



CREATING
COMMUNITIES
TOGETHER

Annual Review
2024-25

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SOUTHERN HOUSING AT A GLANCE



We're committed to supporting the communities our residents call home. We invest in our homes and services so people can thrive.

We've invested



£286 million

in our homes this year

Overall
satisfaction



63%

Safety
satisfaction



78%

Repairs
satisfaction



87%

Residents live
in our homes



167,000+

We own
and manage



80,427 homes

WHERE WE OPERATE

- With homes across the country, most of our residents and communities live in:**

- London
- Kent
- Surrey
- Sussex
- Hampshire
- The Midlands
- Essex
- Berkshire
- Isle of Wight.



A MESSAGE FROM YOUR RESIDENT STRATEGY GROUP (RSG)

Welcome to this year's Annual Review for residents. We're pleased to share with you an update on our work and progress over the last year. We continue to bring a resident voice to ensure your best interests are at the heart of Southern Housing.

It's been another busy year for the organisation, with lots of changes.

As part of our work as the Resident Strategy Group, we've been holding the Executive Team to account for repairs and complaints, scrutinising the plans and resources in place to ensure residents are receiving the services and value for money they expect and deserve. This has not been easy against a backdrop of the merger where the organisation has been integrating teams and systems.

Southern Housing leaders have been honest in recognising that services are not where they should be and the organisation is learning from past mistakes. We're happy to say the majority of the merger integration work has now been completed and is moving to the next transformation phase. We'll start to see and feel those new integrated systems working harder for residents and colleagues, meaning interacting with the organisation should be easier. We've especially been raising the challenges residents can face around the lack of ownership and proactive communications. The organisation is taking steps to ensure improvement in these areas.

RSG will continue to seek that assurance and improvement.

We'll be monitoring the plans, along with the ambitious targets. As part of these targets, the organisation wants to achieve the best regulatory consumer standard rating of C1 and become the best large landlord for repairs. This will be supported by the new local link and one front door housing service model (read more on pages 23-24).

There's always a great deal to consider, particularly with new legislation and sector challenges on the horizon including implementing Awaab's Law.

**WE CONTINUE TO BRING
A RESIDENT VOICE
TO ENSURE YOUR
BEST INTERESTS ARE
AT THE HEART OF
SOUTHERN HOUSING**



A MESSAGE FROM YOUR RESIDENT STRATEGY GROUP

This means new rules around repair timelines and reporting will come into effect later this year.

It's not easy but we're confident we have the right plans, people and culture in place to support residents. This is clearly evidenced in the tenant satisfaction measures which show: "**80%** of residents agree they are treated fairly and with respect" and "**78%** are satisfied they are provided with a safe home". Read more TSM results on pages 13-21.

Earlier this year, we attended the National Housing Federation conference and the TPAS National Tenants Conferences to talk about our experiences as involved residents and to try and encourage fellow residents to get involved to make a difference.



I'm very pleased to share the news that I was appointed to the board after a really positive recruitment process. More than **200** residents showed interest in the role, which is great news. It shows residents are more interested than ever in how Southern Housing's services are provided, and they want to be involved.

I'm so pleased that some of the interested residents have since found other ways to be involved including joining our local panels and other residents' groups.

As part of my appointment to Board, I've also been appointed to the Fresh Vision's charity as a trustee. The charity is a subsidiary of Southern Housing, and focuses on changing lives and transforming futures, it offers vital support to children, young people and adults who face extreme disadvantage as a result of poverty, domestic abuse, lack of education and social exclusion. I'll be working hard to raise funding and awareness over the coming months and years which will hopefully make a practical difference to those who most need it.

BILLY BROWN,
RESIDENT STRATEGY GROUP CHAIR



Despite the challenges, we're proud of what we've achieved over the last year, and we look forward to ensuring residents' voices are heard at every level of the organisation over the year ahead.

Thank you

BILLY AND CHARLAINE
RESIDENT STRATEGY GROUP CHAIR AND VICE
CHAIR



MESSAGES FROM OUR RESIDENT BOARD MEMBERS

It has been heartening to see the integration of the two legacy housing data systems approaching completion and to understand how this will streamline the delivery of repairs and maintenance. This sits well with our stated aim to deliver the best customer service across all the large housing associations by the end of next year.

The Board awayday to see the Four Courts site in Hastings was extremely useful. This is a large regeneration project that will see the site of four 1960s tower blocks redeveloped to provide a greater number of new, high-quality social homes to meet local housing needs. Some residents have lived there for many years, so it is good to know we have a dedicated team smoothing the path of necessary change.

Probably the highlight of the year was attending the launch of the G15 Residents' Group at the Houses of Parliament in January. We were able to discuss with MPs how the resident experience in social housing can be improved and make the case for housing associations to have equal access to the Building Safety Fund, a position now shared by Government in the recent Spending Review.

Finally, it was great news to have Billy Brown join the board as our fourth resident member. His presence will reinforce the resident voice, and we welcome an excellent and dedicated advocate.

PHIL BLUME



MESSAGES FROM OUR RESIDENT BOARD MEMBERS

This past year marked a pivotal chapter in Southern Housing's journey, with the merger reaching full integration by July 2025. While some residents may still ask, "Has it made a difference?", the answer lies not only in immediate outcomes but in the cultural shift now underway. The merger's ambition to be 'large but local', was always about improving services and placing residents at the heart of decision making. That vision is beginning to take root.

As a resident board member on the Integration & Transformation Committee, I've seen first hand how the resident perspective is no longer symbolic, it's strategic. From shaping governance to influencing service models, we've embedded accountability and lived experience into decision making. Our presence has helped reframe board discussions, champion inclusive policies, and push for practical outcomes like insourcing repairs and a renewed focus on

getting the basics right. The next strategic aim is clear: to become the best in repairs and maintenance among peers.

Integration brought challenges, service disruptions and stretched capacity. But it's now laying the foundation for transformation, establishing stronger local staff links and improving oversight and communication around repairs. With the launch of a robust Data Assurance Framework, clearer governance, and a bold mission ahead, we're co-creating targeted solutions based on real resident needs.

Culture change takes time. But this year, we've shown that resident influence is not only possible, it's powerful.

DAISY ARMSTRONG



**RESIDENT REFLECTION:
A YEAR OF CHANGE
AND INFLUENCE**



MESSAGES FROM OUR RESIDENT BOARD MEMBERS

For this past year, I've been proud to contribute to the Board's work with a clear focus on what truly matters for resident services. I've supported the disposal of office assets where it makes sense financially and operationally, helping the organisation reduce costs and reinvest in areas that directly benefit our communities. But I've also been firm: we don't sell at any cost. Every disposal must be viable, deliver value for money, and align with Southern Housing's long-term goals.

When it comes to homes, my position has been consistent. We must only consider disposal when there is no viable alternative to retain the property.

Residents deserve homes that are safe, meet the Decent Homes Standard, and achieve strong EPC ratings. Where improvement is possible, I've backed investment over disposal.

It's been a year of thoughtful decision making, and I'm proud to have helped keep our focus where it belongs on delivering safe, decent, and sustainable homes for our residents.

IAN WILSON



A MESSAGE FROM PAUL HACKETT, CEO

This past year has been one that's brought challenges but also real progress and change for Southern Housing. Since our merger in 2022, we've been working hard to bring two organisations together and I'm proud to say we're now a stronger, more resilient business focused on delivering better services for you. With our people and systems mostly integrated, we've a shift in our focus to transforming our services to best meet your needs.

I was delighted that the business recovered our Governance rating of G1 following an in-depth assessment by the Regulator of Social Housing in 2024. And we received our first Consumer Standard rating of C2. We're working through an improvement plan to ensure we move to a C1 rating. You can read more about what this means on our [website](#) 



FOCUSED ON SERVICES

Improving customer service is our top priority and this year we've put in place a number of improvements to help you see a real difference. We've restructured our housing teams to provide more localised support. These local teams will focus on tackling the key issues in your community, ensuring better coordination and improved services for all residents.

We've completed the integration of our customer contact centres and unified our contact information. This means your requests are more likely to be resolved the first time you get in touch with us. We've also now launched our new Online Account, designed to give residents greater flexibility and the opportunity to self-serve. We've reduced our complaints backlog by **70%** and made it easier for you to give feedback online. These changes are designed to make it easier and faster for you to get the support you need from us.

We've also made big improvements to our repairs service, as we know this is a top priority for you. We've worked hard to bring many of our repair services in-house and two-thirds of repairs are now handled by our own team, giving us better control and faster response times. We hope you're seeing the difference this makes. More work is underway, and you can read about this on page 45.

RESIDENTS AT OUR HEART

This year, residents have continued to be actively involved in shaping our services and communities. I'm proud that Southern Housing is the first housing association to receive the Scrutiny Assured Quality Mark from TPAS, recognising our commitment to resident involvement.

Our Resident Scrutiny Panel have reviewed key areas including damp and mould management and the effectiveness of our website. You can read details about this project on pages 41-43.

We're also unique among large landlords in having four residents on our Board. I was extremely pleased when long-standing involved resident Billy Brown joined our Board in March 2025, after serving as Chair of the Resident Strategy Group.

We'll continue to ensure residents are meaningfully involved in decisions at every level. Many of our involved residents also contribute nationally, helping shape the future of housing through groups like the G15 Residents' Group and the Housing Ombudsman Resident Panel.



