



Closer





## Breanna's story

"The not-so-great times have given me the confidence to be the best I can be, and made me want to strive for greater things."

Breanna, 16, felt bullied at school and home. She thought she was labelled as 'the one who will not achieve anything'. Today she's living in a One Support scheme, has passed her GCSEs and is making the most of all the opportunities that life has to offer.

"On behalf of young people, I believe that all we need is to be heard, trusted and motivated in order to make a difference. My goal in life is to break the stereotypes that people have of us and be successful in all I do."

"I'm interested in bringing gangs and violence down as it's an everyday problem where I live so it was a great experience to take part in the One Unified Showcase where I worked backstage. Eventually I'd like to run my own showcase on positivity."

"Last year I enrolled on the *Be Inspired* programme. It's all about leadership and peer mentoring and the workshops were lively and beneficial. I gained a leadership accreditation and developed communication and team working skills."

"I'm currently a young advisor, advocating on behalf of young people and with Kamilah's help I hope to get youth work qualifications."

See *Helping young people* on page 19

# About One Housing Group

## Our existing stock

We manage over 12,400 homes in London and adjacent counties, including:  
 4,406 in Tower Hamlets  
 2,453 in Camden  
 1,653 in Newham

## Our future stock

We have over 2,400 new homes in the pipeline, including:  
 475 in Camden  
 377 in Newham  
 273 in Islington  
 For more information on current schemes see inside the back cover.

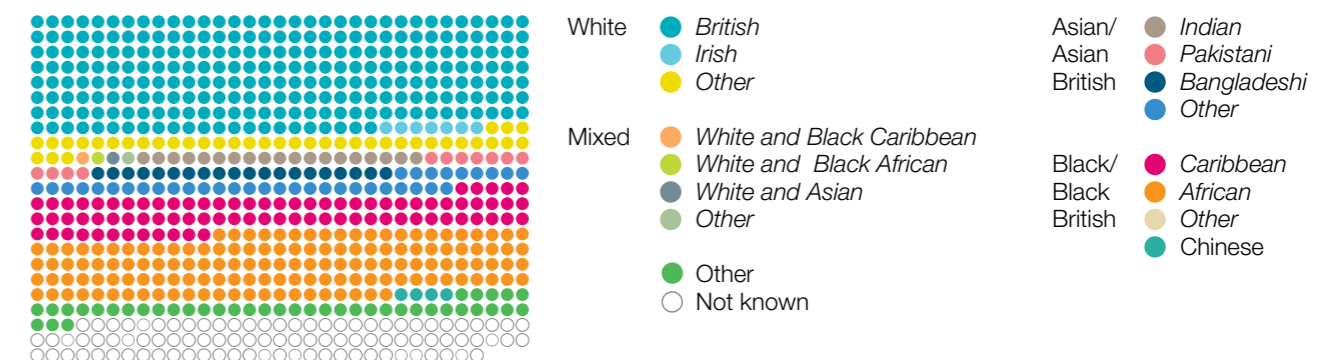
## Our stock types

Our existing stock comprises:  
 8,174 general needs homes  
 1,178 leasehold homes  
 1,697 shared ownership homes  
 1,353 supported housing units  
 115 market rent homes

## The size of our homes

0-1 bedrooms	5,126
2 bedrooms	4,137
3 bedroom	2,514
4 bedroom	558
5 bedroom	54
6+ bedroom	58

## The ethnic origin of our 757 staff



## Average weekly rents

Our average weekly rent is £103.75

## Supporting people

We support 4,500 customers at any one time.

We are London's largest developer of specialist supported housing, with 227 homes coming into management during 2009-10 and another 273 in the pipeline.

We are London's largest provider of supported housing for young care leavers.

## Repairs response times

Emergency repairs	96.4%	(target 97%)
Urgent repairs	92.9%	(target 92%)
Routine repairs	95.6%	(target 95%)

*This data relates to the average response times for One Housing Group. More detailed data can be found on our website, [www.onehousinggroup.co.uk](http://www.onehousinggroup.co.uk)*

## Repairs satisfaction levels

Tenant satisfaction	94.8%	(target 96%)
BME satisfaction	94.1%	(target 96%)

*This data relates to tenant satisfaction for repairs for One Housing Group. More detailed data can be found on our website.*

# Highlights

## Building new homes

We've kept building despite the downturn, completing 2,500 new homes across London, for around 7,000 people, over the past two years. *See Corrine's story on page 13.*

We hope to invest around £590 million in new homes over the next four years. *See page 12 for further information.*

Our pipeline of a further 2,445 homes is well underway. *See inside the back cover for more information about our award winning developments and the homes we're building at the moment.*

In June 2010, we opened the newly refurbished Arlington, a community within a community. *See page 15 for further information.*

## Focused support

We launched our Hackney Older Persons Floating Support Service, for over 55s living in private or social housing who can't cope alone. *Read Nazille's story on page 20.*

We ran more than 1,000 sessions for young people during the year. *Read Breanna's story on page 2.*

## Looking to the future

755 residents have used our employment and training services over the last three years. *Read Jermaine's story on page 17.*

Of the 370 residents who have accessed our employment and training service over the past year, 109 have gained accredited qualifications and 47 have found jobs. *Read Tim's story on page 29.*

Over 250 people have attended Money Matters courses since 2007. Of those who attended during 2009-2010 85% said that following the course they were able to live within their income, whilst 90% said the courses taught them the skills they need to be able to manage their money. *Read Being in control on page 25.*

## Getting closer

1,171 residents got involved through surveys, meetings, panels, forums and other activities during the year. *Read Carol's story on page 9.*

82% of residents say we provide ways of getting involved that suit them.

79% of residents are satisfied that their views are taken into account.

