



WELCOME TO
ONE HOUSING GROUP

SUCCESSFUL
COMMUNITIES

FINANCE

SOCIAL
MOBILITY

DEVELOPMENT

AFFORDABLE
HOMES

ONE
SUPPORT

WELCOME

ASPIRE

RISING TO THE CHALLENGE

Annual Report 2010/11

About One Housing Group

One Housing Group is a leading provider of affordable housing, care and support across London and the South East. A not-for-profit organisation, we offer a wide range of housing, including homes for affordable rent, private sale and shared ownership – as well as supported housing and services for residents with more complex needs. Through a range of initiatives, we also help our residents and customers develop new skills, confidence and opportunities.

Our existing stock

We manage over 13,000 homes across London in 26 boroughs and surrounding counties.

Our future stock

We have another 2,500 new homes in our development pipeline.

See onehousinggroup.co.uk for details of our current schemes.

The size of our homes

(affordable rented)

1 bedroom	2,272
2 bedrooms	2,300
3 bedrooms	1,604
4 bedrooms	445
5 bedrooms	49
6+ bedrooms	49

Average weekly rent

Our average weekly rent is £108.17.

Our supported housing and services

We are London's largest developer of specialist supported housing, and largest provider of supported housing for young care leavers.

We provide over 1,300 supported homes, including:

- 589 for single homeless people with support needs
- 374 for people with mental health needs
- 208 for young people at risk

We help over 4,000 people to live safely and independently through support contracts with local partners.



Repair response times

Emergency repairs (to be made safe within 24 hours, with attendance as soon as possible) 98.2% (target 97%)

Urgent repairs (to be completed within five working days, with first attendance within three working days) 95% (target 95%)

Routine repairs (to be completed within 20 working days, with first attendance within five working days) 96.4% (target 96%)

Satisfaction with repairs service

Tenants satisfied with their repairs 96.8% (target 82%)

The percentages above relate to the average response times and tenant satisfaction rates for repairs completed across One Housing Group.

See onehousinggroup.co.uk for more details.

A word from our Chair and CEO

In today's challenging climate, we are continuing to grow, to build and to make a difference.



Chair
Baroness
Julia Neuberger DBE

With welfare reforms and a chronic housing shortage, against the backdrop of recession, there has never been a greater need for what we do. Affordable housing is becoming the only genuine option for many people in London and the South East who are priced out of the housing market. And many others need extra support alongside their housing, whether that's because they have health issues, they're young and disillusioned, or they need help finding work.



Group Chief Executive
Mick Sweeney

As one of London and the South East's leading housing associations, we are ideally placed to help, by opening up affordable housing and support to more and more people who need it. So we are continuing to invest despite the downturn. We are looking for new ways to make affordable housing available to more people. And we are going further to

build new schemes, to set up new services, and to do all we can to help our residents enter work and access training.

With grant levels now a fraction of what they were, we have had to rethink the way we work, in order to keep achieving our social objectives. We have had to become more commercial, more innovative and far more flexible. And we have continued to make good progress. We have grown our turnover and profits this year, compared with last year's, meaning that we can invest in more affordable housing and services that make a difference to our residents' lives. We are on track with the developments in our pipeline. We have become leaner and fitter, and we have improved our performance across almost all areas of our business. Most importantly, we have also committed to ambitious plans for the future,

which will see us expanding our portfolio and our services even further.

Times may be tough, but, at One Housing Group, we are facing them head on, so that we can keep doing more of what we are good at, and what we are set up to do – providing affordable housing, support and opportunities, and rising to the challenge in tough times, so that our residents and customers can do the same.



Times may be tough, but at One Housing Group we are facing them head on.



- We restructured the organisation this year, and reduced our number of board members and senior staff, to make us more efficient in these rapidly changing times.
- As well as improving our effectiveness, changing our governance structure and slimming down our executive team will save us £1.5 million a year.

Building a new model for social housing

Despite the economic downturn, we've kept on building and we are securing opportunities to build another 4,500 new homes over the next four years.

We completed several landmark schemes this year, including a high profile development on Stratford High Street, overlooking the Olympic Park; the first phase of the redevelopment of the Roden Court estate in Highgate; and Bevatone House, our first ever scheme in Barnet. We also started work on our first scheme in Maidenhead, Kidwells Close; and work is ongoing at Central Street in Islington, our largest joint venture to date with a private developer.