A MESSAGE FROM PAUL HACKETT, CEO

INVESTMENT WHERE IT'S NEEDED

The current economic climate is tough and during 2024-25 I'm proud that we've made a tangible difference for over **10,000** people on community support activities. This includes urgent cost of living money guidance advice for over **3,000** residents, making a **£6.2 million** positive financial impact for these households. Over **400** residents accessed jobs and training with our support.

We've also continued to invest in your homes and communities. Over the last year, we spent **£286 million** improving existing homes, more than ever before. We've made great strides to ensure homes are safer. Our fire remediation programme is in progress with work complete on a number of identified buildings and work underway on many more.

We've faced challenges, including some contractor failures that affected our finances and slowed down new home completions. Despite this, we still delivered **807** new homes and started work on **127** more. And while we've paused some development activity to focus on existing homes, we remain committed to building more in the future.

This year we were excited to begin a major regeneration project in Hastings, replacing the Four Courts tower blocks with new, modern homes. This project will deliver much needed homes to local people.

Thank you for your continued support. We're actively listening to your feedback, and we'll continue to build on the foundations we've laid. We're here to make sure all residents have a safe, secure home in a place you're proud to live.

PAUL HACKETT CBE
CHIEF EXECUTIVE, SOUTHERN HOUSING



OUR OBJECTIVES AND SOCIAL PURPOSE



OUR OBJECTIVES 2023-26



OBJECTIVE 1

Great customer experience

OBJECTIVE 2

Listen and act on resident views

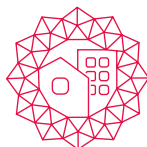


OBJECTIVE 3

Safe and sustainable homes in good repair

OBJECTIVE 4

Neighbourhoods where residents are proud to live



OBJECTIVE 5

Build homes to meet housing needs

OBJECTIVE 6

Empower our people



OBJECTIVE 7

Deliver efficiency



OUR SIX SOCIAL PURPOSE PRINCIPLES



SOCIAL VALUE

We seek to drive the most social impact in everything we do.

NOT FOR PROFIT

We reinvest surpluses into improving residents' homes, neighbourhoods, services, building new homes to reduce housing need.



RESIDENT CENTRED

We work with residents to shape services and we design service around residents.

SUSTAINABLE

We work hard to reduce the climate impact in all our work and services.



INCLUSIVE

We recognise diversity as a strength and seek to harness this, creating workplaces and communities where everyone can thrive.

FAIR AND ETHICAL

Value driven in the way the organisation works and what it expects from suppliers.



TENANT SATISFACTION MEASURES

MONITORING OUR PERFORMANCE

Each year we share our Tenant Satisfaction Measure (TSM) results with you. The TSMs are a set of measures that tell you how well we're doing at providing quality homes and services.

The TSMs cover repairs, safety, neighbourhood management and complaints.

To view the full TSM results, as well as our plans for improvement and details of how we carry out the surveys, you'll find details on our website: [TSMs](#) 

We use feedback from the TSMs to listen, learn, and improve services with residents.



**THANK YOU
TO ALL THE
RESIDENTS WHO
HAVE GIVEN
THEIR FEEDBACK
IN THE PAST 12
MONTHS AND
HELPED US TO
SHAPE SERVICE
IMPROVEMENTS**

ACTING ON RESIDENT FEEDBACK

ACTION SUMMARY

Following this year's TSM results, the changes we've made include:

REPAIRS SERVICE

Replacing poorly performing contractors with our own in-house team, managing all repairs call handling in house, and improving communication.

COMPLAINT SERVICE

More complaints are answered on time, communication is improved, and there's more certainty for residents.

ANTI-SOCIAL BEHAVIOUR (ASB) SERVICE

We're acting faster to respond to ASB, with better communication and updates to residents. We're ensuring we take account of risks to vulnerable residents.

You can read a more detailed overview of the TSM results for both rental and homeownership homes on the next pages.

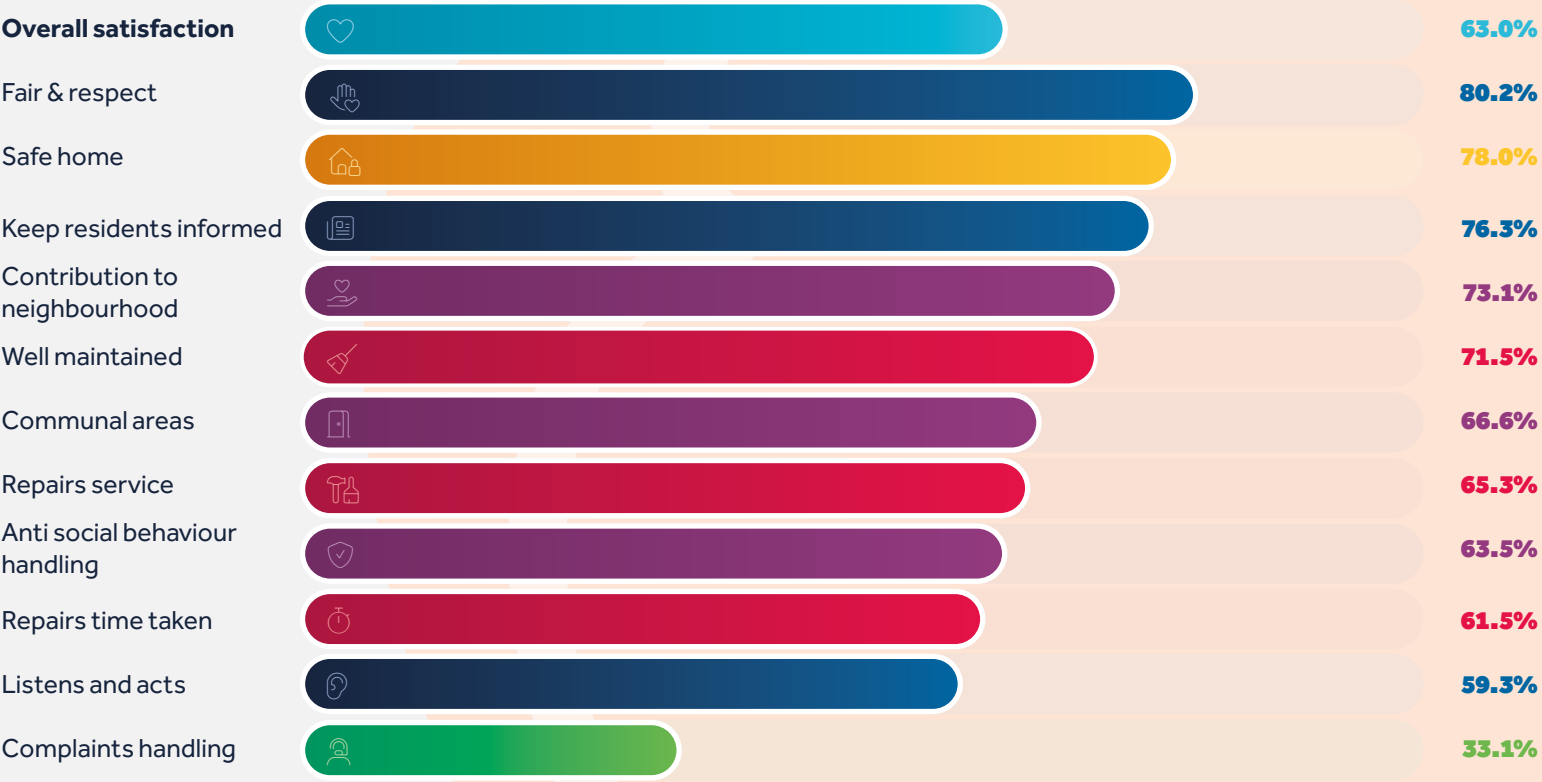
TENANT SATISFACTION MEASURES

RESULTS FOR RENTED HOMES



Over the last year we’ve surveyed more than **2,300** residents in our rented homes to find out what residents think about our services.

Here’s what they told us:



TENANT SATISFACTION MEASURES RESULTS FOR RENTED HOMES



WHAT WE'RE DOING WELL

We're proud that

80.2%

of residents feel we treat them fairly and with respect. This is something we know matters deeply to our residents, and it's one of our HEART values, so it's encouraging to see such a positive result.



BEING WELL INFORMED

It's also positive that

76.3%

of residents feel well informed. Being informed is essential for delivering great services and we understand how important that is to our residents. Over the last year we've reviewed and improved many of our standard letters and publications, working alongside our **Resident Communications Group** [↗](#) to ensure communications are clear and customer friendly.

SAFETY

We're also pleased that

78.0%

of residents feel their home is safe, this is a priority we remain committed to. We continue to strive for the highest standards when it comes to fire and building safety and we invest significantly in improving safety in our homes. You can read more about what we've done and continue to do in **Our commitment to fire and building safety** [↗](#)



REPAIRS

71.5%

of residents are satisfied with how we maintain homes. This is good, however we know there's more to do. That's why we've launched our new Online Account, making it easier to book, track, and manage repairs, giving you more control and peace of mind.

67%

of repairs now handled by our in-house Resolve team. We've better oversight and can respond faster to resident needs. Thanks to increased and more reliable van stock, smarter diagnostics like video calling, and faster 'first-time' fixes, we've reduced the number of outstanding repairs jobs and repeat visits.

We'll keep building on these strengths as we work to improve the experience for all our residents.

OUR SERVICE PROMISE

As part of our TSM survey, we asked additional questions about residents' most recent contact with us, often about repairs, tenancy, rent, or complaints.

91.4%

felt treated with respect.

74.4%

agreed our team took responsibility to help.

