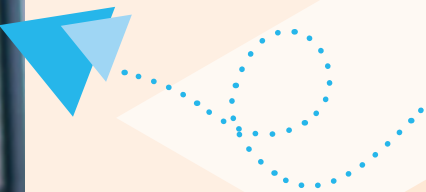


Annual
Review
2011/12

A year of continued delivery



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Foreword

Tom Dacey and Andrew McIntyre

This year has certainly been a challenging one - not just for the housing sector but for all businesses and indeed the nation as a whole. Here at Southern Housing Group we have continued to invest in our people and our places, adapting to the changing landscape, despite the challenging economic times.

Our newest developments continue to deliver high quality affordable housing for a broad range of residents, from sheltered to social housing to shared ownership. Developments such as Kidbrooke Village and Parkside Place in London have illustrated the need for regeneration of buildings and also of communities, while Albany Villas in Hove and Highbury Gardens have been recognised as contemporary, sustainable and high quality housing for our residents.

We recognise that bricks and mortar, though significant, are only part of our business, and have invested £1.4 million in our communities and our residents in 2011/12. Our Social and Economic Regeneration Department has continued to work

tirelessly in our communities to deliver a broad range of projects that focus on providing skills, training and opportunities for residents. These include digital and financial inclusion, employment and community regeneration programmes.

We are also preparing for what will undoubtedly have one of the greatest effects on our residents in the coming years – the Government's welfare reform agenda. Changing the occupancy criteria and the way benefits are paid will fundamentally change the dynamics of the resident/landlord relationship. From grassroots support for our residents to strategic planning at Board level, we are putting measures in place to manage the impact of these changes on both our residents and our business.



Andrew McIntyre
Chairman



Tom Dacey
Chief Executive

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Foreword

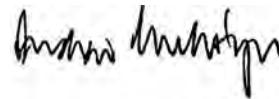
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Despite the likely challenges that welfare reform will produce, we remain focussed on providing the best service for our residents. We continue to improve the way we work, with the move to our new calls direct system meaning residents speak directly to our repairs and maintenance contractors and with our resident's portal, which allows residents to access their account, including requesting repairs, online. We continue to improve our services with overall satisfaction with our repairs and maintenance service increasing by 5% to 89% while our broader satisfaction rating has increased by 8% to 77.5%.

So in 2011/12, the Group built on its 100 plus years of experience and continued to make progress and perform well, even in a time of economic uncertainty. It is a testament to the stability of our business, the hard work of our staff and Board and the strength of the communities we work in, that we are able to continue to deliver high quality housing and services year after year.



Tom Dacey
Chief Executive



Andrew McIntyre
Chairman

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Building futures

Our development programme has been designed to provide quality housing that meets specific local needs. From housing for extended families in the east end of London, to affordable homes which will enable younger people to stay living near their family homes in rural Kent, we have consistently delivered high quality developments - building nearly 400 new homes - across a range of tenures, communities and environments.

Development highlights for 2011/12 include:

Albany Villas, Hove

Albany Villas, opened in December 2011, is the £7.5 million refurbishment of a former residential home, which had been closed for several years.

Albany Villas mixes classic with contemporary features through the provision of modern affordable housing in a traditionally designed setting. The rejuvenation of the buildings creates a striking addition to the streetscape.

Two of the four villas are dedicated to affordable housing and the development comprises 24 one and two bedroom flats. Twelve of the new one and two bedroom flats are intermediate rented housing with an option for residents to switch to shared ownership if they wish, while another 12 are for market sale.



The regeneration of Albany Villas has created a striking streetscape

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Building futures

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Barking Riverside, London

The first homes in stage one of the 443 acre site at Barking Riverside, one of London's largest developments, were completed at the end of 2011.

Southern Housing Group is the affordable housing provider for the first four sites, delivering 167 homes (42 per cent of phase one).

"It's great to be in a brand new house where my family and I have so much space. We feel like it's more of a home for us now."

Sarah Auma Okungu, Resident



One of London's largest developments, Barking Riverside

Parkside Place, London

Parkside Place (the former Market Estate) in Islington is the transformation of a previously rundown, crime-prone estate after residents campaigned for redevelopment in 2004, voting overwhelmingly for ownership to transfer to Southern Housing Group.

The development consists of 421 new homes including 218 social rent properties allocated to former residents of the Market Estate. Other homes are for shared ownership and market sale. The new plan comprises four blocks, each enclosing secure back gardens for ground floor residents, with street facing frontages. Most flats have balconies, some with stunning views over the park to the City of London.

"We chose Parkside Place because it is in the perfect area for us, and is next to a park, which would be great for children, as we are planning a family."

Matthew Street, Resident



Parkside Place, London

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Highbury Gardens, London

In January 2012, the Group welcomed its first residents into the 119 home, £30 million, mixed tenure development at Highbury Gardens in Islington.

Highbury Gardens is a partnership between Southern Housing Group, First Base and the Homes and Communities Agency (HCA), with the Group providing 67 social rent and shared ownership properties.

“Highbury Gardens is an exciting new development in a unique area of inner London. It provides a wide range of housing options which will benefit anyone looking for an affordable, high quality, sustainable home in this desirable location.”

Dale Meredith, Group Development Director

Winning ways

Winner

London Planning Awards, January 2012,
Best Place to Live
Highbury Gardens

Highbury Gardens in Islington, the Group's partnership development with First Base and the Homes and Communities Agency won Best New Place to Live at the Royal Town Planning Institute Awards in January 2012.



Highbury Gardens in Islington opened in January 2012

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Beveridge Mews, London

In March 2012, the first residents began moving in to the new three, four, six and seven bedroom flats in Beveridge Mews. The development was created to address the need for larger, affordable family properties in the area. The striking looking buildings were architect-designed to contrast the surrounding inter-war housing.

New residents, the Abby family, who lived locally, moved into a new seven bedroom home that accommodated their family far better than their previous flat.

“ Before this, we were all living in a very small house which was truly unsuitable. My six sons were squashed together in two rooms and my daughter slept in our room, with me and my wife. This house has changed my family's life forever. ”

Mr Abby, Resident

Brickfield Close, Kent

In early 2012, Southern Housing Group unveiled eight beautifully presented homes in Bridge, near Canterbury. Each of the one, two and three bedroom homes is built to Lifetime Homes standard and all have been constructed to a high level design specification, in keeping with the look and feel of the surrounding environment.

After a housing needs survey identified the acute need for housing in the area, Southern Housing Group embarked on this construction project which will allow residents to remain in their rural community.