In all, we completed 637 new homes in 2010/11, and we have 2,448 more at various stages of development. Among them are new affordable homes in some of London's biggest regeneration projects, such as the redevelopment of King's Cross and Canning Town, where we are helping to create new community environments in two of the city's most disadvantaged neighbourhoods.

Exploring new funding models

A key characteristic of our recent schemes is that they are some of the first where we are generating profit from private sales. With significantly reduced grants for social housing, we have had to explore new funding routes – and, as a result, most of our new schemes are now 'mixed tenure' developments, which include homes for private sale to cross-subsidise our affordable programme.

There is a good development reason for moving to this model, but also a huge social one. Moving away from the 100% social housing estates of the past, we want to use our skills as a developer and an agent for change to help create more integrated, more sustainable communities – places where people of different income levels live next door to one another, and feel more inspired to move forward with their lives.

Opening up affordable housing

Part of creating mixed tenure developments is also about opening up our housing to more people who need it. We'd like to make our homes available to people in low paid jobs, for example, who haven't had access to affordable housing before, but are unable to afford market rents or the average £50,000 first-time buyers' deposit in London.

We'll be charging flexible affordable rents in line with the Government's rent reforms – as well as building on the success of our shared ownership schemes – to offer people priced out of the London market another option.



A commitment to quality

Designing high quality homes has always been at the core of our business. And this year, we have continued to be recognised for the quality of our work with awards for several of our schemes, including the Evening Standard New Homes Award for Roden Court in Highgate; the Best New Development in the Affordable Homes Sector for Mastmaker Court in Tower Hamlets; and a Building for Life Award for Church Street in Newham.

Maintaining our older homes is important too, and this year we completed a huge retrofit programme, to ensure our older properties comply with the Government's Decent Homes Standard. We remodelled kitchens and bathrooms, updated heating systems and wiring, and replaced roofs, where necessary. Bar a few exceptions (where redevelopment work is planned or underway), all of our homes now comply with the required standard.

Moving away from the 100% social housing estates of the past, we want to use our skills to help create more integrated, more sustainable communities.



- Of our existing homes, 8,238 are general needs affordable homes, 1,290 are leasehold, 1,425 are shared ownership, 1,388 are supported housing, 230 are rent to homebuy, 432 intermediate and keyworker, and 151 are market rent properties.
- Of the 4,500 new homes we're planning to start developing by 2014, two-thirds of them will be for sale or market rent, to cross-subsidise the other third.
- In all, we won five awards for our developments this year – emphasising our ongoing commitment to design quality.

Working with our residents to shape our services

We have put in place a number of processes to ensure we listen to and capture our residents' views. We use the information provided to shape and improve our services.

Better dialogue, better services

We are continuing to ensure that a genuine and meaningful dialogue with residents is at the heart of our service.

We have been achieving this in a whole range of ways through our Resident Involvement Framework and our feedback methods:

- We've set up resident-led area boards who oversee what we do locally.
- We've introduced far more rigorous customer polling and are gauging the satisfaction of 500 residents every month so we can use this feedback to shape our services. For example, our aftercare team now call residents immediately after we've carried out a repair to get their instant feedback.
- We've concentrated on improving our complaints process, to improve the way we tackle issues, so we can resolve them at the earliest opportunity.
- We've created new ways of feeding back compliments to us, so if something has worked particularly well, we make sure we're doing it consistently.
- Each quarter we publish You Said We Did which highlights and celebrate ways we have directly used resident feedback to change our services.

Ultimately we want our residents to have a whole range of ways of talking to us – so we can rectify what's not working, do more of what is working, and understand what we can do differently to improve. This way we can give our residents more of what they want from us as a landlord.

Developing local offers

Local offers are our agreements with residents on the type and quality of services we'll provide on specific estates to meet the needs of the community and individual households.

Following extensive consultation with all our residents from November 2010 to February 2011, we updated our existing estate management plans on nine of our estates, and relaunched them as local offers in March 2011. These included detailed actions highlighted by residents and our regional teams.

We'll be carrying out further consultation with residents later this year to launch more local offers across our regions.

Improving how we deliver our services

After successfully completing phase one of a roll-out, we have now introduced our new patch project, or Ways of Working approach, across all our regions.

We wanted to empower our housing officers to 'own' the delivery of services in their area. So we invested in specialist software that gives them better access to data about what is happening on their patch – how many repairs are open at any one time, who is on the transfer list, who owes us more than £500, how many complaints are outstanding, and so on.

