

Annual Review 2012-13

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team



- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Chief Executive's Foreword

At this point in 2012 there was a sense of trepidation across the sector. After the delayed implementation of Affordable Rent, it was too soon to draw any firm conclusions about this new tenure, and Welfare Reform was still a cloud of uncertainty on our horizon.

With this background it may seem surprising to say that we have had a very good year, and that we have posted healthy financial results, greatly assisted by better than expected property sales. Most pleasing though is that our operating surplus has increased significantly, meaning we are running our business more efficiently than in 2011/12.

Our strategic stock disposal programme has produced good results (see page 13). It has proved to be good business for all concerned and should deliver value for money for the Group for many years to come.

The Affordable Rent programme has been a journey of discovery for the Group, and not without its challenges, but we are delighted with the progress we have made and the outcome for our residents (see page 5).

We have prioritised working households, but still housed 14% of applicants on benefits in Affordable Rent. The incomes of those we are housing – an average of £31,000 pa in London and £25,000 pa outside London – emphasises very well that this is an important contribution to the economy of London and the south east.

All of which brings us to Welfare Reform. As I write, the bedroom tax has been introduced, and the first Universal Credit pilot has launched in the north west. Much of our focus in 2012/13 was on improving knowledge of our residents and boosting staff in support areas, to prepare for the changes ahead. We have built appropriately pessimistic projections into our business plan, which we clearly hope to better, and have thoroughly communicated the changes to residents. However, it will probably be this time next year before we see the real impact.

We are under no illusions that Welfare Reform presents a real threat to the health of the sector and the wellbeing of our residents, but we are in good shape to meet the challenge.

Finally, three of the reasons why we are in such good robust shape leave the Board this year, under our maximum tenure retirement rules.

Andrew McIntyre, who has chaired the Group since 2004, left at our AGM in July 2013, as did Tony Bourne, Chair of the Remuneration and Nominations Committee and Chris Hampson, Chair of the Customer Services Committee.

Andrew, Tony and Chris have all been enthusiastic and dedicated champions of our work. We will miss them all and thank them for their contribution to our success.

Tom Dacey
Group Chief Executive



- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Chair's Foreword

A few years ago, in a radio programme about the seriousness of the developing financial crisis, a Government minister was asked to respond. They said the predictions were unduly pessimistic. I sincerely hope the crystal ball used as the basis for the minister's response has since been decommissioned and stowed in a safe place. In fact, the opposite was the case, and the financial crisis has been longer and harsher than predicted.

At Southern Housing Group we are no better able than anyone else to predict when the financial clouds might clear. Consequently we keep reminding ourselves of our overarching responsibility, which is to continue to provide good quality homes for our residents, but without endangering our ability to succeed and continue operating for the benefit of future generations. The soundness and future of the Group is always in our thoughts.

During the financial crisis, our organisation has kept working to improve performance, to increase efficiency and strengthen its financial position. It's no easy task to improve on all three objectives simultaneously, but last year we achieved this.

Our aim is that all our stakeholders will maintain their confidence in us, and that we remain recognised as reputable, financially sound and well managed. Being consistent and stable in this way rarely grabs the headlines, a concession that I am happy to make. But it does enable us to be quietly self-assured that we will continue on the path laid down by our founders - adapting confidently to change - well over one hundred years ago.

And that is something to be proud of.

Andrew McIntyre
Group Chairman



- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

April
2012

Caretakers drive value for money

To start the year, we turned our attention to how we could make our estate services more efficient, which is why we created our new caretaker teams.

The teams are designed to break down the barriers between housing schemes and to promote more group working. This provides better value for money for residents.

Project:

Installing key safes at three Hackney schemes.

Outcome: Using a team of four caretakers rather than contractors, 90 key safes were fitted in one and a half days.

Saving: £7,200

Project:

Laying donated turf from Finsbury Park at Amhurst Road communal area.

Outcome: The team prepared and laid grass that was donated from nearby Finsbury Park, rather than using external landscapers.

Saving: £600

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Housing those in need

The Group progressed throughout 2012/13 with its Affordable Rent (AR) programme which will see approximately 390 properties created by 2015. This year, we made 180 AR homes available for those who need them.

Under the Government's AR scheme, we are able to charge up to 80% of market rent for the property. We provide white goods and carpets in our AR properties and ask for a deposit to cover this.