“ We are both delighted to be back in the village living next door to nice neighbours and being close to family and friends. We are extremely happy with the high quality of our home and the attention to detail – even providing a rotary clothes line. ”

Mrs Benzies, Resident



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Kidbrooke, London

The first phase of affordable housing at the Kidbrooke Village scheme in south-east London was completed in September 2011, providing 229 brand new mixed-tenure homes for local residents, enabling remaining families to move out of the old Ferrier Estate prior to demolition.

Once complete, Kidbrooke Village will contain 4,000 new homes and 300,000sq feet of commercial and retail space along with a new school, community and healthcare facilities, a new station and over 50 hectares of green space. The new development, which will replace the old Ferrier Estate, is one of the largest housing schemes in the UK.



Kidbrooke Village, London



Mr and Mrs Terry, comfortable in their new home at Kidbrooke Village

In
2011/12
we built
392
new homes.

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Making it count

Resident Involvement plays a vital role in shaping our work and the way we improve our services through our:

- Regional Resident Service Panels (RSPs)
- Service specific forums
- Customer service monitor programme.

These groups review key information, policies and proposals, while resident contract reviewers work with us to review key maintenance and service contracts. This year we developed and launched our effective resident scrutiny programme meaning RSPs feed directly into the Customer Service Committee and in turn into the Group's Board.

This approach to resident views now forms an important part of our governance structure.

We are continually improving our broad resident involvement menu, with 2011/12 seeing the launch of our new customer journey mapping method, to better understand residents' experience of our out-of-hours repairs service.

Each year we run our 'What Matters to Residents' survey, carrying out over 5,700 interviews across 12 of our key services. In 2011/12, we also conducted our resident satisfaction surveys showing improvements in satisfaction levels in our services, acting on residents' feedback and the value for money we offer, with our overall satisfaction rating increasing to 77.5% from 69.8% the previous year.



Resident Services Officer Moshud Ahmed (right) at Fieldgate Mansions, Whitechapel

We understand the diverse needs of our residents

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Making it count

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Case study:

Residents design new gardening service

In our West region - which covers Wiltshire, Hampshire and Berkshire - residents were involved in designing the new gardening service for their estates and appointed new contractors. After in-depth consultation, residents said that each estate should be able to choose the level of service they required and categorised each as gold, silver or bronze – each of which reflected a different level of service and cost. A resident panel then appointed contractors. The new service has been very well received by residents in the region.



Involving residents is a key part of our business

In 2011/12:

We delivered 22 involvement projects, capturing resident feedback on affordable rent, anti-social behaviour, caretaking services, our sustainability work and starter tenancies.

Our 28 customer service monitors, who we trained to play a role in our continuous service improvement programme, undertook 71 independent estate inspections across the Group, quality checking our estate standards.

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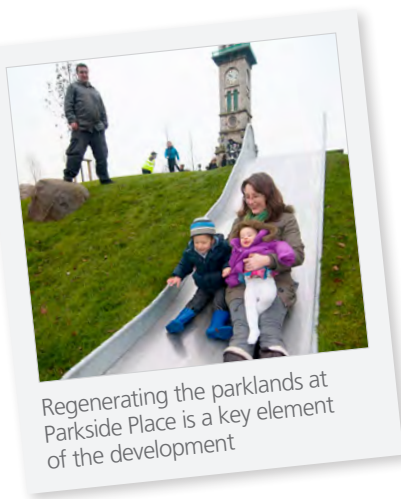
Leaving a legacy

We recognise the need to have a complete approach to the areas in which we work. It is not just enough to provide housing. We are also committed, when we complete a development, to leaving the community with a legacy that will improve the lives of those living there.

Parkside Place, London

We invested an additional £200,000 for projects to improve the quality of residents' lives beyond the bricks and mortar of our new development. These projects include: sports coaching, English language tutoring, community art projects involving residents and the local primary school, plus employment training and youth work. A specific neighbourhood management project group, headed by Southern Housing Group, aimed to bring together different service providers to create a plan of action to bring services to local residents.

To enhance the quality of life for our residents and the local community, Southern Housing Group integrated the new development with Caledonian Park, embracing the Grade II listed Victorian clock tower, totally renovating this local landmark and enhancing its prominence.

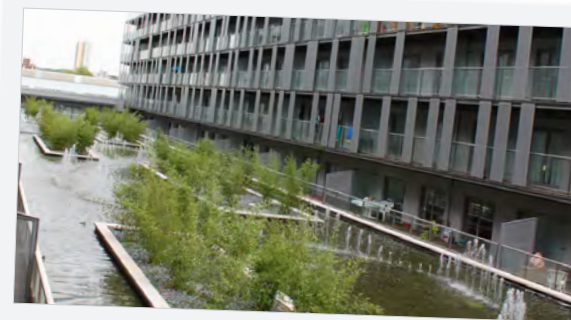


Winning ways

Winner

First Time Buyer Magazine Awards, April 2011
Best Large Development
The Armouries

The Armouries in Woolwich is among the Group's most recent developments. Situated just across the river from Canary Wharf and the City, The Armouries is part of the major regeneration of an important historic site in Woolwich, on the banks of the Thames. The Armouries was also highly commended in the Best Contribution to Diversity Outreach category and was runner-up in the Best Website category.



The Armouries development is part of the regeneration of this historic Woolwich site

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Leaving a legacy

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Case study:

Barking Riverside, East London

“The Group has made a significant contribution to this developing community, listening to local residents, understanding their needs and working with other stakeholders and organisations to meet those needs.

Southern Housing Group’s most effective activities and achievements include support for parenting skills through the ‘strengthening families programme’ which has been held at the school. Feedback from families has been highly positive.

The Group’s work with individual families has enabled the school and the local authority to identify numbers of children moving to the area and this has enabled us to plan school places more effectively and

give consideration to the timings of the opening of new classes. As a result of these relationships, we feel involved and informed as a school and regard Southern Housing Group as an important partner in the work of building the community.”

Chris Harrison, Head teacher,
George Carey Church of England Primary School



Head Teacher, Chirs Harrison says the Group has made a real difference to Barking Riverside

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Working it out

Supporting residents with training and employment opportunities is increasingly a core element of our work. This will be a major focus for us in the future, given the changing economic climate and the needs of our residents.

Southern Works

In summer 2011, we launched our in-house employment and training service called Southern Works, delivering one-to-one support to our residents, supporting them to become work-ready.

