

# Value for Money Statement

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A business with  
social objectives

Southern  
Housing  
Group   
[www.shgroup.org.uk](http://www.shgroup.org.uk)



We do not distribute  
our profits – every penny we make  
is reinvested in new homes and  
improving our services



## Introduction

In 2007/08, the world changed.

The credit crunch and subsequent economic downturn created a new list of challenges and risks that had to be met and mitigated. Both the Board and our executive team worked hard to understand and work within the changed environment.

The keys to surviving and thriving within the changed environment were (and still are) good stewardship of our assets and understanding and delivering Value for Money (VfM).

Controlling costs, maintaining quality, and concentrating on enhancing the economic viability of our social business were the main ingredients in coming through this challenging period successfully.

Leap forward to 2015 and the benefits of that good stewardship and focus on VfM are there to see. At the end of 2008/9 we reported a net surplus of just £8.8m. For 2014/15 this has grown to £51.9m.

Our underlying operating surplus is now a healthy £47.7m, our revenue reserves now stand at £405.5m, and we have over 28,000 homes under management.

Our progress through challenging times has been a story of safeguarding our foundations and improving our economic viability. By doing that we remain a successful social business that continues to deliver its corporate objectives efficiently.

## Corporate objectives and VfM

During 2014/15 we concentrated on delivering the corporate objectives that we set ourselves in 2014. These are:

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- #1 Valuing our history, developing our brand, and enhancing our reputation
  - #2 Providing quality homes
  - #3 Offering sustainable tenures
  - #4 Building without public subsidy
  - #5 Delivering value
- 

Making the best use of all our assets and extracting good VfM from every part of our business enables us to deliver our objectives.

This statement looks at how we performed last year, demonstrates how and where VfM has been achieved, and considers VfM objectives for the future.

## Achieving value for money goals

In our last VfM statement we said that our non-complete and ongoing VfM goals from 2013 would remain current and we added some

additional goals for 2014. The table below summarises our stated VfM goals and what we have achieved.

VfM goal	Achievement in 2014/15
Enhance our financial viability	Achieved, with a strong surplus of £51.9m
Rationalise our stock holding	Completed, with the sale of 942 homes over the three year programme
Develop 300 units of housing each year	Exceeded. We completed over 400 units of housing during the year
Maintain good levels of income collection	Achieved with 3.7% rent arrears on social tenure despite a challenging operating environment
Understand why our performance on re-letting homes has not improved and raise our performance on letting empty homes	Achieved. We amended our procedures and average void period dropped from 42 to 30 days. We are not satisfied with this result and want to do much better
Improving how we capture the value of improvements made	Still work in progress. We have made strides in defining the value of our social and economic regeneration work
Embed our asset management methodology	Achieved, but more to do. We think more carefully than ever about what to do with our property assets. We are in the process of commissioning new information systems that will enable more detailed understanding and management of our assets
Reduce costs in areas that are comparatively expensive	Not achieved. We acknowledge that in some of our work areas our costs remain high and that we still have work to do to find savings
Develop our in house repairs and maintenance service and realise some cost savings	Achieved. Our Southern Maintenance Service project has been a success and has started to save money whilst attaining high levels of customer satisfaction

## Value for money and our business

The strength of our operating surplus is a key VfM indicator. If we exclude the profits from property sales our underlying surplus has doubled over the past five years. Our £47.7m operating surplus for 2014/15 demonstrates that our core activities are profitable and we do not need to sell units to fund our operations.

Because we do not distribute any of our profit beyond our business, our profits on core activity help to support future development. Our five year business plan aspiration is to improve the return on our core management operations through reducing our running costs by 10%. Improving the efficiency of our processes while increasing customer satisfaction will achieve this.