We're proud of these results and are continuing to strengthen trust by recognising individual needs and staying accountable in everything we do.

TENANT SATISFACTION MEASURES RESULTS FOR RENTED HOMES

AREAS FOR IMPROVEMENT

LISTEN AND ACT

We understand one of the biggest drivers of satisfaction for residents is when we Listen and Act, and our results (**59.3%**) show we need to do better in this area. Residents tell us they want us to show we understand what they need, that we take positive action to resolve issues, and that we keep them updated along the way.

Earlier this year our **Local Link approach**  was launched, and this new way of working has been shared with residents. The Local Link team will also be working behind the scenes to tackle key issues in our communities. With Local Link we're responding directly to what residents have told us matters most; localised, responsive services. Our Local Link leads are creating a stronger sense of ownership and visibility, reassuring residents there's someone who knows their area and is taking action to make improvements.

Residents have also highlighted concerns around issues not being acted upon and not feeling listened to. With increased training for our frontline teams, and improved systems, we're working to increase resolution at the first point of contact. This means residents receive information faster and without being passed around teams.

ANTI SOCIAL BEHAVIOUR (ASB)

We understand that Anti Social Behaviour (ASB) **63.5%** is a key concern for residents. That's why it remains a top priority for us and we're committed to making meaningful improvements. Our new ASB and Good Neighbourhood procedures help residents agree solutions to issues, rather than seek to find fault or blame. We've also seen that improved communications, timely case updates, and tailored responses are crucial, so we're addressing these through updated colleague training and clearer guidance.

COMPLAINTS

We know that satisfaction with how we handle complaints, currently at **33.1%**, is the lowest among all the Tenant Satisfaction Measures (TSMs), and we're determined to improve.

We're investing in better training and coaching for both complaints and operational teams, informed by resident feedback and internal data. We're also upgrading our systems and refining our processes to make complaint handling more consistent, timely, and empathetic. We will continue to work with residents on the Complaints Panel to identify improvements in communication, quality and compliance.

We've also improved our response times:

95%

of new complaints are now acknowledged within 5 working days.

90%

are responded to on time.

We're committed to continuing this progress and making sure residents' concerns are heard and resolved quickly.



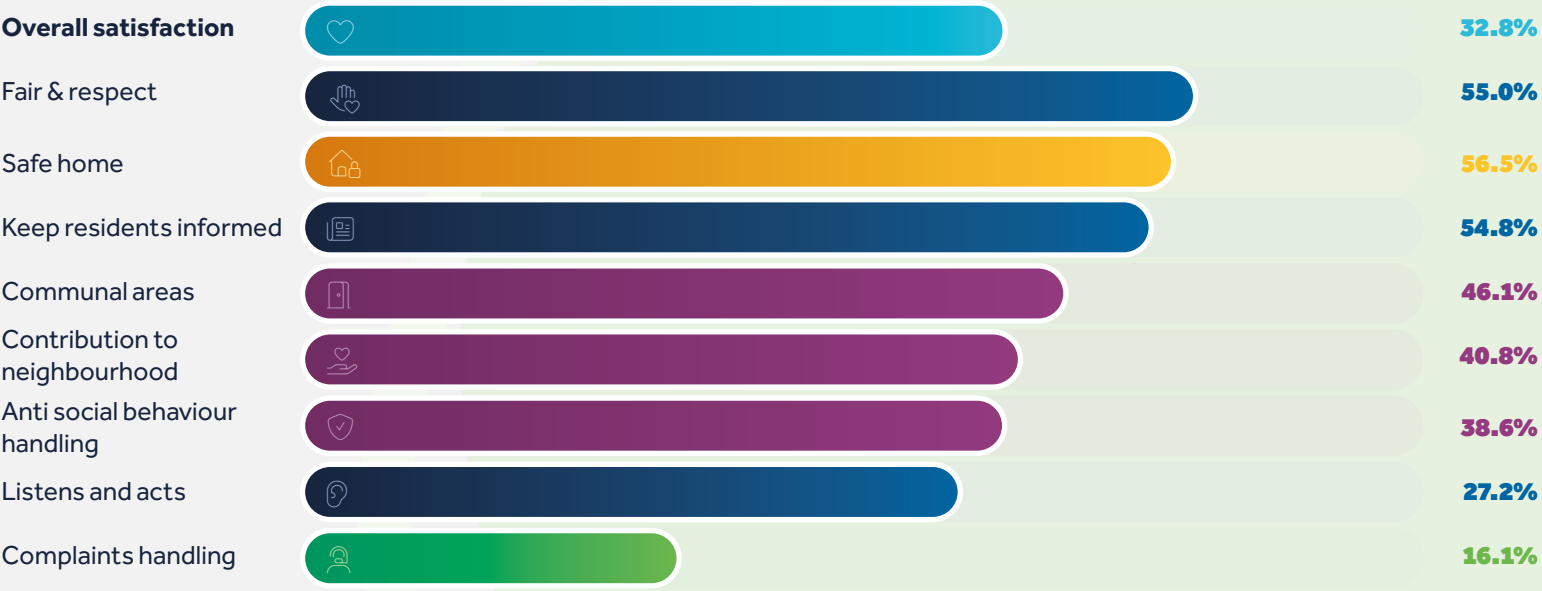
TENANT SATISFACTION MEASURES

RESULTS FOR HOMEOWNERS



Over the last year we’ve surveyed more than **950** Home ownership residents to find out what they think about our services.

Here’s what they told us:



TENANT SATISFACTION MEASURES RESULTS FOR HOMEOWNERS



WHAT WE'RE DOING WELL

56.5%

Living in a safe home is the biggest area of satisfaction for Home Ownership residents. Whilst this area has scored well, the results show there is still room for improvement. We continue to strive for the highest standards when it comes to fire and building safety and we invest significantly in improving safety in our homes.

84.5%

Neighbourhood as a place to live* scored positively, showing that on the whole residents are satisfied with their neighbourhood. We know that keeping estates and communities well-maintained matters to residents.

55.0%

Being treated fairly and with respect is the second highest satisfaction measure. This is one of our central values and we'll continue to prioritise this approach.

54.8%

Keeping residents informed is higher than the overall satisfaction and stayed stable across the year. However, feedback regarding not being kept up to date with progress and issues not acted upon are the main concerns identified.

*Please note: This is a service promise question not a TSM.



TENANT SATISFACTION MEASURES RESULTS FOR HOMEOWNERS

AREAS FOR IMPROVEMENT

LISTEN AND ACT

Listens and Acts scored **27.2%**, making it the second lowest satisfaction area. Homeowners have made it clear: they want to be heard, see real action taken, and stay updated throughout the process. That's why we've worked with our Homeowners' Panel to create new Spotlight Reports, helping us focus on the issues that matter most to you such as service charges and clarity around costs. We've a dedicated project team working to transform our service charges with improved accuracy and holding managing agents to account.

We also launched our first 'Life in Focus' survey, inviting homeowners to share their lived experiences and the challenges they face day to day. Looking ahead, we'll be using this feedback to design and deliver our services, ensuring services are not just more efficient, but aligned with what works best for our homeownership residents.

COMPLAINTS

Complaints handling (**16.1%**) has the lowest satisfaction score amongst all the results, and we're determined to improve.

We're investing in better training and coaching for both complaints and

operational teams, informed by resident feedback and internal data. We're also upgrading our systems and refining our processes to make complaint handling more consistent, timely, and empathetic. We will continue to work with residents on the Complaints Panel to identify improvements in communication, quality and compliance.

We've also improved our response times:

95%

of new complaints are now acknowledged within 5 working days.

90%

are responded to on time.

We're committed to continuing this progress and making sure residents' concerns are heard and resolved quickly.

ANTI SOCIAL BEHAVIOUR (ASB)

We understand that ASB handling is a key concern for residents. At (**38.6%**) it's just above the overall satisfaction and just below Contribution to Neighbourhood (**40.8%**). That's why it remains a top priority for us, and we're committed to making meaningful improvements. Our new ASB and Good Neighbourhood procedures help residents agree solutions

to issues, rather than seek to find fault or blame. We've also seen that improved communications, timely case updates, and tailored responses are crucial, so we're addressing these through updated colleague training and clearer guidance.

COMMUNAL AREAS

We're working to improve satisfaction with the cleanliness and upkeep of communal areas, which currently stands at **46.1%**.

We've heard from homeowners about the standards they expect and the importance of receiving good value for money. That's why we're making changes to deliver a better, more transparent service.

One big step we've taken is bringing more of our cleaning and grounds maintenance services in-house. You may have already noticed our friendly Southern Housing team members on-site in our uniform, making them easy to spot and accountable for the work they do.

We're also improving how we calculate, review, and charge for these services, so you can see exactly what you're paying for. By managing these services ourselves, we can offer clearer communication, better quality, and better value for money.



TENANT SATISFACTION MEASURES PERFORMANCE RESULTS BUSINESS MEASURES

The Tenant Satisfaction Measures (TSMs) are made up of 22 measures.

The results for 12 of these measures come directly from our customer feedback surveys. The rest of the measures are based on information we already hold in our systems from our day-to-day work. These cover important areas like:

- Building safety
- Tackling anti-social behaviour (ASB)
- Meeting the Decent Homes Standard and carrying out repairs
- Handling complaints

By reporting on these measures, we can continue to raise standards, improve the quality of our homes, and make sure we're delivering the best possible service to our residents.

Some measures are Combined (Com) or separated into Rent or Homeownership (H/O) groups.