Southern Works, which received over 200 referrals in its first three months, consists of a team of employment advisers working with residents on a one-to-one basis to produce and support personal development plans. Each plan is tailored to include the most appropriate package of support for that individual to help them move closer to employment.



The Hub, Hackney provides a base for a range of community projects

Bringing residents closer to the job market

Southern Works also administers our Working Opportunities Fund, which offers grants of up to £500 to residents looking for support into employment. This may be for those who need financial help in securing work or those making the transition into employment more sustainable.



Our Southern Works programme helps residents into work

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Working it out

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We provide diverse skills and training opportunities for residents

Case study:

Terence, Isle of Wight

Terence recently referred himself to Southern Works, having been unemployed since 2001. With previous experience of working in the catering industry, Terence worked closely with his employment adviser and is now undertaking an NVQ in catering at the Isle of Wight College.

Through Southern Works, he was also supported to access grants, helping him with course costs and equipment.

Terence now feels confident enough to apply for work experience placements in catering roles, before beginning to apply for full-time employment.

“What Southern Works is doing is brilliant. They came at the right time for me. They were quick and flexible, and have really helped me.”

Terence, Resident

We invested a total of **£1.4 million** in our communities.

Apprenticeships

Over the past year we have been working closely with our building and development contractors to maximise opportunities around employment and training for our residents. We have helped four residents into apprenticeships, including Emily Hinton, an apprentice site manager at our Maison Dieu development in Dover.

Emily beat a number of other applicants to the four year apprenticeship which will see her complete a degree in Construction Management through Reading University as well as gain practical on-site experience.



Emily Hinton is an apprentice site manager at Maison Dieu in Dover

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Action against ASB

Helping keep our residents safe and secure by tackling anti-social behaviour (ASB) continues to be a priority for the Group. In 2011/12 there was a reduction of more than 200 cases, from 2189 the previous year, to 1921.

We also continue to evolve the tactics we use to combat ASB, from educating and providing advice, to legal action in the most serious instances. Other methods include:

Starter tenancies

Starter tenancies, a periodic assured short hold tenancy, were introduced in 2009 and are used to manage ASB among tenants of new developments. After a review, supported by residents, the use of starter tenancies has been extended and will be used to manage other serious breaches of tenancy such as rent arrears and subletting.

Service review

As part of our commitment to continuously improving services, we worked with consultants to look at how we could improve the ASB service for our residents.

A significant change was the training and development of our staff in the Customer Service Centre, so they are better able to deal with ASB at the first point of contact.



In 2012 we secured the closure of a known drug den in Islington



Helping keep our residents safe is a key priority

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Action against ASB

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Case study: Proving our commitment

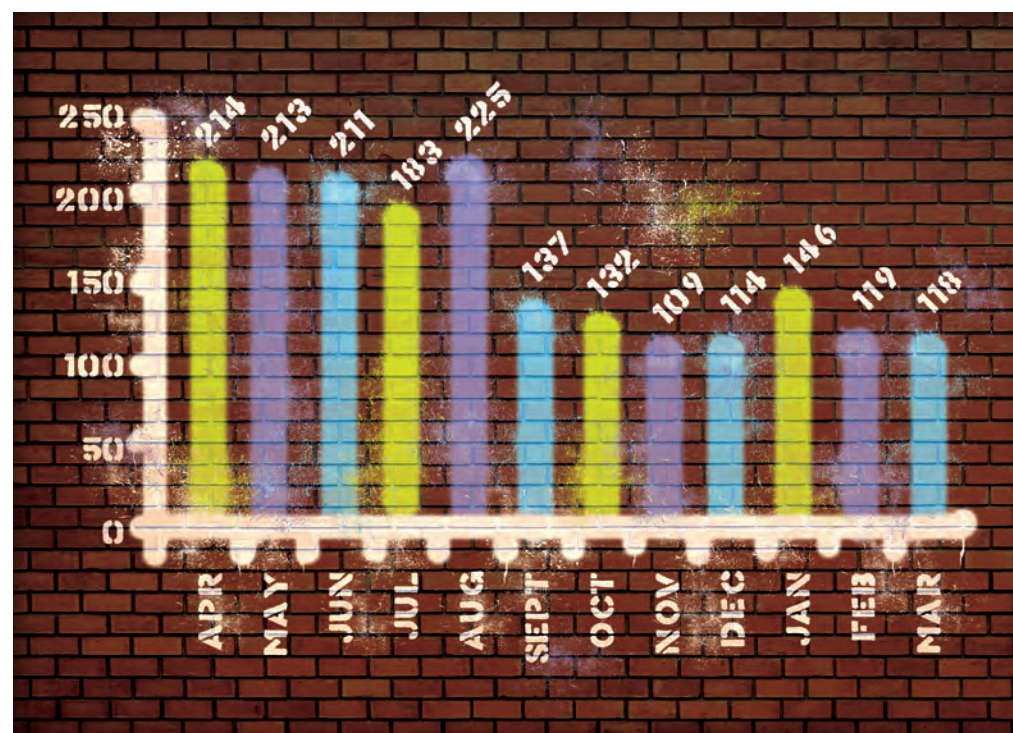
The Group was instrumental in the injunction and subsequent jailing of a man who had been harassing residents and damaging property at our scheme in Abbey Close, Peacehaven, near Brighton.

"The housing injunction, with the power of arrest, was sought by Southern Housing Group with the full support of Peacehaven police and demonstrates the value of partnership working in combating anti-social behaviour in our communities."

PC Jonathan Attfield, Peacehaven Police

In another example of our commitment to tackling ASB, the Group achieved the closure of a known drug den at a scheme in Islington. Working with police, the team installed CCTV cameras with the footage being used in court to secure a three month closure while the Group proceeds with actions to permanently end the tenancy.

Cases Received Year 2011-12



ASB takes on a number of different forms including damage to our properties

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Combating fraud

The Group is committed to investigating suspicions of sub-letting and recover as many sub-let properties as possible by improving our approach to tenancy fraud.

Our approach sees us tackling this issue at both an operational and strategic level:

Strategic approach

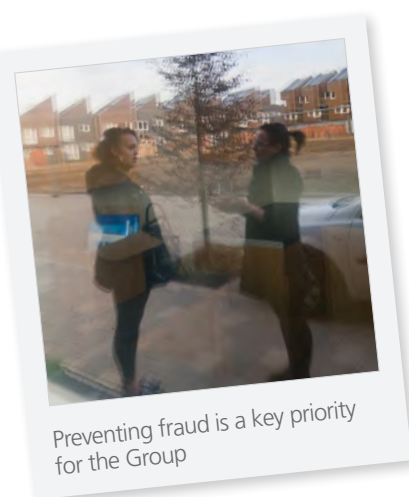
The Group's unauthorised occupancy specialist is an active member of both the G15 Tackling Illegal Subletting group and the newly formed Tenancy Fraud Forum, which was established in February 2012. As well as sharing best practice, both are committed to looking at ways to improve the way tenancy fraud is dealt with, including data sharing and data matching arrangements.