Armed with all this knowledge, and working with our specialist Housing Services teams, our housing officers can take ownership for making things happen and proactively manage expectations. In addition, residents have a single point of contact for resolving any issues.

We piloted the new approach with six housing officers from December 2010 to March 2011, and were encouraged to see that at the end of phase one, resident satisfaction levels had improved by around 12%.



Bernie O'Sullivan moved into her new flat in Roden Court, after we completed the first stage of the redevelopment of her estate in May 2010

"I was living in a studio flat for about 18 years on the estate, before I moved into my new one-bed here last May. Although I knew there'd be some disruption while the work was going on, I was ready to move – the old flats were small, and they'd had their day. So yes, I'm delighted with my new place. I didn't have enough space for a washing machine before, now I've got a kitchen with all the mod cons. I've got a bigger bathroom too, where I can have a hot shower whenever I want, rather than worrying about the storage heater running out like it used to. It was a long road to get to this point but it was less disruptive than I thought it would be. And I'm not exaggerating when I say my new place is like a different world to where I was living before."



- We achieved the gold standard in eight out of ten areas inspected by Quality Housing Services in their independent benchmarking programme (March 2011).
- 98.1% of customers were satisfied with our customer contact centre in 2010/11 (beating our target of 95%).
- We're now looking into developing a menu of service options, so that residents can pick the services they want from us (such as window cleaning, for example).

Going further to increase our support

We'd like to use our experience in creating some of the best supported housing schemes in the country to help transform health and housing for people with more complex needs.

A first for mental health facilities

This year we helped set a new standard in mental health facilities, by opening Bevatone House in Barnet – one of the first for the UK in terms of its personalisation. Combining self-contained flats that a customer would want to buy, with care built around their unique needs, the service aims to rehabilitate clients, and support them towards independent living in a very innovative and empowering way. We see Bevatone House as the template for our future mental health developments.

A new approach to tackling homelessness

Arlington, our inspirational £22 million scheme for homeless people and the community, is now well established as the most unique answer to homelessness in London. Based on the New York Times Square model, we've created an inspiring environment within the shell of this monumental gothic building, where residents can live, train, get a job and re-establish themselves before moving on to live independently. Residents can benefit from on-site employment and training facilities, and take part in a range of activities, from NVQ courses to art workshops.

Since becoming fully operational in Autumn 2010, the first group of residents have now graduated from the Building Lives training centre, which provides training in construction skills. The social economy element of Arlington is also proving extremely popular, with higher-than-anticipated numbers of businesses making use of the conference facilities.

Growing our retirement portfolio

As well as expanding our older persons floating support service into Lewisham, we've now completed our first brand new extra-care scheme. A joint venture with Hill Homes, the Trees in Highgate provides 100% affordable homes to rent for people over 55 needing extra support, as well as lounges, an activity room, a café, a hairdressing salon and a therapy room. The £8.5 million scheme has been recognised with a design award, with the panel dubbing it 'the new benchmark for retirement housing in the UK'.

New ways to engage young people

As London's largest provider of support and homes for young care leavers, we see it as part of our job to help the young people we work with build self reliance and aspiration. For us, the Duke of Edinburgh award epitomises that approach – so this year, we were the first housing association to become a Duke of Edinburgh Assessment Centre. We've also launched a new project, working with young people from some of London's toughest neighbourhoods, to make films about their lives. And we're working on another scheme in Islington, called Purley Place, to equip young people with the skills they need to live in shared housing.

Steve Owers moved to Bevatone House – our new development in Barnet for people with mental health needs – after 20 years of living in institutions and hostels.

"I was the first resident to move in and I often joke that I was the guinea pig, in terms of sorting out the utilities and bills. But it quickly became clear to me that the staff were here to offer me whatever support I needed. Sadly my father died as I was finding my feet but everyone was excellent and helped me greatly through an incredibly difficult time. As to the future, the staff have helped me find voluntary work in the community, as a first step into working life. Had I been on my own these last eight months, life would have been very hard indeed. I was in a hostel before coming here, a place to which I also owe a debt of gratitude. But it wasn't until I arrived at Bevatone that life really started for me."



- To help grow our mental health services further, we've merged with the mental health charity Umbrella, so now have over 200 specialist mental health staff.
- The success of our Arlington development was underlined when Iain Duncan Smith and Nick Clegg selected it as the venue to launch the Government's white paper on welfare reform in November 2010.
- Arlington was also visited by Prince Charles in April 2011, who met with our residents, trainees and staff.