There are 1,500 active residents on our database. *Read Tahmina's story on page 23.*

## Delivering quality services

Our Customer Contact Centre took over 100,000 calls and 95% of residents were satisfied with how we responded.

92% of residents are satisfied with our repairs service, with 97% of the 19,182 repair appointments made being kept by our contractors.

99% of our homes had gas safety checks carried out.

OHG has once again achieved the highest possible Gold Standard across all services inspected by Quality Housing Services (QHS), independent auditors who monitor services provided by over 60 housing associations.

“We know there are tough times ahead for our residents. That makes our job more important than ever. We'll only be able to help by getting closer to them.”



## Chair and CEO's review

We know there are tough times ahead for our residents. That makes our job more important than ever. We'll only be able to help by getting closer to them.

People who are vulnerable may need extra support. New homes are needed for people who cannot afford private rents or raise the average £50,000 first time buyers' deposit in London, or £30,000 across the UK. Jobs are needed for a whole generation of young people – around 439,000 nationally – facing long-term unemployment.

We work in some of London's most disadvantaged neighbourhoods and we're in a strong position to help. We have a healthy balance sheet with a £100 million turnover, we support around 4,500 people at any one time and we're building over 2,400 new high quality homes.

We will go further than we have so far, working differently and better, and doing more with less. We aim to solve difficult social problems with energy and in new ways. We're open to new ideas and new partnerships. We're serious about building a dynamic new relationship with residents. So, while 82% of residents say we provide ways of getting involved that suit them, we would like to do even better.

We're restructuring the Group, saving £5 million that we can reinvest in services and new homes. We're setting up four Area Boards with strong resident representation. And we've appointed a resident member to our main board, as well as introducing a range of panels, forums, special interest groups and other reforms.

We fully support an approach to regulation which will liberate us to work much more creatively with our residents.

Innovative, inspirational and life-changing – our supported housing schemes are among the best in the country. Arlington in Camden is a stunning example. We've invested £20 million to transform the renowned hostel into a world class housing and enterprise centre on the New York Times Square model. For residents, it represents a route back into society.

"If we can help to change their lives for the better – and the lives of thousands of others – we know we're doing our job."

We understand that most older people want to live at home. So we're taking services to them with our groundbreaking floating support schemes. For those older people who can't cope at home, we're building modern, stylish extra care schemes with supportive technology.

We are also London's largest provider of support and homes for young care leavers. At the age of 16, their outlook can often look bleak. Sometimes they just need somewhere stable to live. At other times, they need someone who's there, who can give them help, advice and encouragement. And that's exactly what they get from us.

We know that young people face an uphill struggle to find work. So, using £140,000 from the Future Jobs Fund, we've given 22 young people work placements at One Housing Group. Each lasts six months. And for some, the placement has turned into a full-time job.





We're well aware of the chronic housing shortage in London – with one in nine households having put their names on social housing waiting lists. So, over the past two years, we've built 2,500 quality affordable homes, improving the lives of around 7,000 people. And we're continually exploring new funding routes, so we can keep on meeting the need for new affordable homes.

For disadvantaged communities in King's Cross Central and Canning Town, the future looks brighter. Both of these landmark projects will re-energise large parts of London – and we're delighted to be the affordable housing partner for both schemes.

One event from the year defines what we're all about. Our campaign against knife and gun crime among young people came to a fantastic climax with a high profile concert. In the audience were around 250 young people. Their rivalries were put aside so they could enjoy the music and socialise.

If we can help to change their lives for the better – and the lives of thousands of others – we know we're doing our job.

Baroness Julia Neuberger DBE  
Chair

Mick Sweeney  
Group Chief Executive

## Carol's story

"As a resident, I'm alive to all the issues here and when I saw the advert I knew I had to apply."

Carol Yarde has lived on the Samuda estate on the Isle of Dogs for 23 years. Now she's One Housing Group's first resident Board member.

"I see myself as an ambassador for the Group. I've always worked in local government, have worked in housing and neighbourhood management and can contribute to strategic discussions at Board level.

"I'm used to the language and how things are done and this gives me a real advantage.

"I think great strides have been made at Island Homes over the year. Catherine (Kyne, Island Homes' Managing Director) has been fantastic in making significant improvements to all the key performance areas.

"I'm in daily touch with residents and I can give them an accurate picture of what's happening and explain the context in which we work.

"One of the main issues this year has been to improve relations with Island Homes' tenant and resident associations and to ensure a variety of involvement mechanisms are in place to enable residents to work with us as much or as little as they want on topics of interest to them. I am pleased to say resident involvement in the shaping of our services has increased and is now more representative of the communities we serve.

"I'm very optimistic about the future of Island Homes – we now have in place really good foundations for residents to influence improvements. The next step is about working with local managers to make sure standards set by residents are delivered."





## Involving our residents

We're getting to know our residents better than ever before and it's having a dramatic impact on the quality of services.

The Tenant Services Authority's new approach sees residents co-regulating housing services, alongside their landlords and we've put the means of doing this in place through our Resident Involvement Framework.

Over the next few months we'll be working with residents to agree local offers – local service standards to suit local areas or neighbourhoods. With the new Group structure, we're setting up four Area Boards, with significant resident membership to oversee everything we do locally. We'll identify problems, fix them and learn from any mistakes.

We see this as just the start of a new dynamic between residents as active customers with real '*buying power*'. And we're the provider of choice.

### **Working side by side**

Residents sit side by side with our Board members and staff on our new Area Boards, Regional Consumer panels, Maintenance Forum and our new Home Owners' Forum.

They monitor service standards, take an in-depth look at services and make recommendations to our Service Improvement Team.