Continuous improvement

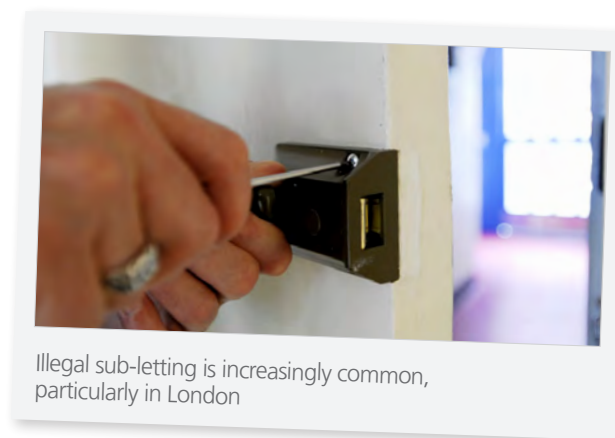
The Group was one of the first to sign up to HouseMark's Tenancy Fraud Benchmarking Service, being asked to join in February 2012. We are already using the service to compare our performance against other social landlords.

Investigating suspected sub-letting

At the beginning of 2012 our staff received training in tackling subletting from the Group's unauthorised occupancy specialist. They dealt with issues such as evidence gathering and interviewing techniques. We continue to work closely with local authority fraud departments, sharing data and expertise to combat tenancy fraud.



Preventing fraud is a key priority for the Group



Illegal sub-letting is increasingly common, particularly in London

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Combating fraud

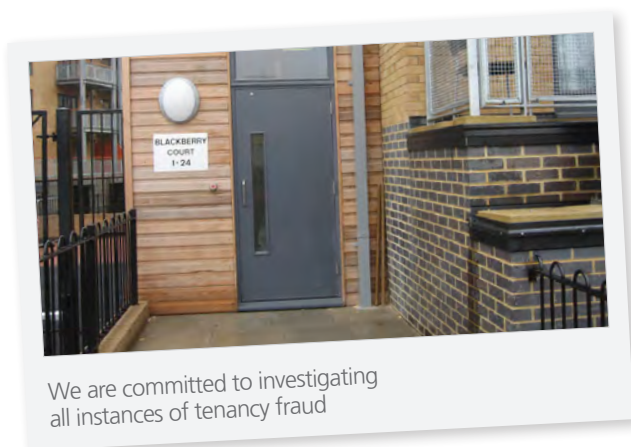
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Case study:

We were alerted to a property in Islington being advertised at a local estate agent. The one bedroom flat had a social rent value of £86.35 per week. Following an investigation which included interviewing the sub-tenants and estate agents, the tenant was contacted in Italy.

Upon returning to London she was presented with the evidence gathered and eventually returned her keys to the Group without the need for legal action.

The property had been advertised for a weekly rent of £350 - £550 per week and had been sublet since 2009, with a maximum potential income of £85,000.



Winning ways

Finalist

UK Housing Awards, November 2011

Making the best use of stock category
Tackling Unauthorised Occupancy Strategy



12
recovered
(without legal)

8
recovered
(legal)

In
2011/12
we
recovered
20
properties

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Clicking with our residents

Addressing digital exclusion – and in particular barriers to accessing the internet – is a key way of tackling a range of linked socio-economic issues.

Digital inclusion

Conducted by our digital inclusion officers, our Computers in Communities programme gives volunteers the training to teach other residents basic IT and computer literacy skills. Residents are encouraged to pass their knowledge onto their friends and family.

By improving our residents' confidence, competence and access to the internet, we are directly supporting many of them on their route to employment. The programme has already led to a number of volunteers securing work, while many others are now able to search for jobs online.

" I didn't know anything at all about computers, but I was looking for work and knew it would be easier to find a job online. I was nervous when I first went in, but all the tutors are so encouraging. I really, really love that place. Being there takes a load off me. "

Sandra Nedd, Stamford Hill resident

Me&SHG resident portal launch

At the end of 2011, the Group's newly named resident portal, which can be accessed through our website, was relaunched. Me&SHG, a name chosen by one of our Basingstoke residents, provides 24hr access to rent accounts, repairs history and account details. It also allows residents to make online rent payments or request a repair and makes it easier for residents to contact us.



Our portal means residents can contact us online.

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Clicking with our residents

Continued

Digital inclusion in 2011/12:

- 404 people benefitted from the Digital Inclusion (DI) programme (213 residents and 191 non-residents).
- Supporting 34 DI volunteers. This includes capacity building digital champions and working with digital mentors and community partner's volunteers.
- Provided one-to-one training and follow-up support in 17 sheltered schemes in the West and Thames Gateway regions and installing computers in five schemes.
- Ongoing work in five community hubs in London - Amhurst Road, The Hub, Selby Street, Cranmere Court, Myddleton Avenue.

Winning ways

Finalist

UK Housing Awards, November 2011

Supporting social and economic inclusion
Computers in Communities



Computers in Communities benefits residents of all ages and backgrounds

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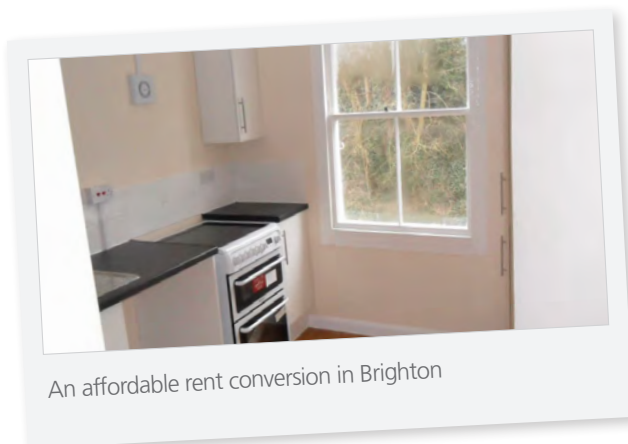
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New opportunities for working households

The provision of affordable housing will continue to be a key issue facing the sector in coming years. Southern Housing Group has developed its strategy for affordable rent (AR) to augment our core social housing business.