Realising our residents' potential

As well as specialising in developing high volumes of high quality affordable housing, we also have a very clear social purpose – to help our residents develop self reliance, aspiration and social mobility.

We place a big emphasis on helping our residents move forward. Our in-house employment and training service offers people a route into work, with careers advice and help with training, qualifications, apprenticeships and developing employability skills.

Over the last year, 224 residents have registered with our service, and we've now helped 934 people into jobs or training. Perhaps most significantly, our new social mobility scheme for homeless people, Arlington, proves that with the right support, even the hardest-to-help customers can make significant progress.

We want to do more

With over 60% of our social housing residents on soon-to-be-capped benefits, we recognise the need to go further to raise aspiration – working with local schools and parent groups to inspire young people and improve academic achievement, as well as developing skills to help residents into work.

On many of our estates, unemployment is well above the national average, and many residents start from a position of disadvantage.

So, as well as rolling out our Arlington model more widely, we are investing in:

- **apprenticeships** – building on our existing programmes, we're working with local businesses and contractors to launch a two-year apprenticeship scheme. We are the only housing association in London to be able to offer most of this training in-house (at our Building Lives centre at Arlington)
- **job tasters** – we'll now be offering these to our current unemployed residents, as well as the young people we work with, to help them explore different career paths
- **education** – recognising that support needs to start early, we're working with schools, our community involvement team, youth teams and volunteers to offer bespoke homework clubs, tutoring, youth mentoring, and after-school and summer clubs. We're also expanding our training package for adult residents
- **volunteering** – some people want to get involved and give something back, but not always in a formal work environment. So we're also expanding the scope of our volunteering opportunities across our regions.

Increasing choice, building aspiration

Ultimately, we want to increase the life choices for people living on our estates, and go further to help tackle some of the difficult social problems. In today's climate, there is a huge need for this kind of support – and as one of London's leading housing associations, we intend to keep developing our social mobility and community cohesion strategies, to support our residents' aspirations.

"I'd like to congratulate One Housing Group for their commitment to creating quality employment opportunities for young, local residents. They have highlighted once again that housing associations do much more than just put a roof over your head. They are using their funds and resources to support residents and build communities that work in the fullest sense."

Gordon Keenan, Head of Funding and Partnerships
– National Housing Federation

After being homeless and out of work, things are now looking brighter for Anthony Gulley.

"I was staying in a hostel after my home was destroyed by a fire. And it was then that my case worker recommended One Housing Group to me, as an organisation that could help me. As well as finding me a new place to live in June 2011, they've been instrumental in helping me find work. Their employment and training team helped me write up my CV, as well as offering me employment support with fortnightly job alerts."



- We helped 224 residents enter into work or training this year, including 20 people onto apprenticeships to learn a trade on one of our sites.
- We're working in partnership with Southwark Council to run a construction training scheme for young people, and have received very positive feedback from the construction companies who've taken on our apprentices.
- We have also taken on 42 residents to work in One Housing Group using funding from the Future Jobs Fund.



Financial summary

2010/11 was another good year for One Housing Group. Turnover increased from £102.6 million to £120.2 million, generating an operating surplus of £25.541 million and a net surplus of £6.88 million.

We improved our performance in several key areas compared to 2009/10. Rent collected, rent arrears, re-let times for vacant properties and rent loss through voids were all ahead of target – as were repair completion rates, by a significant margin.

Our borrowing and interest rate management strategies mean that our average rate of interest for 2010/11 was 3.97%. We also achieved significant savings, with our internal restructure generating £1.25 million and other efficiencies around £1 million.

Our primary business objective

One Housing Group's primary aim as a business is to provide affordable homes and quality services to people in need. At the same time, we have to ensure we are generating sufficient income from our activities to meet our operating costs, our investment in new homes, our interest payments and our loan covenants. We reinvest any surpluses we make back into our business, so we can provide more services and more homes for the people who need them.



Consolidated income and expenditure account

	2010/11	2009/10
	£'000	£'000
Turnover	120,142	102,637
Cost of sales	(28,499)	(17,127)
Operating costs	(66,102)	(61,890)
Operating surplus	25,541	23,620
Share of joint venture operating surplus	-	-
Surplus on sale of housing properties	2,172	4,179
Interest receivable	1,607	915
Interest payable and similar charges	(22,365)	(21,378)
Other finance (expense) / income	(28)	(41)
Corporate tax	(47)	
Net surplus	6,880	7,295

All amounts relate to continuing operations. There is no material difference between the reported surplus for the year and the surplus for the year as reported on a historic cost basis.