Income and Expenditure Account essential core activities underlying net surplus in £ millions						
	2015	2014	2013	2012	2011	2010
Operating surplus*	47.7	42.6	35.6	28.9	32.5	23.4
Operating margin	32.5%	30.6%	26.7%	23.2%	27.1%	20.1%

\* Underlying core activities only

Income and Expenditure Account - Group consolidated						
	2015	2014	2013	2012	2011	2010
Operating surplus	63.8	56.3	57.4	35.2	33.5	27.5
Operating margin	32.6%	33.1%	30.8%	25.1%	25.7%	20.5%
Net surplus	51.9	37.3	38.8	17.9	21.1	8.0
Net margin	26.5%	21.9%	20.8%	12.8%	16.2%	6.0%

Our strong and improved financial performance enables us to deliver our corporate objectives. Every £11,000 earned or saved enables us to lever in sufficient finance to build one new home.

Our financial strength also enabled us to provide around £1.8m of funding for our social and economic inclusion work with our residents and communities, which generates social value.

## Value for money and our assets

We manage our assets to maximise the income they generate and to improve their viability continually.

As a provider of affordable housing our main income stream is rent derived from our housing assets.

We are not a commercial property company and therefore we do not seek to rent the majority of our housing property at market rates.

Our primary aim is to house people who are on low incomes and who often have little choice about where they live.

Consequently, we set our rents at levels that are affordable to our customers. Some of our rents are heavily regulated and remain well below market levels.

Others are rented at sub-market levels as a matter of Group policy. For these types of property our VfM aims are to ensure that they benefit people with low incomes who are in housing need, and to keep these properties fully occupied and generating a rental income.

By doing this we maximise the income we are entitled to and help the people who should benefit from our charitable status.





## Financial return on our homes

The operating surplus per unit that is generated by each principle category of our housing is shown below.



2014/15	No. of units	Operating surplus £000	Operating surplus £ per unit	2013/14	No. of units	Operating surplus £000	Operating surplus £ per unit
All social rented housing	20,532	33,811	1,647		20,055	30,090	1,429
Shared ownership housing	3,540	5,302	1,498		3,490	5,879	1,685
Affordable rented housing	635	961	1,513		448	184	411
Intermediate rented housing	987	4,697	4,759		1,000	4,236	4,236
Open market rent	56	24	429		14	19	1,357

Our non-market driven operating surplus has increased because we now have more units of housing defined as affordable.

The surplus for properties let at a market rent has changed significantly because we increased the number of homes we invested in for this category.

Showing the operating surplus per unit is one way of demonstrating the return on our assets, but we believe we can develop an improved measure given some time.

Our aim is to obtain baseline current valuations for all of our property assets and then to work out the financial returns achieved on a more level playing field. This will enable improved value comparisons.





## A rational approach to property holdings

Our assets are not fixed items of property. Just as we build and purchase new homes, we sometimes decide to sell existing homes if there are clear reasons for doing so.

Every property that becomes vacant is considered for a range of future options depending on location, return and demand. During recent years we have sold some less viable properties and have reinvested in good quality homes in areas where we have a large existing property portfolio.

We routinely look at options that include refurbishment, change of use, and change of tenure. Our aims are always to:

- ◆ Meet our residents' current and future needs and aspirations
- ◆ Contribute positively over time to the financial wellbeing of the Group
- ◆ Ensure that our homes are a good geographical fit so that we can manage the property efficiently and effectively in the interests of our residents

Our managers analyse the performance of our housing stock at scheme level and actively consider future use.





## Stock rationalisation programme

In addition to our routine review of the homes we own, we have just reached the end of a three year formal stock rationalisation programme.

This has reduced the number of local authority areas where we work by selling homes in the areas where stock levels were sparse and purchasing homes in areas where we have larger concentrations of homes. We have halved the number of local authorities that we work with by selling 942 homes for just over £50.5m.

We achieved an average sale price that exceeded existing use value by 46%. In addition we have purchased 411 homes for £30.7m at an average premium over existing use value of just 20%.



The sales part of the stock rationalisation programme is now complete and has successfully met its objectives. We shall continue to routinely consider our options for the properties that we own and will bid to purchase additional properties that come onto the market in areas where we have a strong presence.