Recent changes made as a result include the expansion of the Group's resident training programme and an increase in call centre staff to cover peak times.

We've also set up Special Interest Groups to ensure the views of minority groups are being heard. New this year is BAME, the Black and Asian Minority Ethnic group on the Isle of Dogs.

### **Residents top five 'wants'**

Using a variety of different techniques – from the complaints process, resident mystery shopping and satisfaction surveys to consumer panels and special interest groups – we've built a picture of what our residents want from One Housing Group.

We reduced this to the leading 23 issues, then asked residents to vote for their top five. This is what they voted for:

**More information** on how their complaints are dealt with;

**Regular updates** from staff dealing with their queries;

**Telephone calls returned** within 24 hours;  
**Specialist maintenance service** to be on hand to answer queries;

**Direct contact details** of staff to be easily available.

With our resident reviewers, we've been getting to grips with these issues, with more training for staff, using mystery shopping and a range of other measures, all enshrined in our Service Improvement Plan.

### **Short Notice Inspection**

The Audit Commission's Short Notice Inspection of One Housing Group in July 2009 was largely positive. It did, however, reveal some weaknesses in the ways in which we involve residents which we're putting right.

Many of these ideas are from residents who took part in OHG's in-depth consultations after the inspection – through a residents' conference, roadshows, forum groups and a 1,000-strong telephone survey.

The ideas we've put into action include:

**An online 'Ask the Board'** function linking residents to Board members and staff;

**Training and support** for residents in chairing meetings;

**Networking and learning** events, where residents can assess progress, put forward ideas, agree improvements and highlight their experiences to Board members and staff;

**Research** to profile residents and better understand their needs.

## Building new homes

Despite the economic downturn, we've kept on building homes. Over the last two years, we've completed over 2,500 new homes across London, homes that are now being lived in by around 7,000 people.

We know every home we build offers a more secure future for individuals, couples and families. And with a doubling in our grant allocation to £87.5 million for 2009-10, we're bringing more schemes on site, faster than expected, and completing earlier – without sacrificing quality.

With grant levels likely to reduce, however, we've had to think outside of the box. We plan to build more homes for private sale to cross-subsidise our affordable programme, introduce cost rents and embark on more joint ventures. We hope to invest around £590 million over the next four years.

Our development pipeline of a further 2,445 homes is well underway. Among them is our £30 million project to transform a derelict site in Stratford into 113 new homes for affordable rent, shared ownership and private sale.

We've taken advice from our residents' Design Panel to help us create homes that people really enjoy. Among the awards we won in 2009-10 was one from the Royal Institute of British Architects for Tarling Heights and Watney Plaza and several for the Mastmaker Road Estate on the Isle of Dogs.

Maintaining our older homes is also important, and many of them already exceed the government's Decent Homes Standard. For example, we're spending £23 million on rebuilding homes on the Kidwells Estate in Maidenhead and another £40 million on refurbishing street properties in Enfield, Barnet and Newham, as well as the Allen Gardens Estate in Hackney.

Our skills as both a developer and agent for change have been recognised by our selection as the social housing partner regeneration projects in two of London's most disadvantaged neighbourhoods: Kings Cross and Canning Town.

These are two of the largest regeneration schemes in Europe. At King's Cross Central, we have started building the first 117 affordable homes and the first residents are expected to move in by 2012. Around them, a whole new neighbourhood will grow, with shops and offices, 20 streets and 10 major public spaces, as well as 2,000 homes.

The Canning Town and Custom House neighbourhood in Newham is also destined to become a new and stylish place to live with 8,000 new homes, new shops, offices, community spaces, cafes and parks.

Sales of our shared ownership homes remain strong, despite a tough market, thanks to some innovative marketing campaigns – and the quality of the finished product.

*See inside the back cover for information about our award winning developments and the homes we're building at the moment.*

## Corrine's story

“Buying this flat has made a lot of difference to our lives – it means we can stay in our own stamping ground.”

Corrine and her daughters Danielle, 19, and Lauren, 16, are settling into their new shared ownership flat at Vision, one of OHG's newest schemes in Islington.

“My daughters love it here – they were born in Islington and none of us wanted to leave when our circumstances changed. We're really thrilled with the flat – the finish is excellent and it's lovely to have the big Juliet balcony for the summer.

“This is the first time I've bought on my own but One Housing was very helpful and advised me all the way, making it a great experience.”

The family's new location couldn't be more convenient. Corrine teaches a BA musical theatre course and the flat is only one stop away from work, while Lauren can continue at the same school. Danielle is about to start university in Derby, to study fashion, but can easily return home to see family and friends.

“We can look forward again and life is more exciting”, says Corrine.  
“I'm so glad for the girls.”





## Kirsty's story

"My dream job would be with people competing in the Paralympics – they have to work extra hard and emotionally it's more difficult for them to achieve what they want."

Kirsty's words could sum up her own experience. Six years ago, when she was 14 years old, she was the innocent victim of a car accident that almost killed her – and brought her promising athletics career to an abrupt end.

"I used to be able to run the 400 metres in 63 seconds – that's only four seconds slower than the last Olympics winner. Today I have breathing problems and nerve damage to my foot. It's painful just to walk sometimes."

Despite her injuries, though, Kirsty hasn't given up. Now living in a One Support scheme with her three-year old son, called Makhae, she's continued her love of sport, coaching and studying. And, in September, she'll start a three-year sports psychology and injury prevention course at Middlesex University.

"Kirsty's really inspirational," her support worker, Beverly Smith says. "We've given her help in looking at housing options and finding grants, but she's so motivated that she secured the university placement on her own."

Once qualified, Kirsty plans to set up her own psychotherapy practice for disabled sports men and women.