Where possible we are targeting our affordable rent units at working households on low incomes, which reconnects with the original vision of our founder Samuel Lewis and our early strategy. This approach allows those in the 'squeezed middle' to have access to rental properties of a high standard with rents at 60% or 80% of market rent depending on the location. Each property will be carpeted and contain white goods and will require a security deposit and references.



An affordable rent conversion in Brighton

Quality Housing

Our approach to AR provides a realistic opportunity for working households to gain access to high quality housing at sub-market rents, when they may have lower priority on local authority waiting lists. At the same time we will continue to provide housing for our core client group, social rented tenants.

Currently our relet conversions have focused on one bed units and we have converted around 50 units since the programme began. The Group's AR programme will allow us to build 550 new homes, with around 370 for rent and the rest for shared ownership.



A diverse range of housing options is key to our sustainability

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New opportunities for working households

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Affordable
rent homes
to be built
by 2015 550



Housing working families is a return to the Group's original vision

Winning ways

Winner

First Time Buyer Magazine Awards, April 2011

Affordable Home Provider of the Year Award

The Affordable Home Provider of the Year Award rewarded the innovation the Group has shown in the way it designs, builds and markets its properties, while ensuring our homes are still affordable for the majority of people. We were also recognised for offering a variety of services to help the first time buyer on to the property ladder.



The Group was the Affordable Home Provider of the Year 2011

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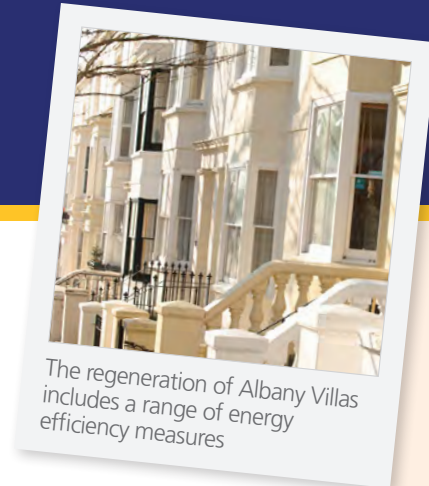
Building for life

The Group continued its commitment to sustainability during 2011/12, building upon with the ideas set out in the Towards a Greener 2011 environmental sustainability strategy.

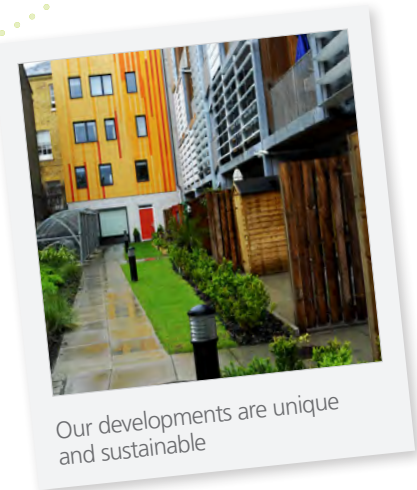
Our key developments have, at the heart of their design, a focus on sustainability.

- Highbury Gardens meets Code for Sustainable Homes level 3 and features a range of energy efficient measures, including roof mounted solar thermal heating which reduces carbon emissions by 16%.
- Sustainability is a key feature of the development at **Albany Villas**, Hove, with all residents receiving energy efficiency information in their occupation manuals. Double glazed windows and amendments to the roof's thermal effectiveness have enhanced the building's energy efficiency which is beneficial for the environment and will result in reduced fuel bills for the residents.

- The homes at **Barking Riverside** meet excellent design and sustainability standards with all homes meeting Level 4 of the Code for Sustainable Homes.
- Installing air-source heat pumps, solar thermal panels and voltage optimisation into 40 properties on the Isle of Wight funded by a £175,000 Renewable Heat Incentive Premium Payment grant from the Department of Energy and Climate Change (DECC).
- Continued improvement in the energy efficiency of our housingstock with the average SAP (energy efficiency rating) improving to 71, up half a point on last year.



The regeneration of Albany Villas includes a range of energy efficiency measures



Our developments are unique and sustainable



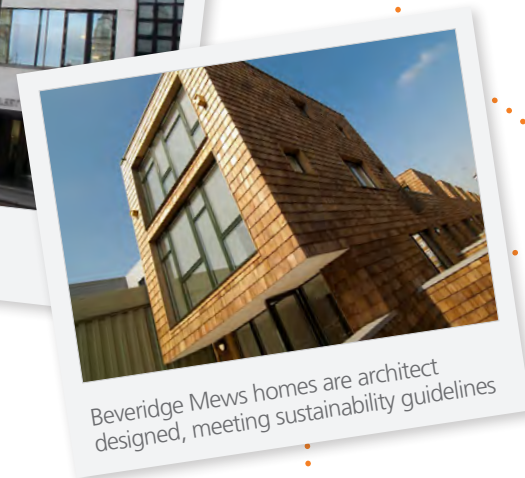
Chale on the Isle of Wight is a model for energy efficient schemes

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Growing a sustainable business

Not only has sustainability been a focus for our developments, but we are also working to apply the principles of environmental sustainability to the ways we work by:

- Reducing the environmental impact of our offices, in:
 - Reducing in-house printing by approximately 20% through the introduction of smart printing software.
 - Achieving a 91% recycling rate and reducing energy use by 12.5% in Fleet House.
- Strengthening environmental considerations in the Group's Employer's Requirements including setting a target of 85% of waste diverted from landfill on all development sites.
- Training 100 frontline housing management staff across our five regions in energy efficiency to assist residents in or at risk of fuel poverty.
- Installing video conferencing in our offices, so staff have to travel between offices less often.
- Developing the Group's approach to the Green Deal and the Renewable Heat Incentive.
- Continued engagement with our suppliers and contractors around environmental sustainability including running the annual Sustainable Contractor Award.
- Assessing the risk posed to our stock through predicted changes to the climate.