## Affordable renting

Just as our assets are not fixed, neither are the tenures that properties are let under. As a developing housing association we have taken the decision to convert suitable vacant properties to 'affordable rented' homes. So a key question we ask when a home becomes vacant is *"Should the next tenure be changed to 'affordable' status?"*

Properties that are let as affordable homes generate additional rental income that is used to support

our affordable housing development programme. This development strand provides new affordable homes for working people. Over the past three years we have converted 448 homes from social to affordable rents, generating additional income of around £200,000 per year to support our affordable homes development programme. Our target going forward is to convert around 180 homes annually to further increase available development finance.

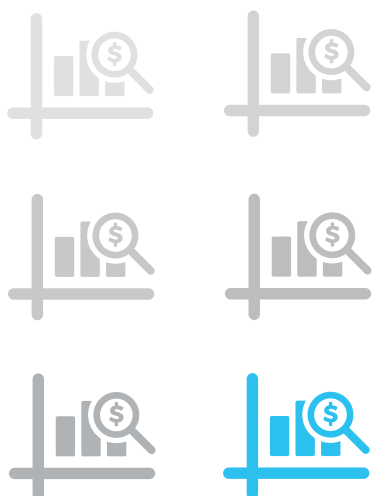
## Better value from our offices

During the year we carried out an extensive building project that increased the floor area of our head office in Clerkenwell, Central London, while improving the quality of the office accommodation.

This work has enabled us to vacate an entire floor that will now decrease our business rates bill and provide a new income stream in the form of rent.

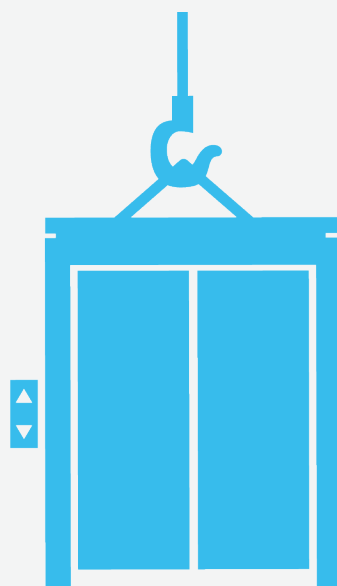
The works cost around £2.2m and have added around £5m to the capital value of our building.

In addition, by negotiating with the local authority and renting out under-used space in our Horsham office, we have generated new rental income and business rates savings of around £338,000 per year.



## Value for money success

In 2014 we decided to change our tendering arrangements for lift replacements, offering contractors the opportunity to tender for all replacement work over a two year period. By doing this we have achieved an overall cost reduction of around 10%.



**-10%**

**OF OVERALL COST  
FOR LIFT REPLACEMENTS**

## Repairing our homes

In April 2014 we launched our in-house repairs and maintenance service, Southern Maintenance Services (SMS). The first phase of deploying SMS provided routine repairs and maintenance services to our properties in Kent.

By directly employing our own operatives we have been able to provide a service at a lower cost, reduce the amount of VAT paid and have far greater control over the quality of work carried out.

The outcome for the first year of operation has been excellent. We set SMS up as an internal business and in its first year it made savings of around £200,000.

The service maintained high customer satisfaction levels at over 95% and the average end-to-end-time for emergency repairs was just 3.42 hours. The next stage of this project in June 2015 is to expand SMS to take over the repairs and maintenance work for our homes in our Thames Gateway region. We expect to save around £297,000 per year by bringing this service in-house while significantly improving the repairs service to our customers in that region.

Over the next year we will use our procurement expertise to create new repairs and maintenance contracts with third party contractors that will deliver improved value and high quality services in our South region and on the Isle of Wight.

## Investing in new homes

Investing in new homes is key to our ability to meet housing need into the future. By obtaining maximum value from our existing assets and strategically selling a small number of homes, we are able to achieve a financial surplus and to obtain loan finance to fund new homes.