"I want to work for myself – and help others less advantaged than me. And give my son a better future."

## Times Square Triumph

Homeless charities suggest that 4,000 people are homeless in London, with the increase resulting from relationship breakdowns and mortgage default. Shining through the post-recession gloom, however, is Arlington, our inspirational new £22 million scheme for homeless people and the local community.

Opened by the Mayor of London, Boris Johnson, in June 2010, Arlington is a visually stunning landmark which turns conventional ideas about tackling homelessness on their head. Within the shell of this monumental gothic building we have created a fresh, contemporary and inspiring place to live, learn, work and relax. Launching Arlington wasn't easy in today's economic climate, but we see it as essential to stemming rising levels of homelessness.

The new Arlington is a community within the community – with facilities that draw local people in, and draw out the talents and self worth of residents, including:

- 95 high quality residential** units for homeless people;
- Opportunities in situ** for work experience, training and jobs in construction, catering, the arts and business;
- 35 low rent apartments** for local workers;
- Business conference facilities** for up to 300 people;
- A restaurant** for residents, staff and the public.

Residents at Arlington have a once-in-a-lifetime chance to train, get a job and re-establish themselves.

There's no segregation at Arlington: residents and visitors enter the building through the same arched entrance, they eat in the same

restaurant, join in the same activities and live in similar style accommodation.


Yet it's what happens inside the building that's the most important bit. Our specialist partners are passionate about helping residents:

- City Dining** run the restaurant, while also offering training, apprenticeships and job opportunities;
- Lakehouse** (contractor of the year, 2010) offers apprenticeships in plumbing, plastering, painting, and electrics;
- Broadway**, the homeless charity, helps people get 'job ready' with interview practice, careers advice and mentoring;
- SPACE's art studio** and creative space is available to residents for therapeutic and creative activities;
- Artist in residence Ania Dabrowska** runs workshops in photographic and creative writing skills.

When it was first built in 1905, Arlington was considered cutting edge. It's featured in the writings of George Orwell and the lyrics of Madness. Now, it's been reinvented for the 21st century, inspired by New York's Times Square scheme, and similar projects around the world.

What's different about Arlington is that it gives people the chance to lead normal lives in a comfortable home, alongside neighbours from the mainstream community.

*Arlington is a partnership between One Housing, Camden Council and the Government's Places for Change programme.*



## Employment opportunities

“The key is to give young people real opportunities so we’re designing jobs with them in mind,” says Nazrul Islam, manager of one of the biggest employment projects One Housing has ever run.

With £140,000 funding from the government’s Future Jobs Fund, the scheme involves work placements for 22 young people. For some of them, like Jermaine, this might turn into a permanent role. “He’s progressed from being helped into employment one day to helping others get a job the next,” says Nazrul.

Next to a decent home, having a job will shape the life chances of these young people.

On many of our estates, unemployment is well above the national average. Our employment and training service offers a route into work with a ‘*start to finish*’ service, helping people with training, gaining recognised qualifications, work opportunities, apprenticeships, careers advice, guidance and job brokerage.

Many residents start from a position of disadvantage – as single parents, ethnic minorities, the 18-24 NEET group (not in education, employment or training), disabled and older people. As some are hard to reach, staff hold employment surgeries and events on our estates to engage with residents.

Over the past year 370 people have registered with the employment and training service. Our staff have helped residents into employment in a range of industries including education, recruitment, finance, telecommunications, transport, retail and tourism.

“We couldn’t do all this without the help of our partners in the public and private sector,” Nazrul concludes, “such as Tribal Group, Kingsbury Construction and Relay London Jobs.”



## Jermaine's story

“I’m really happy to be working here – this will give me the experience and qualifications I need to get a foot on the ladder.”

Jermaine clearly has the right attitude to succeed in a difficult jobs market. Although he trained as a plumber, at 20 years of age, he’s just become our newest Employment and Training Assistant.

“This is completely different from what I was doing before, but like a lot of young people I’ve always wanted to have the opportunity to work in an office. I’d like to stay here as long as possible”, says Jermaine.

It all started when we offered Jermaine a work placement, though our partnership with Tribal Group. Six weeks later he’d gained computer skills and was proving popular with residents using our employment and training service.

Giving Jermaine support is Employment and Training Officer Sonia Shah who helped him with his CV and further training and advice. Jermaine is now helping Sonia recruit new candidates for job vacancies and apprenticeship schemes.

“I’ve been out of work from time to time so I know what it’s like,” he says. “It is really good to be able to help other people in the same position.”

## Our communities

Communities which play together tend to stay together. It sounds simple, but sport, dance, art and fun days can help turn neighbours into friends. They can dissolve cultural barriers and reduce territorialism among young people.

So our staff go the extra mile to create activities to inspire residents.

Some are for fun. Some keep young people away from trouble. Others help people develop new skills. Here are some examples from last year.

### Centres of attraction

We are investing in community centres on our estates to attract more people to get involved and take part. The eye-catching Phoenix Heights Centre on the Isle of Dogs encourages long-standing residents to mix with people moving into our new Mastmaker Road estate.

With a rooftop football pitch, sound-proofed music room, training room and a community cafe, it's fast becoming the centre of Island life.

### Cooking together

Cooking is a great way of getting young people and others together to have fun and learn to make good, tasty food. We secured £7,000 of funding from Camden Council's Youth Opportunities Fund for the fully equipped kitchen at Hillview, where residents can chat and get to know each other as they create healthy snacks and stir fries.

### Keeping active

We provide sports to suit everyone – from keep fit for older people and Tai Chi, to circuit training and boxercise. We're expanding our football programme, setting up small scale football clubs, especially on estates with high levels of anti-social behaviour.

