connected by our purpose and values



5:50