The costs and benefits of all new housing projects are modelled to test their financial viability. We use a discounted cash flow model and benchmark the financial performance against hurdles on the payback period, rate of return, net present value, and cost to value percentage. As a risk management tool we build in tenure flexibility to provide an alternative or exit strategy in case there is a shift in the market.

To help ensure that we always build homes that are good VfM we use competitive processes at the procurement stage.

## Leveraging grant to deliver value for money

Every £1 of grant funding that we received towards our programme during 2011-15 was matched by over £5 of internal funds. We utilise loan finance to match grant received and repay loans with current and future rental income.

## The 2011-15 grant funded development programme

Delivery of 458 units

	£m
Grant received	11.4
Internally funded	61.8
<hr/> Total cost	<hr/> 73.2

In 2014/15 we completed 450 new homes, which exceeded our target of 300. We also started work on 390 new homes.

Making better use of what we already own is a cost effective way of developing new homes. During 2014/15 we converted Fivash House in Horsham, which had been our South region office until we moved into larger accommodation. We have converted the old office building into 13 flats and one house.

This is part of a wider Group project that has led to the regeneration of what was a tired area close to the centre of the town.

At Taylor Court in Reading we have demolished a sheltered housing scheme that no longer met modern requirements and built 33 new homes for renting and shared ownership in its place.

At Vanston Place in Hammersmith we identified an old laundry building that had been used for storage for many years. We have demolished the old building and are now developing six new flats on the site to rent.

## Value for money success

The Group has been selected by the Greater London Authority to pilot a new shared ownership product called Second Steps. We have secured funding to help pay for 50 shared ownership homes that existing shared owners can transfer into. This will provide our residents with a much needed move on service and add to our asset base without incurring planning or development risks.



**THE GROUP**  
IS PILOTING A NEW  
**SHARED OWNERSHIP**  
**PRODUCT**



**WE HAVE**  
**SECURED**  
**FUNDS**



TO HELP PAY FOR  
**50 SHARED**  
**OWNERSHIP HOMES**



**THAT EXISTING**  
**SHARED**  
**OWNERS**  
CAN TRANSFER INTO

### Leveraging grant (continued)

We are investing over £35m to upgrade our historic Lisgar Terrace estate in Barons Court, West London.

We are redesigning these homes to modern standards that will improve living conditions for existing residents while increasing the total number of homes by 20%. Profits generated by selling new homes on the site will be used to fund future housing development projects. The works include extending the 10 existing blocks, adding mansard roofs, creating larger flats with improved layouts, and installing lifts. Our residents will see other benefits including much better insulation, double glazed sash windows, new larger kitchens and bathrooms, and landscaped courtyard areas. Some original features that enhance the historic character of the buildings have been preserved or reproduced. Phase 2 is currently on site and due to complete towards the end of 2015.

Our Home Energy Advice Team (HEAT) has carried out some post-occupancy monitoring of residents' energy bills at Lisgar Terrace and early indications are that residents are saving roughly £400 per year in their new homes. These projects are good examples of how we work to extract better value from our existing assets.

### Value for money success

Our commercial house building subsidiary, Southern Space Limited, is now 10 years old. Since inception it has made sales turnover of over £96m, providing a little short of £30m for the Group to use to subsidise the development of affordable housing.



**IN 10 YEARS**  
**Southern Space Limited**  
**HAS PROVIDED**  
**JUST UNDER £30m**  
**TO SUBSIDISE**  
affordable housing





## Leveraging grant (continued)

Each year we take part in a development benchmarking exercise with the London G15 associations. The latest report published in the autumn of 2014 indicates that we do well when it comes to keeping scheme costs low and our resident satisfaction with new homes is stable and high at 96%.

During 2014 the Board agreed a new objective to increase development from 300 units to 500 units per year. This increase is possible because our strong financial performance gives us confidence that we can sustain a larger development programme.

## Social value

At Southern Housing Group we are continuing our work to add value to the communities where we own our housing stock.

Our Social and Economic Regeneration Department (SERD) takes the lead in this important area of our work.