### Skilling up

With new skills comes new confidence. Over 100 residents took part in courses over the year. They learnt skills such as how to run a community group or business, with training in doing the books, managing staff and finance and chairing a meeting.

## Helping young people

"With young people being exposed to violence on a daily basis it is hardly surprising that some adopt violent lifestyles."

We want to work with these young people and encourage them to rethink their behaviour by getting to know each other and demonstrate their talents in a fun and positive way," says Kamilah McCalman, Youth Development Officer at One Housing Group.

Kamilah is the driving force behind One Housing Group's *One Mic One Life* anti-violence campaign against knife and gun crime among young people. Around 250 young One Support customers put any rivalries aside to socialise, show off their talents and celebrate the project's high point at a star studded concert at Holborn's Cochrane Theatre.

"We see the huge impact of knife and gun crime on young people and the long term effects that this kind of behaviour can have on their lives and communities.

"The *Be Inspired* programme is a celebration of young people – helping them to see themselves in a more positive light."

Among those at the concert was Breanna (pictured on the front cover), who's gained the confidence to take on new challenges. "Breanna was shy at first and did not really trust in herself and her skills," Kamilah recalls. "She was struggling to get her opinions heard and deal with difficulties."

"Now she's successfully passed the course and she's much more confident. I've really enjoyed working with her on the concert and also as her mentor while she was training in youth work."





## Nazille's story

"I always feel better when Burcu is here – she does so much to help me."

Life has been tough for 80-year old Nazille. Originally from Turkey, her language barriers, lack of mobility and, tragically, the death of her son have left her isolated and struggling with daily living.

Thanks to the help of Burcu Karali from One Support's floating support service in Hackney, she's finding life a little easier.

"When I need help, I call Burcu and she comes – but she visits me every week anyway," Nazille says.

"She helps me run my life – she organises redecoration and maintenance, makes doctor appointments, contacts the bank and has talked to the social worker about me. She does all my paperwork and filled in my community care grant application.

"When my son died, Burcu called his trade union to explain and they helped me financially.

"I have arthritis and I'm not very good on my feet so Burcu is trying to get an alarm fitted in case I fall so that I can get help easily just by pulling a cord. She has also arranged for me to get a new kitchen and bathroom with a walk in shower.

"I want to meet other people, so she's introduced me to One Housing' focus groups and come-and-go events. Just knowing there's always someone to help when I need them makes me feel safer and more independent."

## Working with older people

### Home services

The feedback from our senior residents groups has been clear: older people want to decide how they live. And most want to remain in their own homes, with support as and when it's needed.

We've responded by developing some groundbreaking new projects. In 2010, we launched our Hackney Older Persons Floating Support Service. This innovative initiative is for over 55s living in private or social housing who can't cope alone. We organise a floating support service visiting customers in their own homes so they don't have to face the upheaval of moving house.

Older people from ethnic communities – like Nazille from Hackney's Turkish community (opposite) – can become even more isolated when language is a barrier. So our team of 20, working from our Timber Wharf office, do the everyday tasks which can get more difficult with age – whether it's shopping, managing budgets and organising for repairs to be carried out.

### High quality extra care

When older residents do need to move into residential care, we want their experience to be the best. We've started transforming many of our sheltered schemes into high quality extra care 'home from homes'. We're also building brand new facilities.

In March 2010, for example, work started to remodel 34 flats at Esther Randall Court in Camden with new kitchens, walk-in showers, improved access and facilities for support staff. Once complete, the scheme will offer stylish housing in a convenient location in walking distance of Regents Park.

The Trees in Highgate is a brand new extra care scheme, providing 100% affordable homes with support. As the first scheme of its kind in the area, it allows people who would normally be priced out of the market to live there. The £8.5 million scheme has 40 attractive one and two bed apartments, lounges, an activity room, a cafe, hairdressing salon and therapy room.

### New contracts

In Hackney, we're supporting 200 individuals and families living in temporary accommodation. The people we're helping have complex needs and may avoid using services, risking repeat homelessness.

Also in Hackney, we are providing a new service to 40 families with complex needs. The service focuses on providing support, interventions and parenting skills to help reduce antisocial behaviour and improve the quality of life for both parents and children. This is initially a one year pilot scheme funded through social services, but forms a key strategic development in Hackney's efforts to manage hard to engage families.

Our new Mental Health Floating Support Service for Islington helps people live independently in the community. The service is for tenants and home owners and will help around 120 people every year.

In Camden we have recently taken over a registered care scheme which provides care and support to adults with alcohol misuse issues. Since taking over the scheme we have worked hard to turn the service around and have already implemented significant changes including major redecoration works. We are on target to achieve a two star rating from the Care Quality Commission by June 2011.

## Delivering quality services

We're passionate about improving services and we bring the same energy, innovation and flair to this as to high profile projects. We're seeing good results, with resident satisfaction rising as we push forward service improvements.

**Our Customer Contact Centre** took over 100,000 calls and 95% of residents were satisfied with how we responded; **92% of residents** are satisfied with our repairs service; **97% of the 19,182** scheduled repair appointments made were kept by our contractors; **99% of our homes** had gas safety checks carried out; **82% of residents** are satisfied with their opportunities to get involved in shaping our services; **OHG has once again achieved** the highest possible Gold Standard across all services inspected by Quality Housing Services (QHS).

### Dedicated officers for distinct neighbourhoods

Although these results are encouraging, we want to do better. So we're planning a more local, personal service at the grassroots, a style of service we can use to deliver the local offers we've been developing with residents. Housing Officers and Surveyors will look after their own 'patch' or neighbourhood, bringing in specialist services where needed and reporting to Area Boards. This will make it easier for Area Boards to set targets and monitor how their neighbourhood is performing, both for quality and value for money.