Our policy on AR lettings is to prioritise working households, but not to exclude others who can also meet the eligibility criteria. However, it is important to ensure that households moving into AR homes can afford to pay their rent, sustain the tenancy and look after the property for the long term.

Case study

Affordable Rent resident

Jenna Hind

Jenna Hind, 27, is a Senior Nursery Worker and lives in one of our AR properties in Canning Town, London.

"Before moving into my new flat, I was living with my parents. I had been living with them for a few years due to a relationship breakdown and found it extremely hard to find my own home due to the lack of good quality properties available in my price range.

"When I finally saw this flat, I thought it would be a great opportunity to find my independence again.

"My new flat is spacious for a one bedroom home and it has a nice sized garden which I've never had before. It also has a private drive where I can park my car.

"I'm extremely happy with my new home."

180
affordable
homes

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

May 2012

Ten years and two million calls later

In May 2002, our Customer Service Centre in Horsham opened its lines for the first time. Ten years on and the Service Centre marked both its tenth birthday and also celebrated receiving its two millionth caller.

In that time, the Service Centre has become an integral part of our business, being the first point of contact for residents, while also becoming a major employer in the Horsham area, having employed 200 local people in the last ten years.



Taking over
two million calls

2 million
calls

Customer Service Adviser, Elle Boyle

"The best thing about working in the Service Centre is that no two days or two phone calls are ever the same. I've learnt the importance of starting each day and each query with a fresh set of eyes and ears."

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Always red-dy to help

The Service Centre was one of 150 call centres taking phone donations for the 2013 Comic Relief fundraiser, held on 15 March.

More than 70 staff volunteered around 420 hours of their time to the charity, processing £39,637 worth of donations and raising £492 by buying raffle tickets to win prizes donated by local businesses.



70
volunteers

Raising money
for RND

Two of our
Resident Estate Inspectors



May 2012 7

Taking the initiative

In May we held the first of our Resident Service Panel (RSP) meetings for the year. The RSPs are part of the governance structure and meet four times a year in each of our regions.

They are co-ordinated by our Resident Initiatives Team who also conduct a range of resident projects including:

- Forums, focus groups and interviews
- Our 'What Matters to Residents' survey
- E-panel and Readers Panels
- Resident estate inspections
- Contract review

By using these programmes, residents have a say in the services we provide and our direction for the future.

153
Resident
estate
inspectors

43
RSP members

146
Resident
readers

20
Resident
events

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

June
2012

June 2012 8

Key to greater safety

We are committed to keeping our residents safe, so we changed the locks to all 186 properties and two laundries at our Mount Pleasant scheme in Bracknell.

Non-residents had been accessing the communal laundry areas, which meant that the residents were paying for other peoples' washing through their service charge.

Since the locks were changed, repairs to doors have gone down and there have been no broken locks, and with a 25 year patent, keys can only be cut by staff.

This is just another way we are keeping our properties and residents safe.

186
new locks
to keep
residents
safe

26,000
copies of
Open Door
sent to
residents
per edition

Opening up to residents

In the summer of 2012, we re-launched our residents' magazine, Open Door, after consulting with residents and colleagues.

During the redesign phase, residents said they wanted shorter articles, expert advice from other organisations and for the design be easier to navigate so they could find the relevant information. The new Open Door is also printed on a non-gloss paper which is easier to read and is sourced from sustainable origins.



Our re-designed
Open Door



Giving people time

In partnership with Timebanking UK, we launched our first timebank for residents in Portsea. The launch of the Portsea Timebank was the first of its kind in Portsmouth and one of several that we have launched since.

A timebank rewards local people for helping others. For every hour a person spends helping someone, they get an hour of time in return in the form of a time voucher. They can spend the voucher asking for help with activities like ironing, gardening, reading to children, dog walking, shopping and DIY.

Portsea resident, Vanessa Williams, was one of the first to sign up to the timebank and said, "I have joined the Portsea Timebank as I think it is a great way to bring communities together. I look forward to meeting people, learning new things and to giving back."

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

July
2012



July 2012 10

Monday Group

The Monday Group, a resident led initiative for adults with learning disabilities on the Isle of Wight, continued to thrive.

The Quarr Abbey gardening project was set up by the Monday Group in 2011 and gives our residents the opportunity to grow and sell their own produce and handmade gifts.