We invested £1.8m on this part of our business last year. In addition to providing homes for people who are in housing need, we work to:

- Support our residents into work
- Support our residents to maximise and manage their income
- Maximise our business relationships for the benefit of our residents
- Improve neighbourhoods





## Value for our residents

Our work to support our residents into work has delivered an estimated £2m of social value during the year. As part of our work support programmes we:

- Provided advice and active support to 279 residents
- Supported 119 residents through formal training courses
- Secured 128 places for resident volunteers
- Helped 50 residents into part-time jobs
- Helped 66 residents into full-time work

Our financial inclusion staff work with residents to help them maximise their income and manage their income better. During the year they secured additional grants and benefits for 500 residents totalling around £1m in real value.

We use our existing and new business relationships, to generate benefits for our residents. During the year we obtained 35 training and work placements for residents through our contractors and suppliers and we estimate the social value of this assistance to be in the region of £100,000.

The Group has continued to benefit from 'Big Lottery' funding, receiving £58,000 this year for its work.



Social value is included as standard practice in all of our business discussions and contractually in every new tender process.

Our Social and Economic Regeneration Department is working across the Group to create opportunities to:

- Create employment and training opportunities
- Support residents to gain financial resilience
- Improve residents' health and wellbeing
- Enhance the local environment
- Deliver on our commitment of being a 'Business with Social Objectives'

In 2014/15 we created four new apprenticeships through our development programme.

A further 17 existing apprentices have been able to continue their employment through our schemes and another two people were given work experience.

We also enabled six people to progress from unemployment to employment.

## Value for money success

During 2014/15 our financial inclusion officers identified £760,000 to benefit our residents. Of this, £315,000 was new housing benefit that came directly into the Group.



**OUR FINANCIAL  
INCLUSION  
OFFICERS**



**IDENTIFIED  
£760,000**



**TO BENEFIT OUR  
RESIDENTS.**



**£315,000  
CAME DIRECTLY  
INTO THE GROUP**



## Keeping warm

In autumn 2014 we established the Home Energy Advice Team (HEAT), which is dedicated to helping our residents reduce their heating bills. Since then it has carried out 448 energy advice visits to residents, which will generate potential total annual savings for households of £101,365. The average potential saving per household visited is £226.

Our work in this area has been so successful that HEAT has been approached by two other housing associations with a view to providing similar services to their residents.

In 2015/16 we intend to expand this valuable service by recruiting and training resident volunteers to become qualified energy advisors. Using volunteers will over time reduce the cost per visit while increasing community involvement in our housing schemes.

We are approaching the completion of our first ever Passivhaus scheme at Cameron Close in Freshwater on the Isle of Wight. The site was previously a sheltered housing scheme owned by the Group. Our residents were rehoused in a new modern sheltered facility in 2011.

We are now developing 28 affordable rent units, including 16 large family houses and 12 flats that are designated as housing for older people.

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THE AVERAGE  
SAVING  
PER HOUSEHOLD  
VISITED WAS  
£226

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We took a fabric first approach and have built to the Passivhaus standards with the help of some additional funding from the Isle of Wight Council. The outcome from this new approach will be to reduce dramatically the requirement for space heating and cooling while also creating excellent indoor comfort levels. This is achieved by specifying high levels of insulation to the thermal envelope, exceptional levels of air tightness, and the use of whole house mechanical ventilation heat recovery systems. The cost of heating these new homes should be minimal.

As part of the project we have also created new accommodation for a protected species of bats found on the scheme.



## Value from letting our homes

In 2014/15 we let 1,995 homes to people in housing need; 330 on affordable and sub-market rent tenures to working households on modest incomes and 1,665 social rent lettings to people on low incomes, often with some benefit dependency.

The HACT Social Value model puts an average social value to society of £10,000 to every letting to households in housing need. Using this, the social value of our allocations and letting work during the year was around £20m.

A key objective for 2015/16 is to reduce the amount of time it takes to re-let a void home from the current 30 days towards a target of 14 days. This will not only save money for the Group but will also enhance the social value gained from our lettings work.