The new, consumerist approach to service delivery and quality is already bringing residents and staff together to make decisions and changing the traditional tenant/landlord relationship. We see this as a positive move with many important benefits for both residents and for OHG.

### Home Owners service

A responsive, dedicated service was launched for our 2,700 leaseholders and shared owners in January. The Home Ownership Services team offers owners a one stop point of contact for all enquiries, from legal issues to questions about service charges. Owners can also get more involved in how services are run through our new Home Owner Forums.

### Improvements on the Isle of Dogs

We're pressing ahead with proposals to boost resident participation on the Isle of Dogs, following the recent sign-off by the Tenant Service Authority of our action plan.

We've returned the Island Homes Board to a resident majority, with six of the eleven-strong Board being resident members, who bring their unique perspectives to Board decisions.

We have also widened the range of opportunities available for residents to get involved in shaping our services and are working hard to ensure that the views of all groups are heard.

Customer service standards on the Isle of Dogs are also rising. Our latest customer satisfaction survey helped to highlight where further improvements are needed and we're working with our residents to make these changes.

## Tahmina's story

"I've lived in Tower Hamlets all my life and I get a lot of satisfaction from working with my community,"

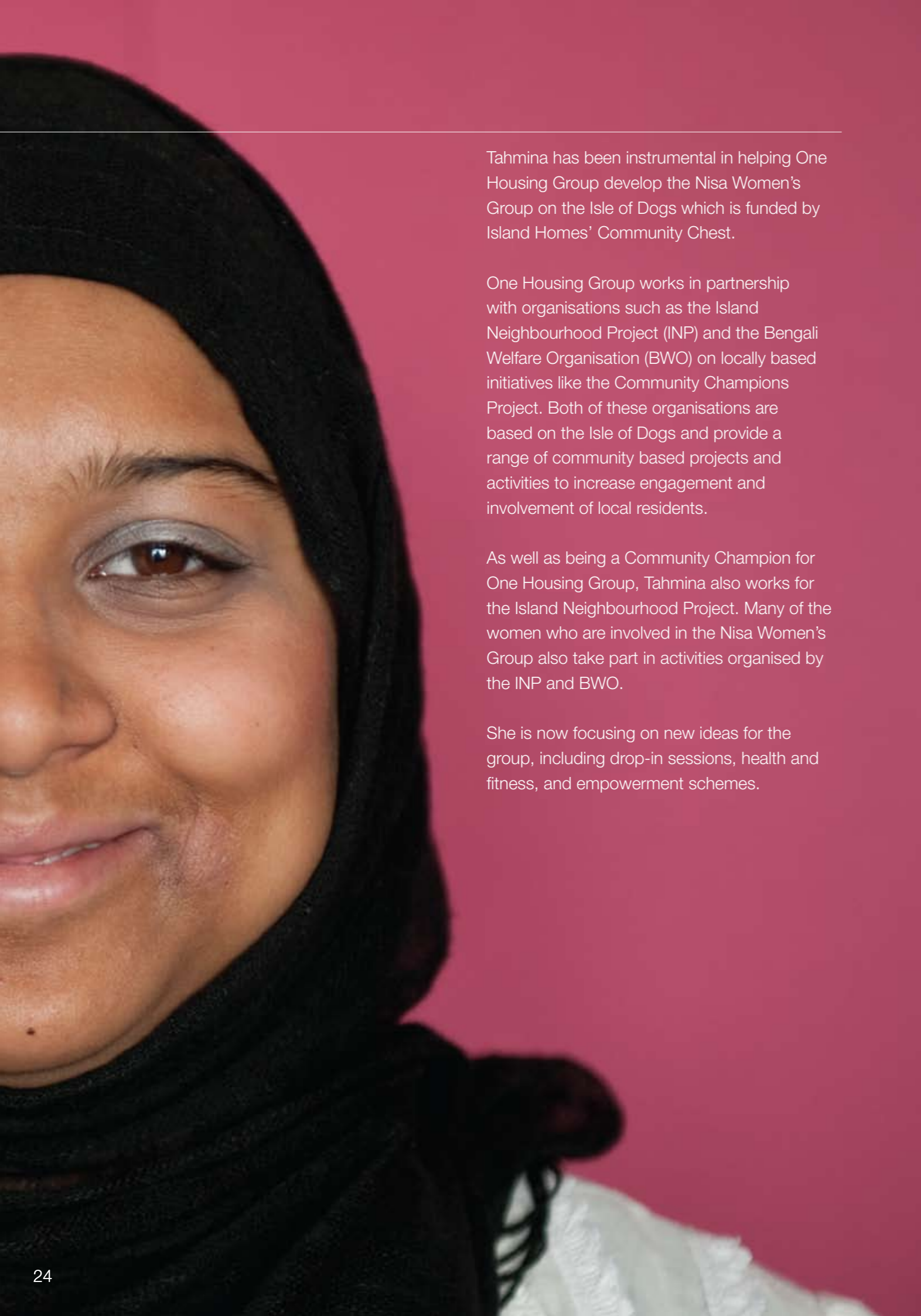
Tahmina Ali, completed our Community Champions course in 2009. Designed with the Tenant Participation Advisory Service and the Chartered Institute of Housing, the course forms part of our Equality and Diversity Strategy and aims to give participants an overview of community development techniques.

"It can be very hard to get the Bangladeshi community involved," she says, "but I share the same background and language so they accept me."

"The women are extremely difficult to reach," Tahmina adds. "They tend to stay at home and there are lots of cultural barriers – for example, they won't come out at all during Ramadan."

The course helped Tahmina to draw women out of their homes to mix with fellow residents. "It's really nice for them to get to know each other, or be able to go on an outing with friends and family."