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Growing a sustainable business

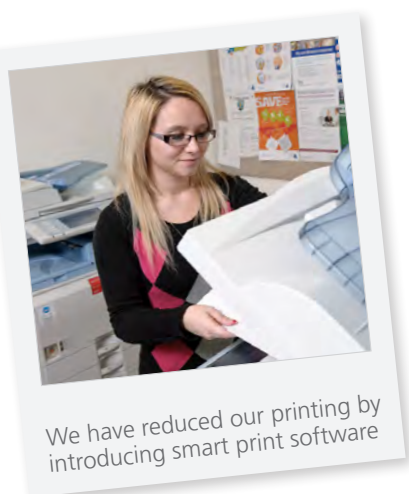
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Aspire

The Group's Aspire course, a training programme that maximises the personal effectiveness, self awareness and leadership skills of aspiring and junior managers, was run in 2011/12. The five month course, endorsed by the Institute of Leadership and Management;

- Builds practical foundation management and supervisory skills.
- Demonstrates techniques to lead, support and develop other staff in a variety of day to day situations.
- Improves confidence through recognising, developing and broadening personal communication and influencing styles.

The Aspire programme ensures the sustainability of our business by giving our staff the skills needed to further their career with the Group.



We have reduced our printing by introducing smart print software

Winning ways

Simplyhealth, Healthy Workplace Award, August 2011

Awarded for exceptional workplace care obligations, including workplace risk assessments, a financial wellbeing strategy, occupational health scheme and an employee assistance programme.



The Group was awarded the Healthy Workplace Award in 2011



The 2011/12 Aspire graduates

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Keeping it local

Our work across the south east of the country means that we have a local presence in multiple smaller communities. Our flexible approach means that we can offer support and quality housing at a local level. We understand our residents' wants and needs, and strive to meet their requirements whether they live in the heart of the city, in a rural area, by the coast or on the Isle of Wight.

West region

Residents in the West region have benefitted from a number of local projects over the last 12 months, with community days, fundraisers and other resident involvement initiatives across the region.

Oxford Road Community Fun Day, July 2011

The Group match-funded the Reading Borough Council to hold a community day for 1000 locals, with more than 20 local community partners and support agencies running stalls, demonstrations and entertainment throughout the day.

As well as opening the event, the then Mayor of Reading, Councillor Deborah Edwards also wrote a letter to the planning group (made up of members from Southern Housing Group) thanking them for organising a successful event.



Mayor of Reading, Deborah Edwards (left) at the Oxford Road Community Fun Day

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Keeping it local

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West region - Continued

Northbourne clean up day and woodland project

The Group funded six rubbish skips for a clean up day at Northbourne estate in Surrey in April 2011.

Members of the Northbourne Action Group along with residents and Southern Housing Group's housing officers and Mobile Repairs Officer, spent seven hours filling the skips with rubbish and household items. Residents were also encouraged to bring any unwanted possessions along that may be of use to other residents, promoting real community spirit.

The Northbourne Action Group was also involved in a project to regenerate the woodland area around the Northbourne Estate, which was overgrown and had become a dumping ground for rubbish.

The Group provided £2500 in funding for several clean-up days, in partnership with the Northbourne Action Group Youth Panel, Waverley Council Countryside Rangers, Surrey Wildlife Trust and Godalming Town Council.

The project helped clear the woodland and stream and created a nature trail with bat and bird boxes to encourage native flora and fauna back into the area. The area has now been named Willow Woods, reflecting the trees that naturally thrive near the stream.



Six skips worth of rubbish were removed from the Northbourne estate

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South region

Shoreham and Durrington job clubs

The Group, in partnership with the Alternative Learning Community, launched job clubs for Durrington and Shoreham residents in March 2012.

The job clubs help development skills such as CV writing, job searching and interview techniques and further illustrate the Group's commitment to helping residents develop their skills and find work.

"The Group has carried out a successful redevelopment of the former Rotary House site, utilising the land to provide new affordable housing which incorporates contemporary design standards. The development will contribute to the regeneration of Lancing, providing sustainable homes for current and future residents."

Jeremy Barkway,
South Regional Development Manager

Rotary House regeneration

The South region's development team provided a new lease of life to an obsolete housing site in Lancing, near Brighton.

The Rotary House site on Beachcroft Place, a former sheltered housing block constructed in the 1970s, was converted to a mix of 25 one and two bedroom units for social rent. The units benefit from a range of high quality design specifications including balconies for the higher levels and private gardens on the ground floor.

Thames Gateway

Residents offered a step up

Southern Housing Group supported the Tower Hamlets Family Intervention Programme (FIP) in setting up the 'Step-Up' programme - to inspire and support young people, aged between 16-19, back into education, training and employment.

The 10 week course, conducted by trained mentors including four Group staff, offered the young people advice and assistance on a range of subjects including job searching, budgeting, health and wellbeing and work etiquette. They were also taught practical skills like how to open a bank account, write a CV and conduct successful work interviews.



Rotary House in Lancing is another of the Group's successful redevelopments

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London region

Dutch delegates do Downing

In October 2011, members from the Group, including regional director Duncan Howard showed a delegation of visiting Dutch representatives from the Salland Wonen housing association around one of our London estates.

The 14 delegates toured George Downing Estate in Hackney as part of their three day London visit. The theme of the visit was how community investment can transcend borders, with the delegates learning about the community interest company run by residents Anna Iskander-Reynolds and Claire Ferrigi.

Anna and Claire explained how they had organised communal activities including yoga and language sessions, jumble sales and a singing group for both estate residents and the wider community.

" Study tours are a fantastic way of seeing best practice. We have been very impressed with the youth and social enterprise programmes that Southern Housing Group has introduced. "

Ed Penniks, Chief Executive, Salland Wonen



Dutch housing delegates toured the George Downing estate in Hackney

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Isle of Wight

Monday Group's great work

The Monday Group, made up of Southern Housing Group residents on the Isle of Wight, had a busy year in 2011/12.

The club, which provides residents with learning disabilities the opportunity to socialise, make new friends and develop life skills, have narrated a Resident's Handbook DVD, planted and tended a vegetable garden at the Quarr Abbey site and won the local communities category at the Community Action Awards.

The award recognised the Monday Group's work in the local community and the positive impact they have made on the lives of others on the island with learning disabilities.



Members of the Monday Group have been recognised for their work in the community

" Our son, who has a learning disability and uses a wheelchair... has been a resident for the last 14 years and we congratulate the staff at Southern Housing Group for the efforts made to enable him to have enjoyable, stimulating activities to compensate his loss.

The Monday Group, The Quarr Abbey Project and Swim Club have offered him new challenges and opportunities. We would like to say a big thank you for the generosity demonstrated by Southern Housing Group and different contractors who have all been involved on a voluntary basis. "

Parents of Southern Housing Group Supported resident, Isle of Wight

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Strength in numbers

The Group, continues to recognise the importance of working in partnership with other organisations. Whether it be local community groups or multi-national developers, the Group understands the need to foster relationships across all the areas of our business.