Building Safety 	Com
Proportion of homes for which all required safety checks have been carried out	99.5%
Proportion of homes for which fire risk assessments have been carried out	99.6%
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	99.8%
Proportion of homes for which all required legionella risk assessments have been carried out	99.2%
Proportion of homes for which all required communal passenger lift safety checks have been carried out	99.2%

Anti Social Behaviour 	Com
Number of ASB cases, opened per 1,000 homes	18.9
Number of ASB cases that involve hate incidents opened per 1,000 homes	0.5



TENANT SATISFACTION MEASURES PERFORMANCE RESULTS BUSINESS MEASURES

Complaints 	Rent	H/O
Number of stage one complaints received per 1,000 homes.	98.1	101.1
Number of stage two complaints received per 1,000 homes.	25.9	31.7
Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	88.7%	85.5%
Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	85.9%	81.5%
Out of the number of stage one complaints made by tenants during the reporting year, what number were responded to within Complaint Handling Code timescales without the use of the 10 day extension for complex complaints permitted in the Code.	3,212	382
Out of the number of stage one complaints made by tenants during the reporting year, what number were responded to within Complaint Handling Code timescales with the use of the 10 day extension for complex complaints permitted in the Code.	2,097	332

Complaints 	Rent	H/O
Out of the number of stage two complaints made by tenants during the reporting year, what number were responded to within Complaint Handling Code timescales without the use of the 20 day extension for complex complaints permitted in the Code.	883	139
Out of the number of stage two complaints made by tenants during the reporting year, what number were responded to within Complaint Handling Code timescales with the use of the 20 day extension for complex complaints permitted in the Code.	473	77

Decent Homes Standards and Repairs 	Rent
Proportion of homes that do not meet the Decent Homes Standard.	0.4%
Proportion of non-emergency responsive repairs completed within the landlord's target timescale.	72.9%
Proportion of emergency responsive repairs completed within the landlord's target timescale.	80.1%



PUTTING YOU FIRST

IMPROVING YOUR CUSTOMER EXPERIENCE



We know we haven't always got it right. This year we've been working hard to improve and deliver a service to be proud of. Your feedback is helping us make the changes that matter most to you.

OUR SERVICE PROMISE

You can expect us to:



BE ACCOUNTABLE AND LOOK FOR SOLUTIONS

Taking ownership to find a way to help, and to signpost you to others who can help where we are not able to



DO WHAT WE SAY

And give a time when it will be done by, providing a great service



BE RESPECTFUL

Our colleagues are polite, patient, empathetic, courteous, helpful, and inclusive



KEEP YOU INFORMED

To avoid you having to contact us to find out



LISTEN AND LEARN

Use your feedback and work with you to improve and put things right.



ONE FRONT DOOR FOR ALL YOUR NEEDS

WE KNOW CLEAR AND CONSISTENT COMMUNICATION IS CENTRAL TO YOUR EXPERIENCE WITH US

That's why this year we've worked hard to make it easier for you to get in touch in ways that work for you.

We've invested in our teams, and we've upgraded our contact systems to make sure you get a faster, more reliable service.

We've simplified our contact routes to create 'One Front Door' for all resident enquiries, whether it's about your home, repairs, or anything else. Everything now goes through our Customer Response and Customer Repairs Contact Teams, helping us resolve issues faster and more efficiently.



ONE FRONT DOOR FOR ALL YOUR NEEDS

Whether you were previously with Southern Housing Group or Optivo, you now use the same number for all enquiries. Having unified contact details and one dedicated team means:



FASTER SERVICE

Our advisers have better tools and quicker access to resident information



SUPPORTED BY TECHNOLOGY

Automation helped us respond more efficiently



BETTER RESULTS

Our advisors are empowered to resolve more issues the first time you call.

These changes are all a part of our wider commitment to deliver excellent customer service and make meaningful improvements based on resident needs.

The new contact details for residents who are **tenants**

📞 **0300 303 1066** ✉️ **HELLO@SOUTHERNHOUSING.ORG.UK**

The new contact details for residents who are **homeowners**

📞 **0300 555 2171** ✉️ **OWNERS@SOUTHERNHOUSING.ORG.UK**

545,559

calls recieved to our Customer Response and Customer Repairs Team in 2024-25

263,943

online enquiries handled by our Customer Response teams, including emails and online transactions

1,144,623

page views from our website from **382,303** visitors

52%

of residents are signed up to our Online Account



INVESTING IN TECHNOLOGY A NEW ONLINE ACCOUNT

One of our most significant digital milestones this year was the successful launch of our new Online Account.

Online Account is a new and unified, user-friendly digital service now available to all Southern Housing residents. Online Account replaces MyAccount and the previous Southern Housing Group online service. Online Account allows residents to self-serve at any time.

52%

**OF RESIDENTS ARE ALREADY SIGNED
UP TO USE ONLINE ACCOUNT**



WHAT ONLINE ACCOUNT CAN DO

The new Online Account brings together a wide range of services in one place. It means residents can self-serve 24 hours a day, seven days a week. Services available via Online Account include:



CHECK RENT OR SERVICE CHARGE STATEMENTS ANYTIME

It's easier to stay on top of things with instant access to your account balance and payment history, giving peace of mind that everything's in hand.



REPORT AND SCHEDULE REPAIRS AT YOUR CONVENIENCE

No more waiting on hold, you can log repairs and choose appointment times from your phone or computer.



MAKE SECURE PAYMENTS QUICKLY

Pay your rent or service charges with ease using the secure online system, including integrated payment platforms.



UPDATE YOUR PERSONAL DETAILS

If you need to update your contact details or household members, keep your information up to date using Online Account.



CONTACT SOUTHERN HOUSING DIRECTLY

Use our online form to send us a message through the portal without the need to call or email separately.



INVESTING IN TECHNOLOGY

A NEW ONLINE ACCOUNT

THANK YOU

We'd like to thank residents for their patience and support during the transition from our previous online services.

The launch of the new Online Account is a real achievement in our digital transformation journey, and we're excited to continue building on this foundation to deliver even more value in the year ahead.

We're continuing to enhance the Online Account experience with residents involved.

The new service was developed with direct input from residents to ensure it meets their needs. Key improvements include:



A modern, intuitive design that's easier to navigate



Refined forms for a smoother, more consistent experience



Self-service repair scheduling, allowing residents to choose appointment times that suit them

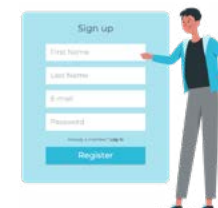
ONLINE ACCOUNT WAS DESIGNED BY RESIDENTS, FOR RESIDENTS



INTERESTED IN SIGNING UP TO ONLINE ACCOUNT?

You can find out more about Online Account and signing up to this service via our website:

[Our online services](#)



INVESTING IN OUR CUSTOMER SERVICES

We're committed to delivering the best possible services to all our residents. We know things don't always go right, but when they don't, we act quickly to put them right and make lasting improvements.

Thanks to your feedback, we've made real progress in 2024-25.

Here's how we've been working with you to improve the way we handle complaints.

WE HANDLED

8,162

**COMPLAINTS THIS
YEAR AND WE'RE
GETTING BETTER AT
RESOLVING THEM**

BETTER COMPLAINTS HANDLING



95%

of Stage 1 complaints were acknowledged on time (up from **89%**)



90%

were responded to on time (up from **77%**)



We created a new resident-friendly leaflet and clearer complaints letters



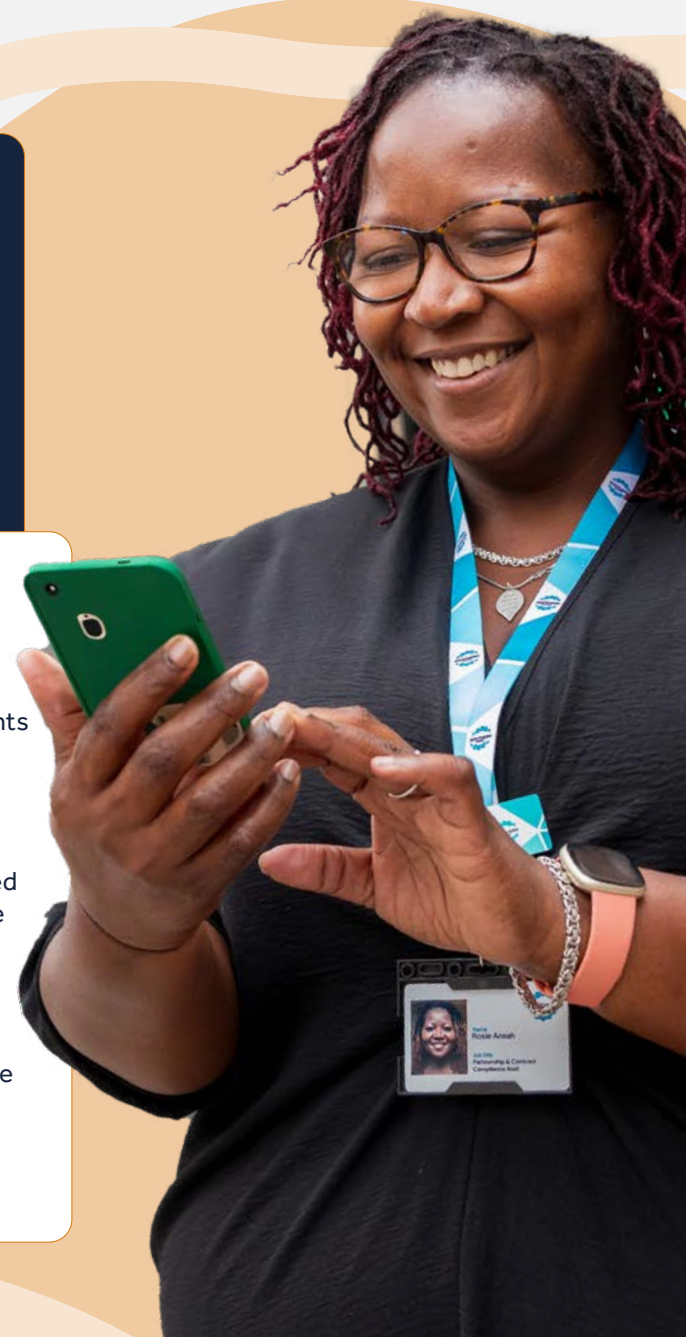
We've improved how we support vulnerable residents with making a complaint