*Tahmina's story continues overleaf*



Tahmina has been instrumental in helping One Housing Group develop the Nisa Women's Group on the Isle of Dogs which is funded by Island Homes' Community Chest.

One Housing Group works in partnership with organisations such as the Island Neighbourhood Project (INP) and the Bengali Welfare Organisation (BWO) on locally based initiatives like the Community Champions Project. Both of these organisations are based on the Isle of Dogs and provide a range of community based projects and activities to increase engagement and involvement of local residents.

As well as being a Community Champion for One Housing Group, Tahmina also works for the Island Neighbourhood Project. Many of the women who are involved in the Nisa Women's Group also take part in activities organised by the INP and BWO.

She is now focusing on new ideas for the group, including drop-in sessions, health and fitness, and empowerment schemes.

## Being in control

Rasheeda Graham manages Money Matters, our scheme that helps residents to get more financially savvy. It also provides access to affordable local credit, thereby reducing the risk of dependence on loan sharks.

The scheme, funded by Abbey Charitable Trust and Barclays, is for residents across the Group, from schoolchildren to older people and low income households to business owners. "It's about gaining the skills to manage your money, even on a limited income," says Rasheeda.

"Concerns about debt are very high in our target group – very few banking services are available to them so they can't make savings via direct debits on utility bills, they're vulnerable to loss or theft and are far more likely to use the alternative credit market," she explains. "A significant number of people realise they're in debt while they're on the course and start taking steps to reduce it."

Workshops on budgeting, saving and borrowing are run over four weeks by our partners – local credit unions and Services Against Financial Exclusion (SAFE). One-to-one debt advice is also offered plus help with opening a bank account and joining a credit union. Two out of five people who have attended the course said that they have reduced their rent arrears as a result.

"We help our residents to manage their finances and it works. This is one of our most successful projects."

"After the Money Matters programme I feel confident enough to start my own business and I am going to join the school's new stock market club." Quote from a 16 year old boy, one of 72 young people taking part in a Money Matters project at Haverstock School, Camden.



## Financial summary

Consolidated income and expenditure account	2010 £'000	2009 £'000
<b>Turnover</b>	102,637	106,362
Cost of sales	(17,127)	(27,303)
Operating costs	(61,890)	(56,336)
<b>Operating surplus</b>	23,620	22,723
Share of joint venture operating surplus	-	-
Surplus on sale of housing properties	4,179	6,441
Interest receivable	915	1,411
Interest payable and similar charges	(21,378)	(25,043)
Other finance (expense) / income	(41)	23
<b>Surplus for the year</b>	7,295	5,555

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 £'000	2009 £'000
<b>Surplus for the year</b>	7,295	5,555
Unrealised surplus / (deficit) on revaluation of investment properties	975	(5,017)
Unrealised surplus / (deficit) on revaluation of non social housing letting properties	298	(3,352)
Actuarial deficit on pension fund	(1,977)	(561)
<b>Total surpluses / (deficits) recognised since the last reporting period</b>	6,591	(3,375)

Source of income	£	How income was spent	£
Social Housing Letting	60,979	Management	13,768
Other Social Housing Activities	35,122	Services	9,999
Non Social Housing Activities	6,536	Routine maintenance	6,480
Surplus income from Sale of properties	4,179	Planned maintenance	2,136
Interest income	915	Major repairs	4,592
<b>Total</b>	107,731	Depreciation of housing stock	2,302
		Supporting people contract costs	15,893
		Shared ownership first tranche sales	15,632
		Sale of current asset stock	1,495
		Other operating costs	6,720
		Interest costs	21,419
		<b>Total</b>	100,436
		Surplus	7,295

These financial summaries are extracts from the full statutory audited accounts for the year ended 31 March 2010. Full copies can be obtained by request from One Housing Group's registered office: 100 Chalk Farm Road, London NW1 8EH.

## One Housing Group Limited for the year ended 31 March 2010

Consolidated balance sheet	2010 £'000	2009 £'000
<b>Fixed assets</b>		
Housing properties at cost / valuation	1,354,094	1,280,642
Less Social Housing Grant	(602,215)	(536,601)
Less other grants	(90,623)	(88,969)
Other fixed assets	10,541	11,076
Long term investment	19,678	357
Investment in joint venture:		
Share of gross assets	12,836	1,915
Share of gross liabilities	(10,598)	(965)
	693,713	667,455
<b>Current assets</b>		
Properties developed for sale	16,457	3,501
Debtors	47,976	75,447
Short term deposits	12,286	4,192
Cash at bank and in hand	56,600	32,484
	133,319	115,624
<b>Creditors: amounts falling due within one year</b>	(69,804)	(49,072)
<b>Net current assets</b>	63,515	66,552
<b>Total assets less current liabilities</b>	757,228	734,007
<b>Creditors: amounts falling due after more than one year</b>	672,447	657,831
Provision for liabilities and charges	2,045	1,903
Pension fund liability	2,237	266
<b>Total provisions for liabilities and charges</b>	4,282	2,169
<b>Capital and reserves</b>		
Non-equity share capital	-	-
Negative goodwill	5,494	5,593
Revaluation reserve	9,749	8,476
Restricted reserve	244	238
Revenue reserve	65,012	59,700
<b>Total reserves</b>	80,499	74,007
	757,228	734,007

## 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*.

*Resigned March 2010* Jatinder Saini *Resigned August 2010* Tunji Faleye, Hugh Lake, Alan Winter.

One Housing Group Limited as at August 2010.

TSA registration number: L4492, FSA registration number: 30236R.