The Monday Group has also submitted a DVD to the Oska Bright Film Festival, an event which champions the abilities of people with learning disabilities and autism. The film describes the role of the group, their achievements and the fun they have.

In a highlight from 2012, Mark Roberts, a resident and Monday Group member, carried the Olympic Torch on the Isle of Wight stage of the journey on Saturday 14 July.



Mark Roberts
carries the torch

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team



Food on
the Move

Chair designate appointed

In July we announced that our Chairman, Andrew McIntyre, would be stepping down having reached the maximum time on the Board.

Following a selection process, Malcolm Groves – former chair of South Wight and current Group Board member – was appointed chair designate until taking up the post of chair in July 2013, following Andrew's retirement.



Malcolm
Groves

Food on the Move

In July, we launched a new mobile food store to visit our development at Barking Riverside. Funded by us and managed by Community Food Enterprise Limited, the 'Food on the Move' mobile food store offers local residents easy access to fresh fruit and vegetables at affordable prices.

Donna Blythe, who had recently moved to the area said, "The food store is a brilliant idea. It's great for getting my shopping when I pick my children up from the school as it is parked right outside. It's always busy and really popular with my neighbours, especially those who do not drive as it's so local and handy."

The Olympic legacy

At the end of July, the greatest show on earth came to London and with it came a number of challenges for us, being one of the largest housing associations in the Olympic boroughs.

By changing our working practices – opening our offices earlier and closing later, encouraging staff to work from other offices or from home – and through working with contractors and local authority partners we ensured there was almost no negative impact to service during that time.

We are also involved in one of the key lasting legacies of the Olympics, the former Athletes Village, now known as the East Village. As a one-third partner in Triathlon, the social housing provider for the East Village, we will share responsibility for continuing the Olympic legacy in London.

There has already been great interest in the 1,379 high quality affordable homes which will see the first residents moving in late summer 2013.

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

August
2012

August 2012 12

77%
staff
engagement
level

Looking at ourselves

In August, we received the findings from our latest staff survey, which we hold every two years. The survey is benchmarked against results from 45 other housing associations.

Some of the overall findings were:

- On average, each question had an 80% positive response rate.
- The engagement index was 77%. This is up by 7% from the 2010 survey and is above the benchmark of 73%.
- Equality and diversity had the highest impact on engagement and scored the highest of the engagement categories, with an average positive response rate of nearly 80%.
- 65% of staff said they were satisfied with their total benefits package compared to the benchmark of 53%.

Being able to retain staff through good pay and conditions was illustrated at our long service awards in November. In total, 150 colleagues were recognised for their years of service to the organisation at a ceremony at Ironmongers' Hall in central London.



A great place
to work

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

A rational approach

As well as our development programme, we also have a programme of stock rationalisation.

This three-year programme, selling just over 900 units of scattered stock to other housing associations, will reduce the number of local authorities we work in from 80 to 40.

The programme will also cut down the inefficiencies of managing these properties and will drive value for money.

Since we started the programme in August 2011, we have sold 394 units for £25.9m, and have bought 173 for £13.5m.

Income from the sales will be invested partly in our Affordable Rent programme but largely in the acquisition of stock from other housing associations in areas where we have an existing concentration.

Sold 282
units for
19.5m
this year



Efficiency through stock
management

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

September 2012

Let's get digital

We continued to focus on helping our residents get online by holding workshops at our digital hubs in our communities.

The programme, which began in January 2012, uses community volunteers to teach residents basic computer skills like accessing the internet, sending emails and creating a CV, and has engaged with 2,164 people and had 279 course learners. Our residents have told us that being able to access the internet has made their lives easier.



Getting familiar
with computers



279
digital
learners

Case study

September 2012 14

Helping residents
get online

Valerie Lockett
Southwark, South London

Valerie studied for a teaching degree in East London, and was keen to continue working in the area, so volunteered to become a Digital Champion at the Selby Street Community Centre in Tower Hamlets in September 2012. Training and support was provided by Southern Housing Group and Valerie shadowed other Digital Champions as part of this.

Speaking about her experience as a Digital Champion, Valerie says:

"It is really rewarding work. It is great to be able to share my knowledge and help others to get online. I really like it when someone might come into the centre and be a bit scared about using a computer and by the end of the session they are sending emails to their family, looking for jobs and finding ways to save money online. It is great to see that transformation and the confidence they develop."