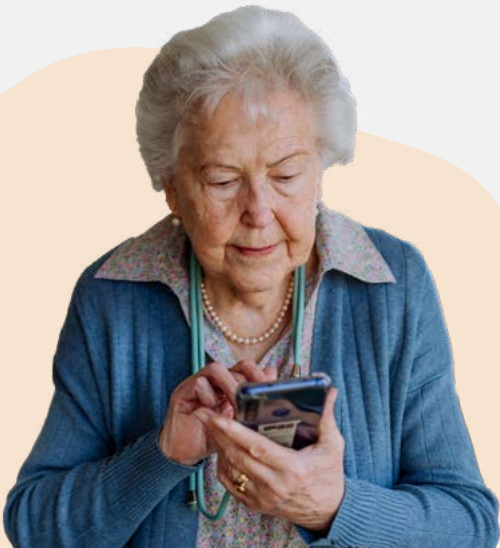
All our colleagues and contractors are now trained to handle complaints more effectively



We launched a new complaints system to make our complaints process smoother for you



INVESTING IN OUR
CUSTOMER SERVICES



We’re continuing to improve our complaints handling by:

-  Improving how we track and deliver complaint resolutions
-  Updating our systems to better support residents with additional needs
-  Continually improving communication during the complaints process
-  Improving how we manage compensation payments

Sometimes it’s more appropriate to direct complaints through other channels, for example because of legal issues.

In 2024-25 we handled **70** cases in this way, in line with the Ombudsman code and our [Complaints Policy](#) 

BELOW IS A SUMMARY OF COMPLAINTS
BETWEEN APRIL 2024 TO MARCH 2025

Number of complaints received at stage 1

8116 2023/24: **5315**

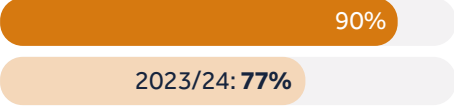
Stage 1 acknowledged in line with Ombudsman Code



Number of complaints responded to*

8162 2023/24: **5359**

Stage 1 complaints responded to in line with Ombudsman code



Number of complaints received at stage 2

2285 2023/24: **1102**

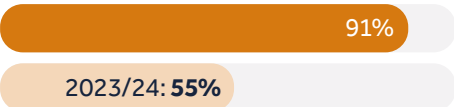
Stage 2 acknowledged in line with Ombudsman Code



Number of complaints responded to stage 2

2221 2023/24: **970**

Stage 2 responded to in line with Ombudsman code



*Includes complaints first reported before 31 March 2024 and responded to after 1 April 2024

INVESTING IN OUR
CUSTOMER SERVICES



	2024-25
Service request – not reported before	36%
Rent and Service Charge Dispute	14%
ASB issue handled under ASB process	8%
Legal and insurance claims	9%
Complaint outside policy timeframe	3%

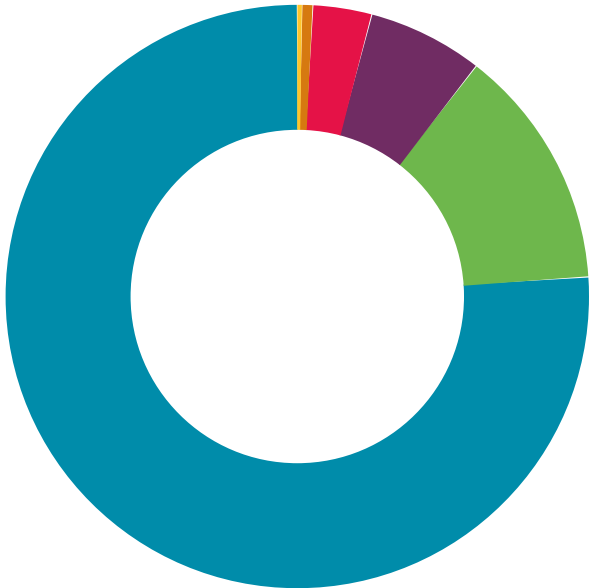
LISTENING, LEARNING AND MAKING IMPROVEMENTS: HOW WE'RE RESPONDING TO COMPLAINTS

We've been working closely with residents to improve our services, especially where things haven't gone right. Your feedback, along with guidance from the Housing Ombudsman, has helped us make meaningful changes.

Here's how we've listened, learned, and acted over the last year.

REASONS FOR COMPLAINTS

The chart shows the service areas where we received complaints from April 2024 to March 2025.



-  **71%** Repairs and maintenance of homes
-  **12%** Management of homes, anti-social behaviour, lettings
-  **8%** Rents and service charges

-  **5%** Home ownership and sales of homes
-  **3%** Estate management: cleaning, grounds, maintenance
-  **1%** Customer experience



INVESTING IN OUR CUSTOMER SERVICES



BETTER REPAIRS SERVICES

Over **150,000**
repairs completed this year and much
of our repairs backlog is cleared



We replaced
underperforming
contractors with
our own in-house
team to improve
quality.

We now aim
to complete
communal
repairs in five
days under
our London
contracts.



We updated
our repairs
policy with
clearer
timescales,
shaped by
resident
feedback.

We brought
repairs call
handling in-house
and introduced
text message
confirmations.



We launched video calling to
diagnose issues faster and
reduce unnecessary visits.

SUPPORTING RESIDENTS WITH ADDITIONAL NEEDS

- ✓ We've trained our colleagues to better understand and respond to individual needs
- ✓ We're acting on recommendations from the Housing Ombudsman to improve respect, rights, and information handling.

IMPROVING HOW YOU CONTACT US

- ✓ We now have one phone number and one email address for all residents
- ✓ We're reshaping our service so more queries are resolved in one contact
- ✓ Over **2,000** residents helped us design better digital systems for easier communication.



INVESTING IN OUR CUSTOMER SERVICES



TACKLING DAMP AND MOULD

- We created a specialist Damp and Mould Team and hired more dedicated contractors
- Repairs are now faster, and communication is clearer
- Colleagues are trained to prioritise repairs for residents with health conditions
- We're following best practice guidance and new legal standards like Awaab's Law.

CLEANER ESTATES AND IMPROVED GROUNDS MAINTENANCE

Residents told us our in-house cleaning and grounds teams deliver better quality. We've brought services in-house in the Isle of Wight, Sussex, and North London – with more to come.

INVESTING IN WELL-MAINTAINED HOMES

- ✓ Residents are helping shape how homes look and feel, creating pride in communities
- ✓ We're designing future contracts with resident input to ensure services meet your needs

STRONGER LOCAL SUPPORT

- ◆ We've introduced a dedicated "Local Link" for every resident, someone who knows your area and is there to support you and your neighbours. This helps us build stronger relationships and deliver better local services.
- ◆ Our resident involvement teams are also working closely with communities to co-create local improvements.

LAST YEAR, WE SPENT

£286M

IMPROVING EXISTING HOMES, MORE THAN EVER BEFORE



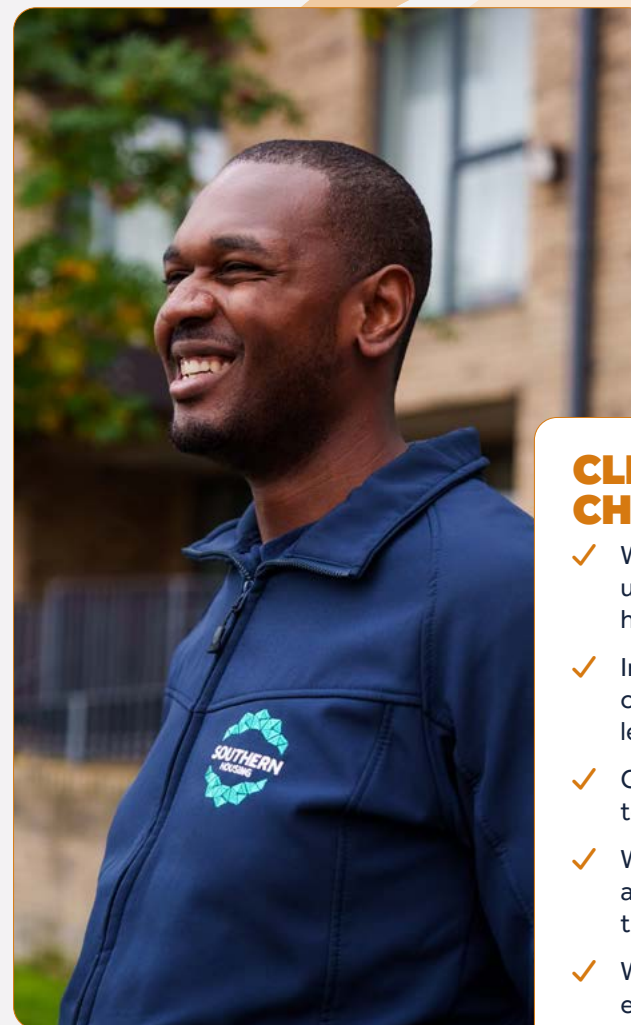
INVESTING IN OUR CUSTOMER SERVICES

IMPROVING ANTI SOCIAL BEHAVIOUR (ASB) SERVICES

- ✓ Residents said they wanted faster updates and clearer communication, so we've trained colleagues on a new resident-designed ASB process.
- ✓ Our new Local Link teams provide dedicated support in neighbourhoods.
- ✓ We've made it easier to report ASB online and introduced tools like a noise app.