### Island Homes Board

Chair Terry Stacy

Vice Chair Pam Cole

Board members Ed Beswick, Jan Bros, Mary Goyder, Rumana Khair, Mohammed Maium, Leila Musa, Carol Yarde, Catherine Kyne *Managing Director of Island Homes*.

Island Homes Housing Association as at 1 August 2010.

TSA registration number: L4451, FSA registration number: 29971R.

*The following were members of the Community and Toynbee Housing Association Boards during 2009-10 but stepped down in August 2010 following changes to our governance structure.*

### Community Housing Association Board

Chair Ozay Ali

Vice Chair Linda McHugh

Board members Mohammed Habib, Teri Okoro, Linda Sluys, Olivia Powis *resident co-optee*, John Gregory *Group Director, Housing Services*.

### Toynbee Housing Association Board

Chair Adrian Wells *remains in office until October 2010*.

Board members Andrew Bond *remains in office until October 2010*,

Ceilia Gresswell *resident co-optee*, Gulnahr Khan, Victoria Park *resident co-optee*,

Les Stevens, Paul Coates *Managing Director, Toynbee Housing Association*.

*Resigned March 2010* Jatinder Saini, Jennifer Sheikh.

### Solicitors

Devonshires

Solicitors

Salisbury House

London Wall

London EC2M 5QY

Shoosmiths

25 Southampton

Buildings

London WC2A 1AL

### Bankers

Barclays Bank plc

1 Churchill Place

London E14 5HP

### Auditors

BDO LLP

Emerald House

East Street

Epsom KT17 1HS

## Tim's story

"We go online every day now," Tim says. "As a result, we can keep in touch with our relatives."

Tim and his wife Grace have lived on the Kidwells Estate in Berkshire for more than ten years. Their horizons, however, have widened across the world since attending our Lifelong Learning computer training course – called *IT for All* – for 50-80 year olds.

"Grace has family in China and America who we only see every few years," Tim explains.

"Since the training we can use the internet and the webcam to chat to them when we like – it's really helped us to keep in touch.

"We all get on the computer at the same time to have a family conference. Grace's sister and mother in China have to get up early, while her sister in America has to stay up late so we can all chat at the same time!

"I had very basic computer skills," Tim continues, "but when I heard about this course I thought maybe I can catch up.

"The course was great because they let you do things at your own pace, so it's easier to learn. I've really improved my skills."

# Award winning developments

Over the last two years we've completed over 2,500 new homes across London, that are now being lived in by around 7,000 people. During 2009-10 we have won ten awards for design and quality. This is testament to the high quality standards that we apply to our developments. We work with the local environment of each development and build homes that enhance, rather than detract from, the landscape. Schemes that have won awards over the past year include:



## Mastmaker Court

Winner of two awards, Mastmaker Court is a high density, mixed tenure development on the Isle of Dogs. Completed in December 2009, it delivered 199 new homes, including 98 general needs homes, 44 shared ownership homes and 57 private sale units. The scheme includes a mix of unit sizes from three and four bed family houses to one and two bed apartments to encourage a diverse and sustainable community.



Residents benefit from new external public spaces including a children's playground, communal gardens and a community allotment space. The development also features private terraces, roof gardens and a football pitch. Mastmaker Court exceeds new requirements for renewable energy, featuring both a CHP heating system with solar hot water heating panels and ground bore heating/cooling.



## Church Street

Winner of three awards, this scheme involved the regeneration of a brownfield site to create 55 new one, two and three bedroom homes including a mix of general needs and shared ownership properties.

Church Street has a modern style which integrates well with and complements the architecture of surrounding buildings. Residents benefit from a communal courtyard and most properties also have a private balcony or a small garden.

# Building new homes

We're continuing to build new homes despite the economic downturn and our development pipeline of 2,445 new homes is well underway. Schemes currently on site include:



## Stratford High Street

Previously brownfield land, this scheme forms part of the wider regeneration of the Stratford area, that has suffered years of neglect and under development. Due for completion in November 2010, we are regenerating the site to create 113 one, two and three bedroom apartments as well as ground floor and basement commercial units.

Stratford High Street includes a mix of general needs, shared ownership and private sale properties. Residents benefit from several communal landscaped roof terrace areas and private balconies or terraces in the majority of homes. Higher parts of the development offer stunning views over the Olympic Park.



## Roden Court

Roden Court is being regenerated to create 136 new high quality homes. Once complete it will feature 52 general needs homes including four large family homes, 44 private sales properties and a state of the art 40-unit extra care scheme designed to meet the needs of older people.

Work is being carried out in two phases to enable existing residents to remain on site during the build programme and thus minimise disruption to their lives. The first phase is now complete and the second phase will be starting soon, with full completion expected in March 2012.



Energy efficiency and environmental sustainability are important considerations for our developments. Roden Court will utilise renewable energy to produce at least 10% of the energy required to power the development. It also features green roofs to reduce the amount of rainwater run off.



# One Housing Group

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[www.onehousinggroup.co.uk](http://www.onehousinggroup.co.uk)

*Head Office*

100 Chalk Farm Road  
London NW1 8EH

*Regional Offices*

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44 Palmers Road  
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*General Enquiries*

*Resident Line* 0300 123 99 66

*Business Line* 0208 821 5100

*Resident Complaints*

Telephone: 0300 123 99 66

Email [complaints@onehousinggroup.co.uk](mailto:complaints@onehousinggroup.co.uk)

*Sales and Intermediate Rent Enquiries*

Telephone: 020 8502 5758

Email [info@site-sales.co.uk](mailto:info@site-sales.co.uk)

Website [www.ohgsales.co.uk](http://www.ohgsales.co.uk)

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*Concept and design*

Andrew Kingham and Mathew Grenier

*Photography*

David Fernandes at [image2film.com](http://image2film.com)