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Getting moving

At our Stamford Hill scheme in Hackney, we funded an outdoor gym to help residents keep healthy.

The outdoor gym also received support from the London 2012 Changing Places Programme, Transform, and was delivered by Groundwork London and the London Sustainability Exchange.

Kelly Walkes, a resident of Stamford Hill since the late 1970s, said:

"The outdoor gym is a great idea. It gives residents the opportunity to get fit right on their doorstep. I'm really looking forward to being a part of it and using it."



- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

October 2012

Building communities

In October 2012, we handed over 109 new properties at the West Village and Portman Square development in Reading, to new tenants.

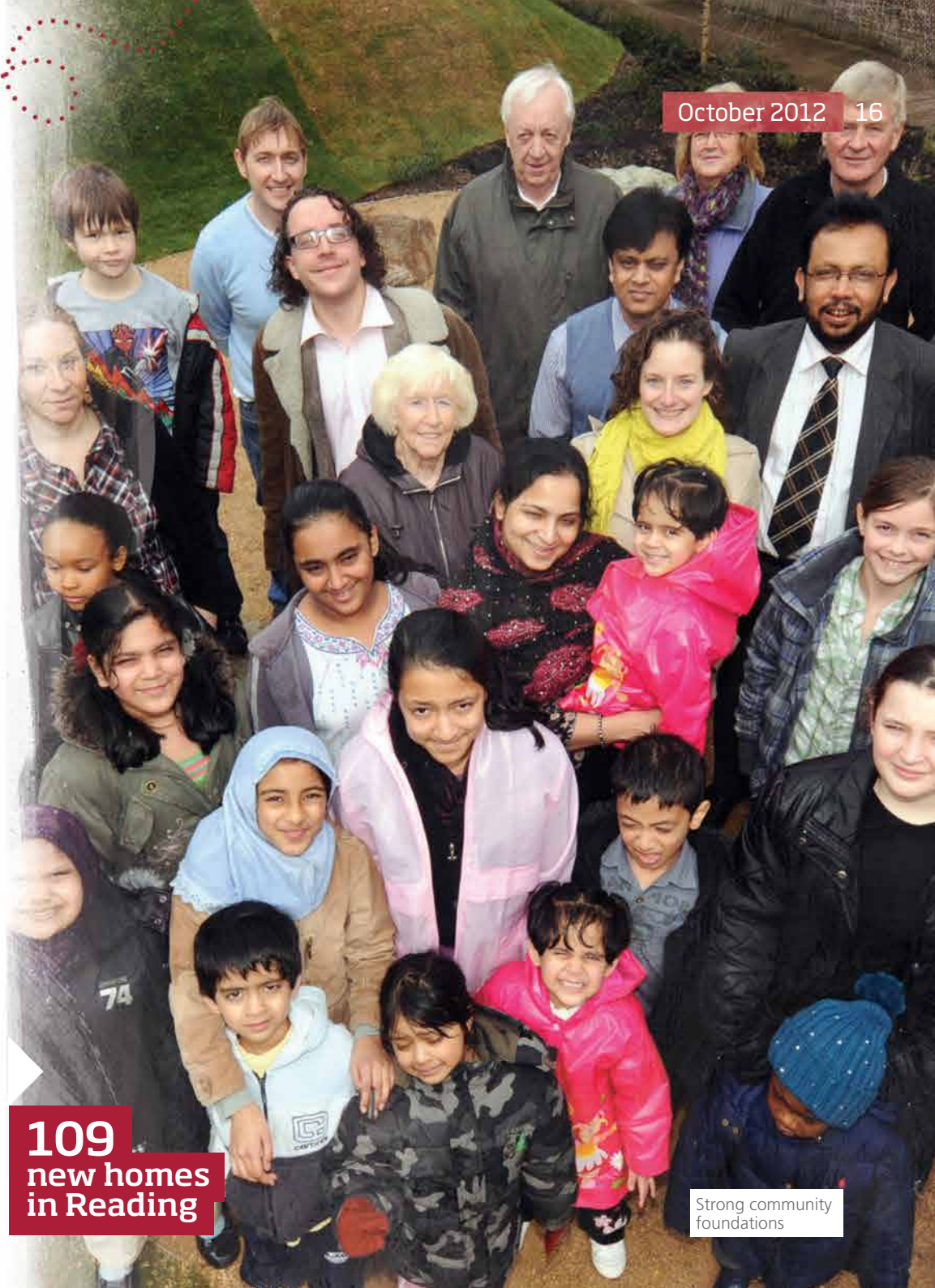
To help us understand residents' needs and promote community engagement, resident services and community regeneration teams met with most new residents. They helped to identify any additional needs such as employment, training, childcare or welfare reform advice that the residents need.