BETTER OVERSIGHT OF MANAGING AGENTS

- ◆ Some of our homes are managed by external companies (called External Managing Agents) because we don't own the building. To make sure residents still get the best service, we've created a specialist team to manage relationships with these agents
- ◆ We've made sure managing agent responsibilities are clear and followed
- ◆ We've taken action based on recommendations from the Housing Ombudsman to improve how these services are delivered.



CLEARER SERVICE CHARGES

- ✓ We've shared easy-to-understand leaflets explaining how charges are calculated
- ✓ Improved how we estimate charges and simplified rent letters
- ✓ Grown our Service Charge Team to respond to queries faster
- ✓ Worked with residents to shape a new Service Charge Policy that's fair and transparent
- ✓ We're continuing to improve every stage of the service charge process with a dedicated project team.



LOCAL FOCUS

SUPPORTING A BETTER COMPLAINTS PROCESS



Your feedback is helping us build better services and stronger communities.

We're proud of the progress we've made together, and we're committed to continuing this journey with you.



Thank you SO much for resolving this matter and for personally phoning me and apologising. It makes so much difference.

As I am autistic; unresolved matters cause me huge anxiety as numerous life things mount up and I struggle to keep up with a backlog of problems.

You explained fully what had happened and what will happen going forward. You are very passionate about customer service and believe it or not your response made me feel really happy after a bad week.

Please keep up the good work you are doing.

RESIDENT COMMENT



Thank you for your email confirming our telephone conversation. I would like to thank you for your support and acknowledgement with my complaint. I felt heard and respected and very confident you would deal with this matter swiftly, which you have.

May I add it was so welcome to receive a phone call rather than a cold email, we were able to communicate easily and I could tell you were a genuine man who wanted to resolve this unfortunate matter.

RESIDENT COMMENT



Of course, you were great. You spoke to the right person to try to resolve the garden issues, the gardeners came quickly. You spoke to me over the phone, you treated me like a human being and understood that my surroundings are important to me as is safety. Can I ask for your help with any further issues, we had a productive light hearted conversation and I found that very helpful and refreshing. Tell your manager I said you're an asset to southern housing.

RESIDENT COMMENT



SPENDING YOUR MONEY WISELY

Each year, the amount we can increase rent for most of our homes is guided by the Government's Rent Standard. This allows us to raise rents by up to the rate of inflation plus **1%**. However, we know how important it is to keep housing affordable, especially during challenging times. That's why we apply our own cap to rent increases balancing the need to invest in homes and services with our commitment to affordability for residents.

Over the past year, like many organisations, we've felt the impact of high inflation. Rising costs affect every part of our work from maintaining and repairing homes to delivering essential services. Increasing rent in line with national guidance helps us continue providing safe, well-maintained homes and to invest in the communities we serve.

We're a charitable, not-for-profit housing association. This means that any surplus we generate is reinvested directly back into our homes, services, and communities.

Whether it's upgrading existing homes, improving neighbourhood facilities, or supporting resident wellbeing, every pound we earn is used to make a positive difference for our residents.

OUR TOTAL SOCIAL LETTINGS INCOME WHERE EACH £1 COMES FROM

- 82p** Rent
- 11p** Service charges
- 5p** Grant
- 2p** Other income



THE MAJORITY OF OUR INCOME COMES FROM THE RENT RESIDENTS PAY. THIS INCOME IS VITAL AS IT ENABLES US TO:

-  Carry out day-to-day repairs and maintenance
-  Invest in neighbourhoods and community spaces
-  Improve the quality and energy efficiency of existing homes
-  Support residents through services and engagement

OUR TOTAL SOCIAL LETTINGS COSTS WHERE EACH £1 IS SPENT

- 40p** Maintenance & repairs
- 18p** Management
- 16p** Surplus reinvested
- 13p** Cost of previous capital spend
- 13p** Chargeable services



INVESTING IN RESIDENT INVOLVEMENT AND GOVERNANCE

Over the past year, we've been proud to work closely with residents on our journey to improve the services that matter most to you. We're also grateful for the patience you've shown whilst we completed our integration after merger.

We've focused on making meaningful changes that have a real impact on your day-to-day life. Your feedback has been at the heart of everything we do, and we're committed to listening and acting on what you tell us. When you get involved, it truly makes a difference.

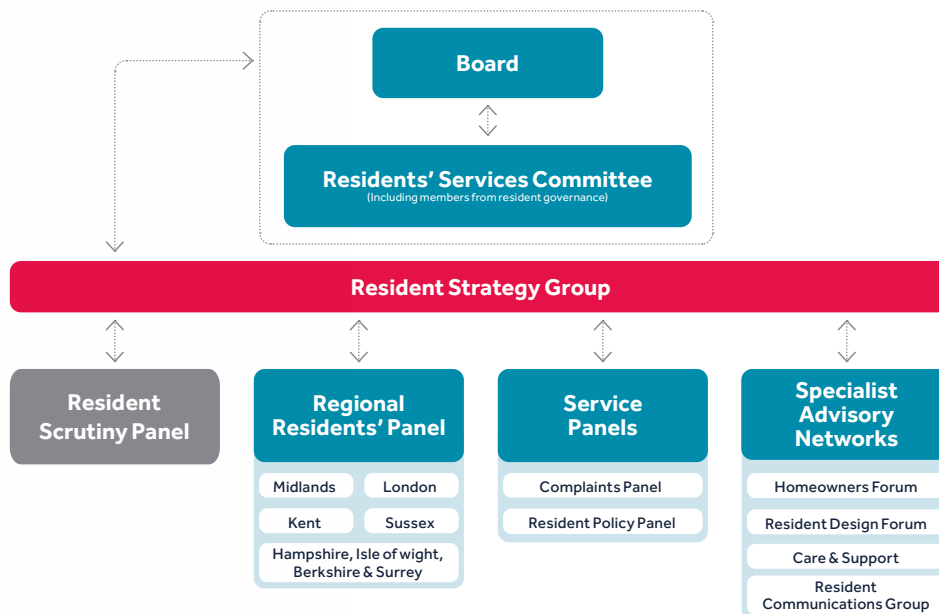
Your voice is essential to our success. That's why residents are helping shape our services, challenge our decisions, and influence our policies at both a local and an organisational level.



CHANGES TO OUR RESIDENT GOVERNANCE STRUCTURE

Over the last year our Resident Governance members took a fresh look at how residents are involved, making sure the system works well for everyone.

With the help of independent tenancy experts, tPas, we conducted a detailed review and listened to your feedback. We've now created a stronger, more inclusive Resident Governance Structure that truly reflects the needs and insights of our residents.



INVESTING IN RESIDENT INVOLVEMENT AND GOVERNANCE

RESIDENT REPRESENTATION ON OUR STRATEGIC BOARD

We believe we must have resident voices at the highest strategic level, so we reserve four seats on our Strategic Board for residents. This year, we had a vacancy for a Resident board member.

Applicants came from diverse professional backgrounds, and five were shortlisted for interviews. Billy Brown, a resident since 2013 and actively involved since 2020, was successfully appointed as our newest resident Board member (hear more from Billy and our other Resident Board members on pages 5-9).

The process really highlighted the diverse talent and enthusiasm among residents. It's our aim to use this energy not only at Board level but across our wider resident governance structure. Other applicants are already contributing to service scrutiny, policy shaping, and our local panels. We're truly committed to ensuring we're making decisions about residents, with residents.



This year our recruitment campaign for a new resident Board member attracted

224 applications, showing there is real interest from our resident communities

SCRUTINY ASSURED QUALITY MARK FROM TPAS

This year we achieved the Scrutiny Assured Quality Mark from tPas, The Tenants Participation Advisory Service, with a pass mark of **94%**. We're the first housing association to be recognised for areas of excellence and good practice in our approach to scrutiny function.

The Quality Mark shows we're meeting a clear set of standards in our work with resident engagement and involvement. In their comments, tPas commended us for our openness and inclusivity with our Resident Scrutiny Panel, 'ensuring that all voices are heard'.

Southern Housing hosted a tPas networking event this year to share best practice with other housing providers on resident engagement and scrutiny.

Hear more from residents and colleagues in our short video about this official recognition for our Resident Scrutiny Panel: **Paving the way in Resident Involvement** [▶](#)



To be awarded the Scrutiny Assured Quality Mark is a fantastic achievement, and to be the first housing association to receive this makes it even more special. A huge thank you to all residents and colleagues who've taken part in a Resident Scrutiny project, and those who were part of the assessment.

SAMANTHA FAGG,
RESIDENT
SCRUTINY MANAGER



RECOGNITION FOR MONICA



In June 2024 we were delighted when one of our Resident Ambassadors, Monica Barnes MBE, was shortlisted for the Inside Housing 'Lifetime Achievement in Housing Award'.

