A word from the Chair and CEO

We’ve come a long way over the last four years of our corporate plan, and indeed the last 12 months, which is covered in our full annual report and financial accounts. Our corporate plan, which spanned 2011 to 2014, allowed us to lay solid foundations and build on our experience and resources.

We are proud of the work we have done so far but we know there is still much to do. Our new corporate plan sets our direction for the next five years. We’re excited by the future. Our direction of travel is similar but our ambitions have grown and we’re adapting to the times.

Highlights

- 586 homes built
- 113,372 calls taken over last year
- £5.45M spent on improvement
- 632 people put into jobs
- £1.2M surplus

Watch the video

Managing our money

Building great homes

Creating vibrant neighbourhoods

Changing lives

Caring for and supporting our customers

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Caring for and supporting our customers

During the last 12 months we have supported and cared for over 11,500 people. We offer a range of support services, from caring for the elderly to people with mental health problems and those who find themselves homeless.

And we don't just stop there. We combine our caring skills with our expertise in building new homes to create purpose built accommodation with care and support for customers all under the one roof.
Onwards and upwards

Annual report 2013/14

Highlights

Call statistics:

- 113,372 Calls taken over last year
- 98.2% Caller satisfaction levels
- 82.9% Calls answered within 20 seconds (in customer contact centre)
- 3.7% Calls abandoned

Complaints:

- 94% Responses on time
- 941 Total number of complaints

Excludes West Region

Caring for and supporting our customers

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Our customers | Highlights | Senior living
---|---|---
Our extra care homes | Customer service | Watch the video

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Senior living

One Housing has invested £32 million in care support in recent years by developing four extra care schemes in London to house 154 tenants. Our senior living schemes are driven by giving our customers’ control and independence to create a thriving, stimulating and flexible home environment. Everyone has a personalised care and support package to meet their own needs and requirements as part of a truly flexible and responsive service.

We’re currently developing four more schemes with a further investment of £65 million over the next three years. These projects will deliver high quality services to 247 older people in Haringey, Lambeth and Lewisham. And we’ve secured funding for a further 580 units of care, extra care and senior living housing by 2019 as part of our new corporate plan.
Our extra care homes

Christopher Boone's Almshouse
30 extra care homes in Lewisham

The Corniche
84 senior living homes in Lambeth

Roden Court
40 extra care homes in Haringey

King Harry Lane
14 one and two bedroom senior living homes in St Albans

Roseberry Mansions
40 extra care homes in Camden
Customer service

As part of our ‘best fit’ initiative we have helped 14 households to move to smaller, more suitable accommodation to help them avoid paying the ‘bedroom tax’. We then used the 14 empty properties to rehouse a chain of 21 more overcrowded families and people with mobility problems. In some cases these moves had the added benefit of bringing people closer to work or family members. Programmes like this also help us ensure that we make the very best use of the homes we own.

In 2014/15 we aim to increase the ability for our residents to be able to move house by 50%. To help this we’ve joined forces with House Exchange to give our tenants more options if they want to swap homes.
Changing lives

It can be the small things that help someone stand on their own feet and allow them to realise their potential. We believe in giving a hand up, not a hand out. We have set up services which give residents the kick start they need and the results have been fantastic.
## Highlights

### Employment and training outcomes:

<table>
<thead>
<tr>
<th>Year</th>
<th>Training</th>
<th>Jobs</th>
<th>Apprenticeships and placements</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011-12</td>
<td>185</td>
<td>89</td>
<td>56</td>
</tr>
<tr>
<td>2012-13</td>
<td>261</td>
<td>105</td>
<td>76</td>
</tr>
<tr>
<td>2013-14</td>
<td>412</td>
<td>155</td>
<td>65</td>
</tr>
<tr>
<td>2014-15</td>
<td>550</td>
<td>185</td>
<td>60</td>
</tr>
</tbody>
</table>
Helping Cheryl stand on her own feet

Cheryl Patel is a struggling single parent who was trying to find a job with flexible hours to work around her childcare needs.

“After registering with One Housing’s Employment and Training team I met with my consultant. She helped me update my CV and really listened to my career aspiration to be a care worker.

Before I knew it I was invited to attend an employer assessment day to meet my potential new employer. This was a great experience as I got the chance to ask questions and get a better understanding of the company and the role.

Within two weeks I had a job with Blue Bird Care, as a care worker, where I help vulnerable people to live safely in their own homes.