This is part of our approach to community building, which means:

- A more open and trusting relationship between staff and residents, reducing ASB, arrears and creating community cohesion.
- An early indication of additional needs, so residents are more likely to engage with our support services like financial inclusion, income recovery, youth support and digital inclusion.
- We can put plans in place for additional support in the future.
- Potential volunteers are engaged, supported and placed early.

109
new homes
in Reading

October 2012 16



Strong community
foundations

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team



Unlocking the
potential winners

Unlocking the potential

We held our third annual Unlocking the Potential of People Awards in London at the end of October. The awards recognise individuals and groups who volunteer their time to make a positive difference in their communities.

About 70 residents and staff attended the event, which included:

- Discussions about issues affecting residents.
- Presentations by guest speakers.
- A film screening about a volunteer project at one of our housing schemes.

This year there were five categories with individuals and groups nominated for the awards by staff or fellow residents.

Winners:

Bringing Communities Together Award

Schroder Court Shop in Surrey, run by George and Marie Hughes, and Sheila McEllone.

Good Neighbour Award

Luke Trimby from Reading, for his volunteer work in the local community.

Young Person Award

KidzZone, a community website and newsletter, run by brothers Joshua and Courtney Buchanan from Kidbrooke, south east London.

Greener Living Award

Ken and Kathleen Gladdis from the Isle of Wight for their work to improve their community garden.

Outstanding Personal Achievement Award

Billy Gayle from Hackney, east London for his volunteer work as a digital champion and trainer, helping his community to get online.

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

November 2012

November 2012 18



There to help
residents

Our offer to residents

This month, we introduced our new-look, more concise Service Offer, which outlines the service that residents can expect to receive.

The Offer was created in consultation with staff and residents, including discussion with all five Resident Service Panels, online consultation with 91 members of our e-panel, and a half day workshop attended by eight residents.

A key influence on the new Service Offer has been the Group's lean systems-thinking approach to service improvement, which makes processes more output focussed, gets rid of waste and advocates the removal of unhelpful targets.

Our Service Offer

Service Offer

Keep you **informed** and **listen** to your views
Deliver **value for money**
Provide **good quality** homes and services
Treat you with **fairness** and **respect**
Act **promptly** and **effectively**

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

And....action!

Meanwhile, we began filming for our very first video, an online version of our Residents' Handbook.

Through November, we travelled around London, Portsmouth and the Isle of Wight interviewing colleagues, residents and contractors. They explained residents' rights and responsibilities as well as how to report repairs, pay rent and access the range of support services we offer.

The videos are broken down into categories, based on their subject matter, and can be viewed on our website.



Online
resident video



Invested
£108,000
preparing
for Welfare
Reform

Preparing for reform

In November, around 17,000 residents received our Welfare Reform leaflet, which outlined the changes to the benefits system due in April 2013.

In 2012/13, we invested £108,000 supporting around 2,000 residents we had identified as being at risk of losing some of their Housing Benefit and preparing for the impact of welfare reform on the business. We have committed to investing a further £5.2m over the next four years to:

- Support around 8,000 residents affected by Universal Credit to improve their financial management skills, gain employment and get online through our Financial Inclusion, Employment Advice and Digital Inclusion services.
- Develop our customer knowledge so we can better target our support for residents.
- Ensure our staff have new skills and knowledge to work with residents, help them sustain their tenancies and respond to the changing environment.
- Ensure our Housing Options service supports people who want to move or downsize in response to changes in their income.
- Ensure our income recovery process is fit for purpose and continues to focus on early intervention to minimise arrears.

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

December 2012

December 2012 20

Case study

Getting on the property ladder

We offer a range of products, from our core business of social rent, to Affordable Rent, shared ownership and outright sales through Southern Space.

At the end of 2012, Emma Heard, 28, and Bill Rollin, 27, were on the lookout to buy their first home. They decided on one of our shared ownership homes in Hackney, north London.

"We wanted to buy a property in London but could not afford to buy on the open market; it was a way of getting on to the property ladder. Also we were fed up with spending money on renting when that money could be invested into our home.