Monica has been an involved resident for over 30 years and has made remarkable contributions to Southern Housing and our legacy organisations. Monica was Vice-Chair and then Chair of our Resident Strategy Group for many years, representing residents at the highest level. As an ambassador, Monica is now supporting our Black and minority ethnic communities and older residents to ensure their voices are heard. This shortlisting was official recognition of the amazing contribution Monica has given to fellow residents.

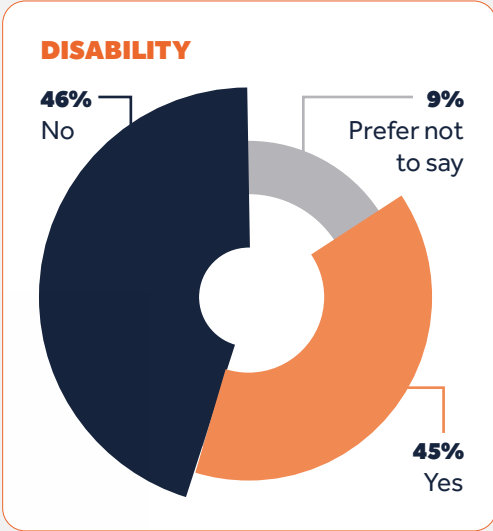
MONICA BARNES MBE, WAS SHORTLISTED FOR THE INSIDE HOUSING LIFETIME ACHIEVEMENT IN HOUSING



ENSURING DIVERSITY

Having a diverse range of resident voices, is crucial to our efforts to ensure the resident governance structure is representative of our wider resident population and brings the diverse range of perspectives that effective scrutiny relies on.

The latest diversity statistics for resident governance members is as follows.



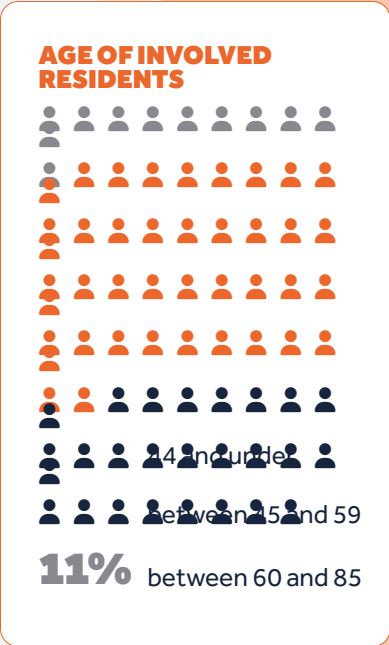
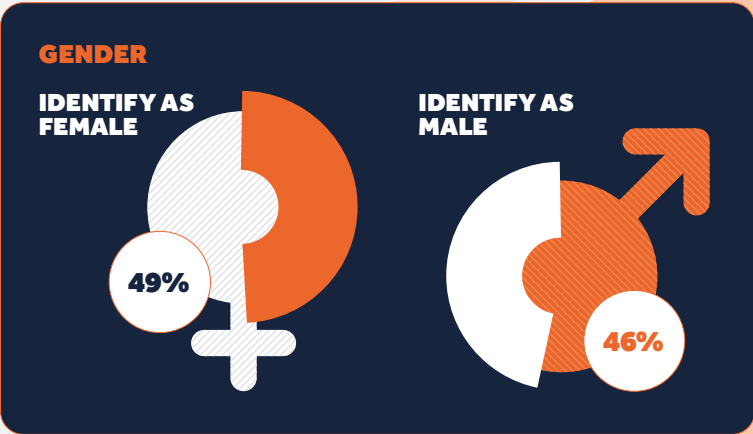
SEXUALITY

84% of involved residents identify as heterosexual

3% identify as other sexuality

8% involved residents identify as Gay/Lesbian

5% preferred not to say



SUPPORTING CHILDREN IN FULL TIME EDUCATION

22% of involved residents have children under the age of 18 in full-time education living with them least part of the time

ETHNICITY

27% of Resident Governance members identify as being ethnically diverse

CARE GIVER

25% of involved residents look after, give help or physical support to, a known person

*Please note that providing diversity data is optional for members, so these stats reflect the returns received rather than all members.



RESIDENT STRATEGY GROUP AND BOARD AWAY DAY

THIS YEAR'S RESIDENT STRATEGY GROUP AND BOARD AWAY DAY MARKED A POWERFUL MOMENT OF COLLABORATION, INSIGHT, AND AMBITION.



Now in its second year, the event brought together residents and Board Members to tackle the big questions shaping the future of Southern Housing. It was a day dedicated to listening, learning, and leading together.

We explored the real pain points residents face, examined how technology can transform the customer experience, and debated how to prioritise the many competing demands on our services.

A standout moment came when we welcomed housing campaigner **Kwajo Tweneboa**, whose powerful story and advocacy work brought the housing crisis into sharp focus. From his own lived experience to his work with the Government, Housing Ombudsman, and national media, Kwajo's message was clear: the need for safe, decent, and affordable housing has never been more urgent.

This event showed what's possible when we bring together diverse voices, challenge ourselves, and commit to building a better future together.



RESIDENT POLICY PANEL

In 2024-25 our Resident Policy Panel has played a key role in shaping our policies. The Resident Policy Panel carefully reviews both new and updated policies, ensuring they work in reality for all residents. Panel members read, question, and challenge proposals, making sure they reflect residents' needs before they're finalised.

This year the panel has approved several important policies that will help improve services and strengthen our communities including **Responsive Repairs Policy** [↗](#) and **Replacement Homes Policy** [↗](#). You'll know if a policy is resident approved as it carries the Resident Approved stamp.

Visit our website for more policy information: **Our policy library** [↗](#)

GET INVOLVED

Why not get involved and join us as a Resident Governance Member?

JOIN US [↗](#)

RESIDENT COMMUNICATIONS GROUP

Our Resident Communication Group plays such an important role in shaping how we communicate with you. In 2024-25 they've reviewed a range of letters, reports, publications and web pages to ensure we're keeping you in the loop with clear, engaging updates. Thanks to their valuable feedback, we've made some big improvements:

UPDATED COMPLAINTS LETTERS

Refreshed to be clearer and more supportive, rolled out in March 2025.

WEBSITE REFRESH

The 'Your Rights as a Resident' section has been updated for greater clarity.

'PUTTING IT RIGHT' LEAFLET

Our revamped complaints guide is available on our website.

SHINE MAGAZINE INPUT

Your resident magazine is shaped by residents so it's relevant to you.

BETTER HOME VISIT LETTERS

Covering surveys, repairs, fire safety and more, now with supporting FAQs to help residents prepare.

You'll know if our Resident Communications Group have reviewed content as you'll see the Resident Approved Stamp.



LOCAL FOCUS

SCRUTINY PANEL WEBSITE REVIEW: IMPROVING YOUR ONLINE EXPERIENCE

We know how important it is for our residents to have a website that's easy to use, informative and accessible. Whether you're managing your home, checking your rights or reaching out for support, our goal is to make sure you can do it quickly and confidently online.

To help us get this right, in August to November 2024 our Resident Scrutiny Panel carried out a detailed review of the Southern Housing website. Their aim was to assess how resident friendly the site is and identify areas for improvement.

THE SCRUTINY PANEL'S REVIEW FOCUSED ON:

- ✓ Comparing our website with others to see how we could improve search functionality and make it easier for residents to find the information that was searched for the most
- ✓ How easy it is to find and understand the information available about your rights as a resident.
- ✓ The processes in place to ensure the website stays accurate, timely and relevant.

WHAT THE SCRUTINY PANEL FOUND

The Scrutiny Panel was pleased to see that most of the key information residents need is already available on the Southern Housing website. However, through their detailed investigation and report they highlighted a number of opportunities that would improve things further. This included:

-  Focus on making popular content easier to find, especially on mobile devices (used by **65%** of visitors)
-  Use analytics and trends to guide content updates
-  Explore tools available to help residents find information faster and allow the team to be more efficient in how they maintain the quality of the website day-to-day
-  Use less corporate language and make the site feel more resident-friendly
-  Improve the user journey by improving how pages about related topics linked to each other
-  Strengthen the governance around how content is uploaded, maintained and owned by colleagues.



LOCAL FOCUS

SCRUTINY PANEL WEBSITE REVIEW: IMPROVING YOUR ONLINE EXPERIENCE



WHAT WE'VE DONE SO FAR

Since February 2025, our Communications Team has delivered **90%** of the agreed actions with the Scrutiny Panel. We've:

- ✓ Overhauled our content management process to ensure accuracy and relevance
- ✓ Identified digital tools to streamline website management and improve accessibility
- ✓ Launched a dedicated 'Resident rights' section to make you aware of your rights as a housing association tenant and the requirements we must meet as your landlord
- ✓ Made our methods of contact clearer on the website. We now promote just one phone number, one email address, and provide access to one resident portal (Online Account).
- ✓ Captured feedback from the Resident Communications Panel about the information we have online about key areas like repairs and home improvements. Changes were made based on their comments
- ✓ Monitored search terms to improve how we present important content
- ✓ Made information about our complaints process easier to find by adding a link in the website's footer
- ✓ Audited our most-visited pages to enhance graphics and videos
- ✓ Introduced a new A to Z page to help visitors find information quickly



WHAT'S STILL TO COME?