Triathlon Homes

Triathlon Homes is the partnership between First Base, East Thames Group and Southern Housing Group and is the provider of 1,379 affordable, high quality homes at East Village - the legacy identity for the Athletes Village.

East Village consists of homes ranging from one bedroom apartments to four bedroom townhouses and are designed to the highest standard of quality and sustainability - meeting Code for Sustainable Homes Level 4. The first homes in the mixed-tenure development will be available from 2013.



The Group is a one third partner in Triathlon Homes, the social housing provider for the Athletes Village

Local community groups

Southern Housing Group works closely with a range of community groups across all of our regions, recognising that people are at the core of our business. In the past 12 months, we have worked with groups such as:

- Market Estate Tenants and Residents Association – Parkside Caledonian regeneration - London
- Alternative Learning Community – Shoreham and Durrington Job Clubs - South region
- Growing Ideas - Growing Spaces community-based raised bed project - Isle of Wight.

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Strength in numbers

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Calls direct

The Group has implemented the calls direct system, whereby residents with maintenance queries are put directly through to the relevant contractor rather than going through our Service Centre. This reduces turn around times and provides residents with information that is specific to their query.



Calls direct puts repair and maintenance queries directly through to the contractor

Ealdham Primary School

Healthy Eating Workshops – Thames Gateway region

“ The Healthy Eating Workshops are incredibly valuable in supporting the work our school does to promote a healthy lifestyle. The partnership with Southern Housing Group has provided us with the opportunity to give our children a ‘hands on approach’ to preparing and eating more healthily and the fact that we can get parents involved is fantastic. ”

Christian York,
Head Teacher, Ealdham Primary School



Partnering with local groups and schools strengthens communities

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Every pound counts

Delivering value for money for our residents is at the heart of what we do, meaning we can invest more in residents' homes and communities.

We continue to strive to deliver first class services in the most cost effective way:

- We cut the cost of managing our social housing stock by 17.5% compared to 2010/11.
- We also made savings of 9% on overhead costs in 2011/12 compared to 2010/11.*

Delivering value for money in management and overheads has allowed us to invest more in our resident services:

- For every £1 that we spent on investment in maintenance and improvement to residents' homes in 2010/11, we spent £1.21 in 2011/12.
- For every £1 that we spent delivering services to residents in 2010/11, we spent £1.13 in 2011/12.

*Analysis in relation to general needs social rented properties only.



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Every pound counts

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What we own

2012

Cost of investment in our homes
£1659m

Cash plus amounts we are owed
less bills to be paid
£154m

Investment in other assets
£63m

Total:
£1876m



2011

Cost of investment in our homes
£1631m

Cash plus amounts we are owed
less bills to be paid
£118m

Investment in other assets
£63m

Total:
£1812m



How we fund what we own

2012

Social Housing Grant
£856m

Loans from our funders
£746m

Reserves
£274m

Total:
£1876m



2011

Social Housing Grant
£849m

Loans from our funders
£701m

Reserves
£262m

Total:
£1812m



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Every pound counts

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Income and Expenditure	2012 £m	2011 £m
Income less:	140	130
Cost of services to properties	-18	-20
Cost of repairs to properties	-28	-28
Wear and tear of properties	-17	-12
Cost of management of properties	-42	-36
Total	-105	-96
Operating surplus	35	34
Surplus on sale of properties	10	6
Interest paid on loans less received on money invested	-27	-19
Leaving a surplus for the year of	18	21



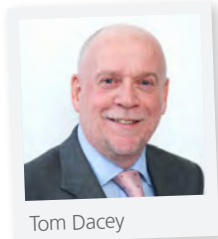
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Group Board



Andrew McIntyre

Andrew McIntyre is Group Chairman and a member of the Treasury Committee. He is an accountant and partner, at Ernst & Young and leads the firm's assurance practice for UK financial services. Andrew is a member of the Financial Reporting Review Panel.



Tom Dacey

Tom Dacey was appointed Group Chief Executive in 1995, having worked in the housing sector in the north of England for 25 years. He also sits on the Group's Board and is a Board member of Southern Space Limited. Tom is a Fellow of the Chartered Institute of Housing and a member of the Institute of Management.



Tony Bourne

Tony Bourne is Chairman of the Remuneration and Nominations Committee and a member of the Treasury Committee. He is Chief Executive of the British Medical Association and before that he was in investment banking for over 25 years. Tony holds non-executive positions with companies independent of the Group.



Chris Hampson

Chris Hampson is Chairman of the Customer Services Committee and a member of the Remuneration and Nominations Committee. He is Executive Director Operations at Look Ahead Housing and Care, and has more than 15 years' experience in housing and social care. Chris has worked in policy for the National Housing Federation and in policy, research, new business and PR for two housing associations.

Jim Hitch is a leaseholder resident and a member of the Remuneration and Nominations Committee and Chairman of Southern Space Limited and Southern Home Ownership Limited. He helped to create the award-winning Manda Wilderness eco-tourist project in Mozambique, before setting up English Language Services Limited in 2007 after 10 years in the sector.

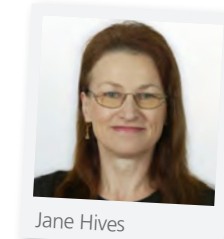
Jane Hives is Chairman of the Audit Committee, Board member of Southern Space Limited, Southern Home Ownership Limited and a member of the Development and Treasury Committees. An independent consultant and former Ernst & Young partner, her wide-ranging experience includes property companies, the not-for-profit sector and law firms.

Lara Oyedele is a member of the Development Committee. She is Chief Executive of Odu-Dua Housing Association, and has over 20 years' experience in social housing and is Chair of BME National, which promotes the work of BME housing associations.

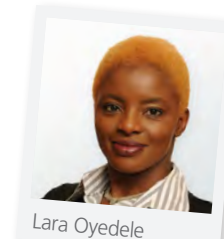
Preth Rao is a member of the Customer Services Committee. She is Head of Policy at the Financial Ombudsman Service, and has worked at the Equality and Human Rights Commission and Commission for Racial Equality. She has an MSc in Social Policy and Planning and has also worked for two London boroughs.



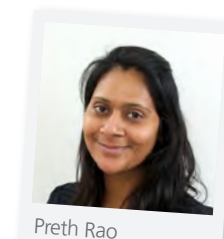
Jim Hitch



Jane Hives



Lara Oyedele



Preth Rao

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Tim Richards

Tim Richards is Chairman of the Development Committee. He is a Director and founding member of Aston Rose, Chartered Surveyors. He has over 25 years experience of advising commercial property developers, owners and occupiers, especially RSLs, charities and friendly societies, across the UK. Tim is a member of the Royal Institution of Chartered Surveyors (MRICS) and a former Chair of both RICS London and RICS England.