"We looked at renting a one bedroom property on the private market and it worked out cheaper to own a percentage of a two bedroom property through shared ownership. It almost works out the same as what I was paying before, but at least we now own some of the property. Also the properties we were looking at were either brand new or relatively new which meant we didn't have to spend lots of money on redecorating or building work."

156
shared
ownership
sales

Shared owners,
Emma and Bill

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Sports facilities
for residents



On the ball

Residents at one of our north London schemes will be able to lead more active lives thanks to funding from the Mayor of London's Facility Fund and the London 2012 Changing Places Programme.

£50,000
funding

Amhurst Road in Hackney was awarded £50,000 from the Mayor of London's Facility Fund for a sports development project which allowed us to:

- Completely refurbish the current ball park area on the estate.
- Add an outside gym and sports equipment.
- Deliver weekly sporting activities for residents for a year.
- Develop Community Sports Leaders to sustain the programme's legacy.

Un grand maison

The new Maison Dieu scheme in central Dover was handed over just in time for our new residents to be home for Christmas.

The scheme consists of 40 one, two and four bedroom social rent units, 18 of which are targeted at over-55s.

A number of Southern Housing Group residents made successful applications through choice based lettings, downsizing from larger family houses.

Maison Dieu is ideally located in the heart of Dover and some of the homes have spectacular views of Dover Castle.

40 new homes
in Dover



- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Number
of people
engaged:
over 500

People
referred:
293

People
assessed/
registered:
178

January 2013

Showing it's working

Southern Works is our employment advice and guidance project. This financial year Southern Works, together with our other employment initiatives, has worked with over 500 residents, giving them one-to-one employment advice, empowering residents to find work.

The benefit of providing support to help our residents into work, considering the impact this has on a family, a community, and increasingly on Southern Housing Group's income in the longer term, is significant.

People
found work
experience,
volunteering
and education
and training
opportunities:
144

January 2013 22



Helping residents
into work

Case study

Patricia Charles, Southern Works

Patricia from Hackney, north London, found out about Southern Works when a leaflet arrived through her door. She had been unemployed for just under a year after being made redundant from a customer service role.

Patricia's employment adviser found out about a vacancy at Robert Heath Heating, our gas heating contractor, and told Patricia about it. She was successful in her interview and started her new job as a Resident Liaison Officer at Robert Heath Heating in January 2013.

"My adviser was amazing. She was so supportive and encouraging and really helped me. She made me aware of this job and encouraged me to go for it. Once I saw the job description I knew it was perfect for me," she said.

"I am so glad I signed up as I don't know where I would have been otherwise. I have already recommended it to some of my friends and neighbours!"

People who
found paid
employment:
81

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Apprenticeships for young locals

Through our
development
programme in Ramsgate
and Dover, six young
apprentices gained
valuable experience
in the building and
construction industry.



Providing apprenticeships
through contracts

In partnership with our contractor, Jenner, they worked at Grange Road in Ramsgate and Maison Dieu in Dover – completing their contracts in January.

Kris (16), a flooring apprentice from Eastry said, “Lots of my friends have been unable to get any work since leaving school. This is definitely for me, it’s much better than college – here you get paid while you’re learning!”

At our Pankhurst development in Brighton, we have worked with our construction partner, Denne, to set up an on-site skills centre. The skills centre, a mobile training facility, provides a range of on-site education opportunities for members of the local community, from apprentices to school groups, to provide experience and qualifications in construction and development.

6
apprenticeships
created

Building a
sustainable business



A greener future

‘Towards a Greener Southern Housing Group’, the Group’s updated Environmental Sustainability Strategy was launched outlining the six objectives and priority areas for the next few years. Fuel poverty and providing comfortable, energy efficient homes with low running costs is central to the new strategy which also includes new objectives about Climate Change Adaptation and our positive environmental impact.

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

February 2013

The CQC carried out unannounced inspections at our registered care services: Byrnhill Grove, registered care home for the elderly; 22 Argyll Street, registered care for people with learning disabilities; and our Domiciliary Care Agency.

The CQC spoke to residents, staff and relatives to evaluate the safety and suitability of the premises, respect, involvement, safeguarding and quality of service.

Supporting People accreditation results

The Isle of Wight Council's Supporting People team completed an accreditation assessment process, reviewing services they fund against the quality assessment framework standards.