The team has changed my life. The employment and training service is fantastic. They gave me a tailored service and excellent support at every stage... I am so thankful this service was in place.”
Borhan’s experience with volunteering

17 year-old Borhan Uddin is a One Housing resident who we encouraged to volunteer at the youth centre on the Hillview Estate in King’s Cross. Borhan has now started an apprenticeship at One Housing.

“I was 15 when I started volunteering, which all started as part of my one week’s work experience during secondary school.

I used to hang around with the wrong crowd, getting into bad habits. But since I started volunteering I really feel it has helped me. It’s given me a chance to change my life and keep out of trouble. I still help out at the centre, mentoring the younger kids and building a good relationship with them.

But I’ve just finished my BTEC (Business and Technology Education Council) in Health and Social Care and Maths and I’m looking at starting an apprenticeship Youth Level 1 Course with One Housing.

I know what I want to do with my life now - I want to be a youth worker and help to inspire kids out there who were in a similar situation to me growing up. I’ve found my career and I’m really happy with the path my life’s taking.”

Borhan has been recognised for all his hard work and achievements by being shortlisted for the Mayor of London’s Team 2014 Achievement Award for ‘Mentoring and coaching under 25’s’.
Volunteering at Arlington - Hannah Gallager

Over the last year Hannah Gallager, a qualified psychotherapist, has introduced a free counselling service for our homeless residents at Arlington.

Hannah runs her own successful counselling practice in Clapham and while studying she decided to take on a work placement at Arlington to get more experience. She has counselled residents of all ages – many who couldn’t access a counselling service or were experiencing long waiting times because they were homeless.

“I started volunteering at Arlington on a full-time placement for three months as a student social worker while completing my masters degree. I decided to continue volunteering to create a counselling service at Arlington. I have found my clients to be a complex customer group, suffering from not just physical, but emotional and health issues.

Within the first few months of counselling I built strong relationships and could really see positive results. I've found it so rewarding.”

Counselling has helped them to find their feet again... “Since I started volunteering in September last year, I have counselled around 60 clients. My day can consist of seeing around eight clients all with different issues. My clients meet with me on their own terms and the one thing I’m always told is that they never felt judged... which is so important.”

Changing lives

<table>
<thead>
<tr>
<th>Changing lives</th>
<th>Highlights</th>
<th>Cheryl's story</th>
<th>Borhan's story</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hannah's story</td>
<td>Employment and Training centre</td>
<td>Watch the video</td>
<td></td>
</tr>
</tbody>
</table>
Employment and Training centre

Helping residents into work plays a key role in improving their lives. Our employment and training service successfully combats the high levels of unemployment on our estates. We improve work and life skills though accredited and soft skills training, encouraging social mobility and aspiration.

In November 2013 we opened our new purpose built employment and training centre in the heart of Camden and we expanded our team to help more people into training, apprenticeships and employment. This year we passed the milestone of helping over 1,500 residents with our services. We’re very proud of this achievement and committed to supporting even more residents with their personal and professional development.
Building great homes

Everyone deserves a good home and we’re committed to building high quality properties across London and the South East for rent, for sale, and for a range of budgets and lifestyles. We have over 15,000 homes and over the next year we plan to create over 550 more.
Highlights

Stock breakdown by borough / development areas:

1. Barking and Dagenham
2. Barnet
3. Bexley
4. Bracknell Forest
5. Brent
6. Broadland*
7. Bromley
8. Camden
9. Castle Point*
10. Ealing
11. Enfield
12. Epping Forest
13. Greenwich
14. Hackney
15. Haringey
16. Harlow
17. Harrow
18. Havering
19. Hounslow
20. Islington
21. Kingston upon Thames
22. Lambeth
23. Lewisham
24. Newham
25. Reading
26. Redbridge
27. Reigate and Banstead
28. Sevenoaks
29. Slough
30. Southwark
31. St Albans
32. Tower Hamlets
33. Waltham Forest
34. Wandsworth
35. West Berkshire
36. Westminster
37. Windsor and Maidenhead
38. Wokingham

*Not shown on the map as located outside the London area

Boroughs with more than 400 homes are highlighted in cyan
New homes are our priority

Now that large housing grants are a thing of the past, we fund the construction of our new homes by selling on the open market. We do this independently and through joint venture partnerships.

In 2013/14 we sold 90 private sale and 113 shared ownership properties and plan to complete a further 330 private sale and 49 shared ownership homes during 2014/15.