Statement of total recognised surpluses and deficits

	2010/11	2009/10
	£'000	£'000
Surplus for the year	6,880	7,295
Unrealised surplus / (deficit) on revaluation of investment properties	1,750	975
Unrealised surplus / (deficit) on revaluation of non social housing properties	1,882	298
Actuarial gain / (loss) on pension fund	2,155	(1,977)
Total surpluses / (deficits) recognised since the last reporting period	12,667	6,591

Source of income

	2010/11
	£'000
Social housing letting	66,591
Other social housing activities	34,662
Non social housing activities	18,889
Surplus income from sale of properties	2,172
Interest income	1,607
Total	123,921

How income was spent

	£'000
Management	13,661
Services	10,785
Routine maintenance	6,712
Planned maintenance	3,363
Major repairs	3,700
Depreciation of housing stock	3,783
Supporting people contract costs	17,156
Shared ownership first tranche sales	14,577
Sale of current asset stock	13,922
Other operating costs	6,942
Interest costs	22,393
Corporation tax	47
Total	117,041
Surplus	6,880

These figures are taken from our full statutory audited accounts for the year ended 31 March 2011. If you would like a full copy, please email comms@onehousinggroup.co.uk



Financial summary

One Housing Group Limited for the year ended 31 March 2011.

Consolidated balance sheet	2010/11	2010/11	2009/10	2009/10
	£'000		£'000	
Fixed assets				
Housing properties at cost / valuation	1,423,184		1,328,815	
Less Social Housing Grant	(646,782)		(602,215)	
Less other grants	(91,550)		(90,623)	
		684,852		635,777
Other fixed assets		10,036		10,541
Long-term investment		30,644		19,678
Investment in joint venture:				
Share of gross assets	18,922		12,836	
Share of gross liabilities	(16,552)		(10,598)	
		2,370		2,238
		<u>727,902</u>		<u>668,234</u>
Current assets				
Properties developed for sale	51,813		41,936	
Debtors				
Due within one year	45,116		47,976	
Due after one year	4,071		-	
Short-term deposits	3,148		12,286	
Cash at bank and in hand	35,283		58,600	
Creditors: amounts falling due within one year		(49,908)		(69,804)
Net current assets		<u>89,523</u>		<u>88,994</u>
Total assets less current liabilities		<u>817,425</u>		<u>757,228</u>



	2010/11	2010/11	2009/10	2009/10
Creditors: amounts falling due after one year		724,031		672,447
Provision for liabilities and charges		184		2,045
Pension fund liability		127		2,237
Total provisions for liabilities and charges		<u>311</u>		<u>4,282</u>
Capital and reserves				
Non-equity share capital	-		-	
Negative goodwill	5,404		5,494	
Revaluation reserve	13,388		9,749	
Restricted reserve	243		244	
Revenue reserve	74,048		65,012	
Total reserves		<u>93,083</u>		<u>80,499</u>
		<u>817,425</u>		<u>757,228</u>

Board and professional advisors

One Housing Group Board

Chair: Baroness Julia Neuberger DBE
Board members: Ozay Ali, Nigel Duerdoth, Ann Lucas, Jayne McGivern, Graeme Nixon, Nigel Pantling, Vijay Sodiwala, Terry Stacy, Carol Yarde, Martin Heys (Group Finance Director), Mick Sweeney (Group Chief Executive)

One Housing Group Limited (as at 1 August 2011)
TSA registration number: LH0171, FSA registration number: 20453R

Island Homes Board

Chair: Terry Stacy
Board members: Pam Cole, Ed Beswick, Jan Bros, Mary Goyder, Rumana Khair, Mohammed Maïum, Leïla Musa, Carol Yarde, Catherine Kyne (Managing Director of Island Homes)

Island Homes Housing Association (as at 1 August 2011)
TSA registration number: L4451, FSA registration number: 29971R

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Resident Line: 0300 123 99 66
Business Line: 0208 821 5100

Resident Complaints
Telephone: 0300 123 99 66
Email: complaints@onehousinggroup.co.uk

Private sales and shared ownership
Sales office: 0208 502 5758
Email: info@site-sales.co.uk
Website: onenewhome.co.uk

Intermediate rent enquiries
Office: 0300 123 2033
Email: csl@citystyleliving.co.uk
Website: citystyleliving.co.uk