The results were also outstanding with the teenage parent, young people and learning disability services all achieving five A grades. Mental health, community outreach, sheltered and homeless family services all scored a combination of As and Bs.

Our care and support service policies and procedures also achieved five A grades.

The results are in

In February, our care and support services on the Isle of Wight were inspected by the legislative regulator the Care Quality Commission (CQC) and the contractual regulator, Supporting People. We scored outstanding results and received excellent feedback for the quality of services provided by our 200 staff for the 1,000 residents and clients.

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

The royal treatment

This month, the Prince of Wales, President of The Prince's Foundation for Building Community, visited Highbury Gardens in Islington, a best practice example of how to successfully bring well designed homes to the capital.

The Prince's Foundation for Building Community played a crucial role in advising on engagement with the local community in the design process. As a result, the 119 home scheme sets the benchmark for quality of design across private sale, first time buyer and affordable homes tenures.



- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

March
2013

March 2013 26

Maintaining satisfaction

Through better management of contracts and the performance of our contractors, our end of year repairs and maintenance satisfaction scores continued to increase.

95.5%
satisfaction

We measured:

- Appointment time kept
- Appointment offered
- Fixed at the first visit
- Home treated with care
- ID badge shown
- Repair timescale convenient
- Satisfaction with report call handling
- Satisfaction with repairs

The survey of residents found that we improved our scores in all these categories, across all our regions, with all our contractors.

Satisfaction with repairs:

2011/12: **89.6%**

2012/13: **95.5%**

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

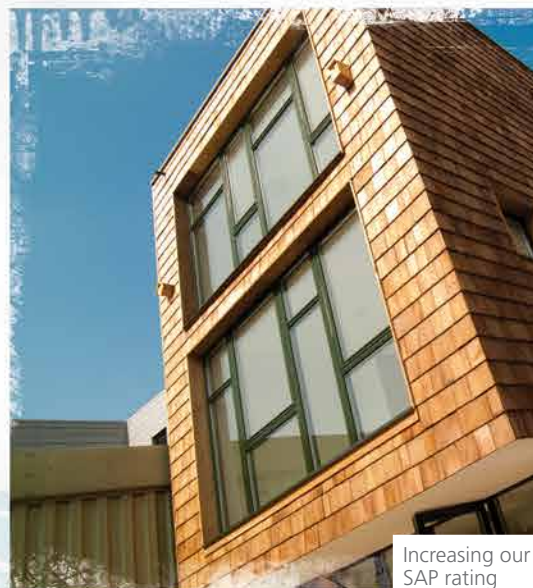
Weaving our web

To round off the year, in March we launched our new website, which features a more modern and resident-focussed look and feel. The site is geared to our diverse product range and includes a property search that allows potential residents to search for properties available by area.

To help more people to access information through the website, we've built in a range of accessibility features including Google Translate, the Browsealoud screen reader and adjustable text size.



Our new site, launched March 2013



Increasing our SAP rating

Rating highly

We have further improved our overall energy efficiency rating of housing stock through improvements in insulation, glazing and heating systems.

The average SAP (energy efficiency rating) has improved 1.3 points from last year to an average of 72.3, compared to a UK national average of 55.

Ready for reform

So far, in the lead up to the Government's Welfare Benefit reforms in April 2013, we have added 3.5 new full time equivalent staff members to our Financial Inclusion Team. This increased our capacity to help residents facing difficult financial times. We also continued to promote our successful Southern Works programme, which helps residents find work and learn job seeking skills.

In the run up to April 2013, we also:

- Attempted contact with over 1,250 residents to offer tailored advice.
- Had over 550 conversations with residents affected by welfare reforms to discuss the support we could offer.
- Reviewed policies and procedures including our lodgers, boarders and sub-letting policy.