We think we have a win-win approach to building homes. We increase supply for those wanting to buy their home and at the same time use the profits to house those on lower incomes.

One Housing is structured to do this efficiently and get best value for money. Profits from our non-charitable subsidiaries can be gift-aided to the charitable parent company which allows us to recover tax and so put more funds into social housing.

At the end of the financial year we were able to reinvest £5.5 million into more affordable homes in this way.

Quality is important to us too. For example, we’ve been taking steps to make sure that our new and existing homes are more energy-efficient by embracing new environmental standards. This means lower running costs for our residents and reduced impact on the environment.
Creating vibrant neighbourhoods

Our teams work hard to keep our estates clean and tidy. We take pride in the homes and communities we create but we know that things could be improved. We are now bringing our repairs and maintenance service in-house because no one else cares about our residents and their homes as much as we do.
# Highlights

## Repairs and maintenance

<table>
<thead>
<tr>
<th>Type</th>
<th>Achieved on time:</th>
<th>Satisfaction with repairs service:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency</td>
<td>98%</td>
<td>93.5%</td>
</tr>
<tr>
<td>Urgent</td>
<td>93.7%</td>
<td></td>
</tr>
<tr>
<td>Routine</td>
<td>96%</td>
<td></td>
</tr>
</tbody>
</table>

### Repairs appointments kept:

- **Actual**: 98.9%
- **Target**: 98%
- **Actual**: 99.3%
- **Target**: 100%

### % Properties with a valid gas certificate:

- **Actual**: 93.5%
- **Target**: 100%
Balancing people and homes to help enrich communities

Since November 2013 it's been a criminal offence to sublet a social rented property. So we held a three month amnesty to allow any of our residents who were subletting to hand back their property without risk of prosecution. This campaign resulted in keys being returned for seven high value central London properties in Westminster, Camden, Tower Hamlets and Newham.

One bedroom properties like these are in high demand, especially for those residents affected by welfare reform and need to downsize so seven households stand to benefit. Now the amnesty is over we're continuing to identify and work with local authorities to regain possession of illegally sublet properties so they can be given to those in real need.
Home improvements

We’re mid-way through a major programme of refurbishment works to our properties in and around Frederick Street in Central London. Programmes like this are expensive but rather than taking the easy option and selling off some of the homes to fund the work, we’re delivering value for money and securing our assets for the future by converting some of the units to market rent to help cover costs. In the future we’ll return these properties to social housing. Frederick Street residents will benefit from new double and secondary glazed windows, improved insulation and new boilers to help keep running costs down.

We’ve managed to reduce the cost of our repairs work by 5% through tackling non-essential jobs in batches. Seven out of ten maintenance projects are now planned in advance, rather than only half resulting in a more efficient and effective service.

We’ve also brought our maintenance consultancy services in-house, saving £385,000 and set up our own maintenance company, One Direct Maintenance Limited. This wholly-owned subsidiary is now gearing up to manage all our repairs work - both planned and reactive. One Direct has already made saving ranging from 9% to 67% on minor work to empty properties when compared to existing contractor costs. At the same time we’ve improved our turnaround by almost a third.

These two initiatives combined are expected to save us around £3 million which will be reinvested back into frontline services.
Managing our money

We strive to get the best value for money, whether it’s doing things more efficiently or in new and better ways. We are smart with how we manage our money. It needs to work hard for us so we can do more and help more people.
Onwards and upwards
Annual report 2013/14

Highlights

Operating costs per unit:
2014 actual £5,049
2013 actual £4,607
2013 peers £4,694

Operating margin social housing:
2014 33%
2013 35%
2013 28%

Management costs per unit:
2014 actual £1,193
2013 actual £1,096
2013 peers £1,467

Maintenance costs per unit:
2014 actual £1,641
2013 actual £1,382
2013 peers £1,244

RANKING
4 OUT OF 9
RANKING
2 OUT OF 9
RANKING
2 OUT OF 9
RANKING
6 OUT OF 9
Delivering value for money

Delivering value for money is key to providing excellent homes and quality services to our customers. To ensure that we use our resources for the most impact we’ve worked hard to put value for money at the heart of our principles and systems throughout the business. Some of the ways in which we continually improve our performance, reduce our running costs and maximise return on our assets include:

- understanding costs, benchmarking them internally and with our industry peers
- tracking improvements in efficiency and monitoring cash savings and quality improvement
- making sure financial savings are re-invested into improving services for now and in the future
- ensuring staff become value for money ‘champions’
- making sure that service, team and individual action plans deliver value for money
- striking an effective balance between quality and cost when making value for money decisions
- involving residents in decisions affecting frontline services
- challenging how we deliver services and get value for money
- procuring goods and services effectively and economically.
### Balance sheet

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th></th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tangible fixed assets</strong></td>
<td></td>
<td></td>
<td><strong>Debtors: amounts falling due after more than one year</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing properties at cost less depreciation/valuation</td>
<td>1,499,727</td>
<td>1,570,420</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less Social Housing Grant</td>
<td>(715,887)</td>
<td>(706,784)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less other Grants</td>
<td>(72,264)</td>
<td>(72,283)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Net housing properties</strong></td>
<td>711,576</td>
<td>791,353</td>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other fixed assets</td>
<td>9,551</td>
<td>9,502</td>
<td>Properties developed for sale</td>
<td>123,274</td>
<td>158,080</td>
</tr>
<tr>
<td><strong>Total tangible fixed assets</strong></td>
<td>721,127</td>
<td>800,855</td>
<td>Debtors</td>
<td>27,715</td>
<td>13,954</td>
</tr>
<tr>
<td>Investments</td>
<td></td>
<td></td>
<td>Cash at bank and in hand</td>
<td>71,041</td>
<td>92,595</td>
</tr>
<tr>
<td>Long-term investments</td>
<td>387</td>
<td>368</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment in joint ventures:</td>
<td></td>
<td></td>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>(65,470)</td>
<td>(87,217)</td>
</tr>
<tr>
<td>Share of gross assets</td>
<td>4,365</td>
<td>6,130</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Share of gross liabilities</td>
<td>(20)</td>
<td>(414)</td>
<td><strong>Net current assets</strong></td>
<td>156,560</td>
<td>177,412</td>
</tr>
<tr>
<td>Net joint venture investment</td>
<td>4,345</td>
<td>5,716</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total investments</strong></td>
<td>4,732</td>
<td>6,084</td>
<td><strong>Total assets less current liabilities</strong></td>
<td>883,640</td>
<td>984,351</td>
</tr>
</tbody>
</table>

**A word from the Chair and CEO**

**Caring for and supporting our customers**

**Changing lives**

**Managing our money**

<table>
<thead>
<tr>
<th>Managing our money</th>
<th>Highlights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivering value for money</td>
<td>Balance sheet</td>
</tr>
</tbody>
</table>

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**Creating vibrant neighbourhoods**

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### Creditors: amounts falling due after more than one year

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provision for liabilities and charges</td>
<td>1,553</td>
<td>581</td>
</tr>
<tr>
<td>Pension fund liability</td>
<td>1,083</td>
<td>788</td>
</tr>
<tr>
<td><strong>Total provision for liabilities and charges</strong></td>
<td><strong>2,636</strong></td>
<td><strong>1,369</strong></td>
</tr>
</tbody>
</table>

### Capital and reserves

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-equity share capital</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Revenue reserve</td>
<td>94,331</td>
<td>117,947</td>
</tr>
<tr>
<td>Revaluation reserve</td>
<td>27,206</td>
<td>71,277</td>
</tr>
<tr>
<td>Restricted reserves</td>
<td>2,069</td>
<td>2,049</td>
</tr>
<tr>
<td><strong>Total reserves</strong></td>
<td><strong>123,606</strong></td>
<td><strong>191,273</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total liabilities and charges</td>
<td>883,640</td>
<td>984,351</td>
</tr>
</tbody>
</table>
Contact us

Board and professional advisors
One Housing Group Board
Chair:
Anthony Mayer CBE
Board Members:
Vijay Sodiwala
Jayne McGivern (resigned November 2013)
Carol Yarde
Mark Clarke
Mike Taylor
Nigel Fee (appointed May 2013)
Mick Sweeney
Martin Heys
Alan Williams
John Gregory
Kevin Beirne

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FSA registration number: 20453R

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100 Chalk Farm Road
London NW1 8EH

Regional offices
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44 Palmers Road
London E2 0TA

Ground Floor
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Maidenhead SL6 1LY

12 The Quarterdeck
London E14 8SJ

17 Castalia Square
London E14 3PQ

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Resident line:
0300 123 99 66
Business line:
020 8821 5100

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

Private sales and shared ownership
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020 8502 5758
Email:
info@site-sales.co.uk
Website:
onenewhome.co.uk

Intermediate rent enquiries
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