Additionally, our policy to let affordable rented homes to working households who can afford the higher rent levels has also proved to be good VfM as our rent arrears level for affordable rented homes is just 1%.

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**1,995**  
**HOMES LET TO PEOPLE  
IN HOUSING NEED**

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## Absolute and comparative costs

We are performing well on rent arrears and overall management and operating costs per home. Our void re-let period has improved significantly, although it is still higher than we would like. Our void period losses are much higher than we would like at 1.1% of our annual rent debit.

We are continuing to work to improve the lettings process and speed up the time taken to re-let a property.

Our resident satisfaction level is not as high as we would like and our forthcoming transformation project will be designed to ensure that our services have a positive impact and improve our customers' experience.

In addition to measuring the value of our service to residents, we also work with HouseMark to benchmark some of our internal non housing costs against the G15 associations.

## Benchmarking our costs over time

Measure	2014/15	2013/14	2012/13	2011/12	G15 2013/14 average
Management costs per home	£1,303	£1,230	£1,184	£1,156	£1,425
All maintenance costs per home	£960	£845	£860	£1,021	£868
Total operating costs per home	£3,446	£3,320	£3,412	£3,415	£3,515
Service costs per home	£567	£540	£566	£576	£254
Operating margin for social housing lettings	31%	30%	26%	23%	27%
Rent loss between lettings	1.1%	1.5%	1.5%	1.33%	0.46%
Average re-let days for empty homes	30	43	23	20	25
Social rent arrears as a % of annual rent due	3.7%	3.51%	4.04%	4.08%	4.51%
Resident satisfaction	75%	81%	84%	74%	78%



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Indicator	Measure				
	Southern Housing Group	Quartile	Upper	Median	Lower
Cost of finance dep't as a % of turnover	2.1%	3	1.8%	2.0%	2.2%
HR costs as a % of turnover	1.3%	3	0.8%	1.2%	1.5%
Cost of IT as a % of turnover	2.2%	1	2.6%	3.2%	3.5%
Central support functions as a % of turnover	1.9%	1	1.9%	3.4%	3.8%

A key purpose of benchmarking is to find areas of the business which need to improve. During 2014 we looked at our service quality, customer satisfaction level, and costs and concluded that the Group can do better. Our service delivery performance could and should be better than it is, and our costs in some key areas should be lower.

We aim to become a top quartile performer on service delivery and to this end we have embarked on a comprehensive service transformation project to design and implement a new modern housing service for the Group.

To facilitate a step change in the way that we do business with our residents we appointed a new Customer Services Director with a brief to transform our customer services so that excellence becomes the norm, and we are accurately seen as a modern, high achieving landlord of choice.



The early part of 2015 saw us developing the scope for a comprehensive service transformation project called “Building our Future”.

The starting points for the project are two of our Corporate Strategy Goals, excelling at customer service and delivering value. We want to make it simple for people to do business with us, and deliver services more effectively.

We have split the project into eight work strands including a digital first strategy and a methodology that puts intelligent performance management at the heart of all of our service delivery.

As Amazon and the Government Gateway demonstrate; over time digital services are likely to become a popular and accepted way of accessing our services. Our aim is to ensure high quality high satisfaction transactions, that are also much less expensive than more traditional written or telephone communications. We see this as a high priority VfM improvement for the future.

Over 150 staff members volunteered to be part of the project, and they will be working with our continuous improvement and policy teams to design and implement a new modern housing service for the Group.



## Procurement

The Group has a small procurement team that works with managers to procure goods and services. We also selectively employ external consultants to work on some procurement projects. Our procurement objectives are to ensure compliance with procurement regulations and improve VfM. In 2014/15 the Group procured 63 contracts with a lifetime value of £17.8m.

These procurement projects generated cash savings of around £883,000.

The 2014/15 projects are split into three categories. These are: Reinvestment and development, EU compliant projects, and non-EU projects. The table below details the savings made during the year.