Malcolm Groves

Malcolm Groves is a member of the Development Committee. He is a communications professional with a financial services background. He has a particular interest in sustainable communities and chaired a Low Carbon Communities Project for the Ellen MacArthur Foundation. Malcolm is a Fellow of the Chartered Institute of Bankers and a member of the Chartered Institute of Public Relations.



Justin Chittock

Justin Chittock is Chairman of the Treasury Committee and a member of the Audit Committee. He has 25 years City experience in lending to UK businesses for a number of European banks. Until recently he was Head of Specialised Finance at a major Belgian bank, focussing on public finance and projects that support local communities, responsible for the UK market.

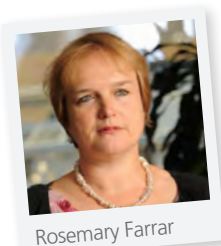
Note: Board members correct for 2011/12 financial year.

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Group Strategy Team

Tom Dacey, Rosemary Farrar, Dale Meredith, Paul Smith and Alene Wilton - as at 2 April 2012.



Rosemary Farrar

Rosemary Farrar – Finance Director

Rosemary joined the Group in April 2011 as Finance Director, from Watford Community Housing Trust where she was Resources Director and Company Secretary. She has also held Group Finance Director posts at Shepherds Bush Housing Association, Notting Hill and Circle Anglia.



Dale Meredith

Dale Meredith – Development Director

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, chairs the G15 Development Directors Group and sat on the Boards of two small London community housing associations.

Paul Smith – Operations Director

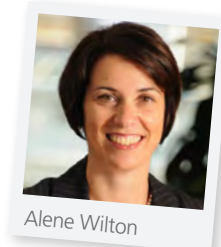
Paul is the Group's Operations Director. He joined the Group in 1987 and is an experienced housing professional with 30 years' experience in the Registered Social Landlord and local authority sectors. Paul is a Fellow of the Institute of Housing and an associate member of the Institute of Administrative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



Paul Smith

Alene Wilton – Corporate Services Director

Alene was appointed Corporate Services Director in January 2007 having previously been Head of Corporate Affairs at the Housing Corporation and having held a number of academic and public sector roles. Alene is a member of the Institute of Directors and an affiliate member of the Chartered Institute of Personnel and Development.



Alene Wilton

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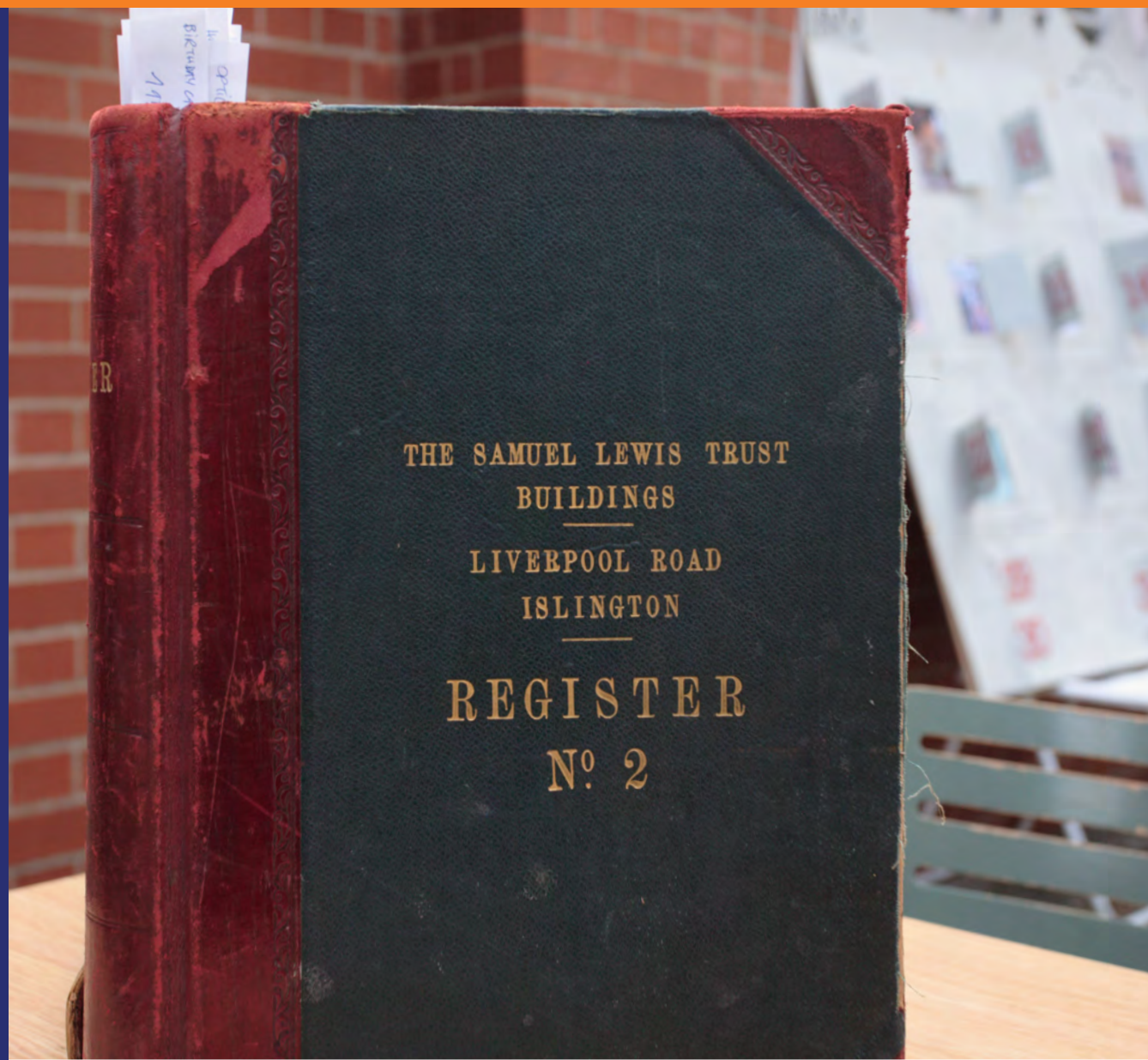
Annual Review 2011/12

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