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Every pound counts

What we own

2013

Cost of investment
in our homes

£1,737m

Investment in
other assets

£64m

Cash plus amounts we are
owed less bills to be paid

£141m

Total: £1,942m

2012

Cost of investment
in our homes

£1,659m

Investment in
other assets

£63m

Cash plus amounts we are
owed less bills to be paid

£154m

Total: £1,876m



- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

How we fund what we own

2013	2012
Social Housing Grant £891m	Social Housing Grant £856m
Loans from our funders £742m	Loans from our funders £746m
Reserves £309m	Reserves £274m
Total: £1,942m	Total: £1,876m



- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Income and expenditure

	2013 £m	2012 £m
Income	186	140
Less		
Cost of services to properties	-17	-18
Cost of repairs to properties	-24	-28
Wear and tear of properties	-22	-17
Cost of management of properties	-66	-42
Total	-129	-105
Operating surplus	57	35
Surplus on sale of properties	13	10
Interest paid on loans less received on money invested	-31	-27
Leaving a surplus for the year of	39	18

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Group Board



Andrew McIntyre is Group Chairman, a member of the Treasury Committee and the Remuneration and Nominations Committee and is an Accountant and Partner at Ernst & Young.



Tom Dacey was appointed Group Chief Executive in 1995, after 25 years working in the housing sector in the north of England. He is a Fellow of the Chartered Institute of Housing, a member of the Institute of Management, and former chair of the G15 group of London's largest housing associations.



Tony Bourne is Chairman of the Remuneration and Nominations Committee, a member of the Treasury Committee and is Chief Executive of the British Medical Association.



Chris Hampson is the Chair of the Customer Services Committee, a member of the Remuneration and Nominations Committee and is the Executive Director Operations at Look Ahead Care and Support.



Jim Hitch is a leaseholder resident, a member of the Remuneration and Nominations Committee and Chair of Southern Space Limited and Southern Home Ownership Limited. He helped to create the award-winning Manda Wilderness eco-tourist project in Mozambique.



Preth Rao is a member of the Customer Services Committee. She is currently Head of Policy and Campaigns at care and support charity Sue Ryder.



Tim Richards is Chair of the Development Committee and a Director and founding member of Aston Rose, Chartered Surveyors.



Malcolm Groves (Chair designate) is a member of the Development Committee and a communications professional with a financial services background.



Justin Chittock is Chair of the Treasury Committee and a member of the Audit Committee, and has 25 years City experience in lending to UK businesses for a number of European banks.



Paul Rees is Chair of the Audit Committee and recently retired from a career of over 30 years with PricewaterhouseCoopers, where he led their Global Telecoms Industry team.



Steve Johnson is a member of the Customer Services Committee and is Chief Executive of AdviceUK.



Arthur Merchant is a member of the Audit Committee and is a former Partner and Head of Housing for Grant Thornton UK PLC.

Note: As at 31 March 2013.

- ▶ Foreword
- ▶ April 2012
- ▶ May 2012
- ▶ June 2012
- ▶ July 2012
- ▶ August 2012
- ▶ September 2012
- ▶ October 2012
- ▶ November 2012
- ▶ December 2012
- ▶ January 2013
- ▶ February 2013
- ▶ March 2013
- ▶ Every pound counts
- ▶ Group Board
- ▶ Group Strategy Team

Group Strategy Team



Dale Meredith: Dale has been the Group's Development Director since 1987. He previously worked in development for another housing association and in housing management for a local authority in London. He has an honours degree in sociology, has chaired the G15 Development Directors Group and sat on the Boards of two small London community housing associations.



Paul Smith: Group Operations Director Paul joined the group in 1987 and is an experienced housing professional with 30 years' experience in the RSL and local authority sectors. He is a Fellow of the Institute of Housing and an associate member of the Institute of Administrative Management.



Rosemary Farrar: Finance Director Rosemary joined the group in April 2011, having held Group Finance Director posts with Shepherds Bush Housing Association, Notting Hill and Circle Anglia. Prior to joining the group, Rosemary was Resources Director and Company Secretary at the Watford Community Housing Trust. Rosemary sits on the National Housing Federation Audit Committee and has held a number of non-executive board positions, both past and present.



Kate Nelson: Corporate Services Director Kate brings extensive experience of business transformation, delivering customer-focussed corporate services and developing commercial operating models at bpha and other organisations. She also brings skills, knowledge and experience from the environmental management sector, local and central government. Kate is qualified in corporate management and also serves as a co-opted member on the Board of Thrive Homes.

Note: Kate joined the Group Strategy Team in June 2013

Contact Us

Southern Housing Group,
Fleet House, 59-61 Clerkenwell Road
London, EC1M 5LA

T: 020 7017 8521

F: 020 7553 6400

E: communications@shgroup.org.uk

🐦 @southernhousing

www.shgroup.org.uk



▶ Back to start



Southern Housing Group is a charitable housing association.
Industrial and Provident Societies no 31055R