	No. of contracts	Overall contract spend	Overall annual spend	Total savings	Total savings %	Annual savings	Annual savings %
Reinvestment and development	11	£10,083,106	£6,437,175	n/a	n/a	n/a	n/a
EU projects	13	£4,689,792	£3,525,529	£726,493	15.49%	£626,675	17.78%
Non-EU projects	39	£3,003,177	£2,039,502	£729,195	24.28%	£256,180	12.56%
	63	£17,776,075	£12,002,206	£1,455,688	8.19%	£882,855	7.36%

Our development and reinvestment projects are all bespoke so no direct comparison on costs is possible. Our agents thoroughly analyse project costs at the procurement stage to give us independent assurance that we are receiving good VfM.

Much of our procurement activity is concentrated on the quality of what we are procuring and ensuring that contracts are set up in a way that will work effectively for us and our suppliers.

Procurement within the Group is not just about obtaining low prices. We want to procure sustainable contracts that provide us and our residents with good quality goods and services while reducing administrative costs wherever possible.



A major long term procurement project is the rationalisation of our estate cleaning and grounds maintenance contracts. Last year we reported that we had completed the procurement work for a new EU compliant framework for these two areas of our work. Our aim was, over time, to reduce the number of contracts from around 150 to around 20. This year we have completed two mini-tender projects and started work on another eight. We anticipate that another 12 mini-tenders will be needed complete the work.

So we are on target to reduce 150 contracts to 22, significantly reducing our administrative and management burden. The two projects that have been completed to date should generate cash savings of around £25,000 in their first year.

The overall project savings will be significant and will directly benefit our residents because cleaning and grounds maintenance costs are passed on through service charges, levied as part of overall rent charged.

This procurement exercise has also given us the opportunity to standardise contract documentation and work to an agreed set of specifications. This makes contract management easier with regular scheduled meetings and agreed performance indicators to monitor. There is much greater clarity about the high quality services that we and our residents can expect.

We have also rationalised contractors' payment arrangements, which reduces the administrative burden on our Finance Department.

### Value for money success

Through good procurement work in 2011, we reduced the fee rate charged by our lawyers by around 35%. We have just procured a new legal services framework that has maintained the lower rates and given substantial additional benefits in the form of work placements and apprenticeships for our residents, and training for our staff. We also employ an in-house lawyer whose work saves us around £150,000 per year and generates a small amount of fee income from other organisations.



2011: REDUCED  
**LAWYERS' FEE**  
**BY 35%**



2015/15  
SAME RATE AND  
WORK PLACEMENTS  
**FOR RESIDENTS**  
AND TRAINING FOR STAFF



IN-HOUSE  
**LAWYER**  
SAVES US  
**£150,000**  
**A YEAR**

## Future improvement at Southern Housing Group

During 2015/16 we will work on the following areas in order to deliver further VfM improvements.



New objectives	Anticipated VfM improvements
Develop an efficient customer-focused, digital first, housing service	Over time greater choice over how to access our services, improved service quality, improved performance, better value, and increased customer satisfaction
Continue to rationalise our use of office space	Less office space used and more efficient mobile working
Generate development funding by moving 180 homes each year from 'social' to 'affordable' tenure	Increased funding for affordable housing
Expand the work of our in-house maintenance team into the Thames Gateway region, saving money and improving service quality	Improved repairs service quality, higher customer satisfaction and reduced costs
Procure two new repairs contracts	Maintained or improved service quality
Build a new portfolio of market facing products, that enhances the financial strength of our business and provides a wider range of housing options for our customers	Greater number of market rented property contributing to our financial viability
Improve our financial viability by reducing running costs	Reduce our running costs by 10% over a 5 year period



## Contact us

Southern Housing Group  
Fleet House, 59-62 Clerkenwell Road  
London, EC1M 5LA

T: 020 7017 8521

F: 020 7553 6400

E: [communications@shgroup.org.uk](mailto:communications@shgroup.org.uk)

🐦 @southernhousing

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

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