- Defining the website's purpose in our Communications and External Relations Strategy (expected April 2026)
- Seeking resident feedback on the Complaints page and Service Charges section (later in 2025/26)
- Introducing a tool to capture online feedback about the user experience from website visitors (expected December 2025)

LOCAL FOCUS

SCRUTINY PANEL WEBSITE
REVIEW: IMPROVING YOUR
ONLINE EXPERIENCE



WHAT'S THE IMPACT?

These changes are already making a difference:



1.14M

PAGE VIEWS IN 2024/25

Up **35%** on previous year



16%

OF VISITORS IN 24/25 WERE ENGAGED USERS

This is up from **2%** in the previous year. The positive impact has continued to be felt in 2025/26 as in Q1 we enjoyed a record high engagement rate of **57%**.

IMPROVED MOBILE EXPERIENCE: FASTER AND EASIER TO FIND INFORMATION



65%

OF ALL WEBSITE VISITORS USED MOBILE DEVICES

Up from **42%** in previous year



Residents tell us they're finding more of what they need online and it's accessible and resident friendly.



A huge thank you to our Resident Scrutiny Panel for their time and insights. Their feedback has helped us understand what's working and where we can do better. We've already made meaningful changes to our website and have a clear plan for future improvements. We'll continue to share updates and listen to your feedback to make sure our website truly works for you.

TOM KEY

**HEAD OF DIGITAL
COMMUNICATIONS**



INVESTING IN HOUSING SERVICES INTRODUCING LOCAL LINK



This year we launched Local Link – a new, more localised approach to delivering housing services. By restructuring our housing teams and introducing targeted improvements, we aim to provide residents with faster, more responsive support tailored to their communities.

Each neighbourhood now has a dedicated Local Link Lead working closely with their team to deliver personalised support. These teams are deeply rooted in their communities, helping us better understand and address local issues.

WHY HAVE WE MADE THESE CHANGES?

We know that issues like long-standing repairs, anti-social behaviour, and neighbourhood improvements need extra attention. Our Local Link Leads are focused on these challenges, ensuring better coordination and improved services for all residents. We'll continue working closely with residents to shape and improve our services.

WHAT THIS MEANS FOR RESIDENTS

✓ SPECIALIST SUPPORT

If a query needs extra attention, we now have dedicated teams ready to help with income support, tenancy sustainment, anti social behaviour and more.

✓ FASTER SERVICE

Requests are assigned to the next available officer, ensuring a faster response.

EXTRA SUPPORT WHERE IT'S MOST NEEDED

◆ This year we let **2,528** homes, including **357** new builds, supporting people into safe, secure homes

◆ Our Tenancy Sustainment Team supported **300** vulnerable residents, responding quickly when concerns were raised and working across teams to provide meaningful help.

WE'RE ON A JOURNEY AND WE KNOW THERE'S MORE TO DO



INVESTING IN YOUR HOME REPAIRS

WHAT YOU TOLD US

- Communication was poor and appointments were often missed
- Repairs took too long and weren't done properly
- You had to repeat information multiple times
- Follow-up work was confusing.



WHAT WE'VE DONE THIS YEAR

We've launched new online accounts so you can book repairs, choose appointment times, and track progress yourself. We're now using video calls to diagnose repairs remotely, helping us fix problems faster with fewer visits. Technical specialists have been added to our contact centre for better diagnoses from the start.

We now call back residents who aren't satisfied after surveys to resolve issues quickly. Better messaging and van stock management means more repairs are completed in one visit. We've also broadened our in-house delivery through Resolve, giving us direct accountability and better communication.

*This figure comes from our repairs transactional survey when we speak to residents who've recently had a repair in their home. This is different to the figure in our TSM survey, which is for general repairs feedback.



RESULTS YOU'RE SEEING

REPAIRS
SATISFACTION
HAS
INCREASED
FROM 71% TO
87%*



PUNCTUALITY
HAS
IMPROVED
FROM 87% TO
94%



REPAIR
QUALITY IS UP
FROM 84% TO
91%

JOBS OVER
90 DAYS
HAVE BEEN
REDUCED
FROM 20.5%
TO

8.5%

67% OF REPAIRS NOW
HANDLED IN-HOUSE, THERE'S
GREATER CONTROL AND
FASTER FIXES



INVESTING IN ESTATE SERVICES

WHAT YOU TOLD US

- Grass and green spaces poorly maintained
- Inconsistent communal cleaning
- Poor value for money in service charges
- Messy bin and recycling areas.

WHAT WE'VE DONE THIS YEAR

We've launched our 'Making a Positive Change' initiative targeting areas with low satisfaction, starting with visits to affected blocks and developing action plans with local managers.

Communal cleaning and grounds maintenance has been brought in-house for our legacy Optivo homes, replacing underperforming contractors with directly employed staff for stronger accountability and higher standards.

Based on resident feedback in East Sussex, we've created an additional gardening team to ensure our estates are visited more frequently.



RESULTS YOU'RE SEEING

BETTER VALUE FOR MONEY WITH IMPROVED ACCOUNTABILITY



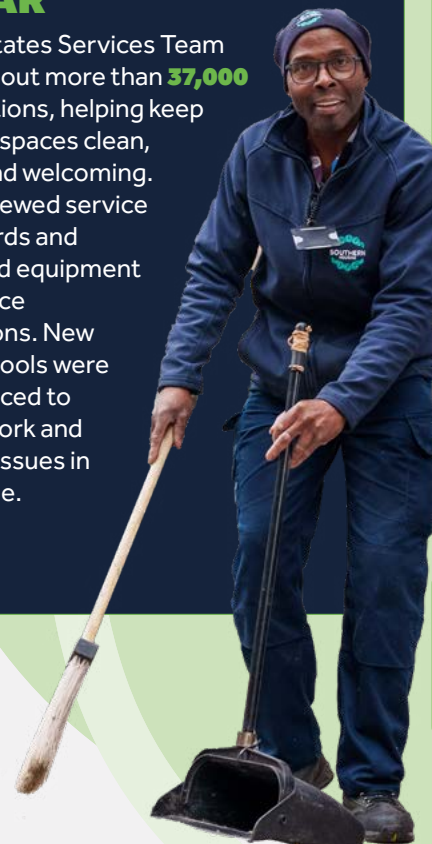
IDENTIFIABLE SOUTHERN HOUSING TEAMS REGULARLY ON-SITE

BETTER QUALITY CONTROL WITH IN-HOUSE CLEANING



DIRECT ACTION ON OVERGROWN AREAS AND POOR CONTRACTOR PERFORMANCE

MORE CONTROL AND RESPONSIVENESS THROUGH IN-HOUSE DELIVERY



LOCAL FOCUS

IMPROVING DAMP & MOULD SERVICES

WHAT YOU TOLD US

- Too many "quick fixes" instead of proper solutions
- Poor communication and feeling blamed
- Cases not treated seriously or urgently
- Having to spend your own money on problems.



WHAT WE'VE DONE THIS YEAR

All damp and mould cases are now managed in one consistent system for better tracking and faster resolutions. We've created a priority customer matrix so residents with vulnerabilities receive quicker, tailored support. Damp and mould champions have been appointed across the organisation to raise awareness and amplify your voice.

We've increased promotion of these services, especially in areas that need it most. We've also increased the size of our team and now have four case handlers and six framework contractors, helping to speed up surveys and completion times. Monthly reporting to our Executive Team and Board has been launched to improve accountability.

**TO HEAR MORE ABOUT OUR NEW
DAMP AND MOULD TEAM AND THE
WORK THEY'RE DOING, WATCH
OUT SHORT VIDEO.**

DAMP AND MOULD
Tackling the issue in your home

RESULTS YOU'RE SEEING

**MORE REPORTS BEING ACTED
ON INCREASED AWARENESS AND
BETTER REPORTING**



**NOBODY
FALLS
THROUGH
THE CRACKS
NEW SYSTEMS
CATCH EVERY
CASE**

**PRIORITY
SUPPORT FOR
VULNERABLE
RESIDENTS**



**IMPROVED
STAFF TRAINING
COLLABORATIVE
APPROACH TO
FIND SOLUTIONS**

**DISREPAIR CASES
REDUCED FROM 478 TO**

408



INVESTING IN YOUR HOME PLANNED MAINTENANCE

We're dedicated to renewing and replacing different parts of your home. Our priority is keeping you safe and secure, as well as enhancing your living experience.

WE'RE INVESTING
£370M
OVER FIVE YEARS TO IMPROVE
EXISTING HOMES

This includes replacing roofs, bathrooms, kitchens, doors, windows, warden call door entry systems and carrying out cyclical decorations.

In 2024-25, we completed
9,684
component replacements across
14,846 homes, exceeding targets for
kitchens (**116%**), bathrooms (**105%**),
windows (**183%**), doors (**157%**), and
retrofit works (**173%**)

Our retrofit programme, fully funded
through ECO4 and GBIS*, saved
approximately

£4.12M

**HOMES MEETING
DECENT HOMES
STANDARD**
99.6%



We delivered
£76.28M
in planned improvements last year

Customer satisfaction remained high
at **95.67%** based on
5,447 surveys, supported by **7,257** site
inspections and **7,679** handovers

**WATCH OUR SHORT
VIDEO TO HERE
MORE ABOUT THE
INVESTMENTS WE'RE
MAKING IN YOUR HOMES**

INVESTING IN YOUR HOME
CYCLICAL DECORATIONS AND REPAIRS
AT POND HILL

*Great British Insulation Scheme



INVESTING IN YOUR HOME SAFETY

This year, we managed thousands of statutory inspections and checks across our homes. We made major improvements in how we monitor and assure compliance. We invested in staff training and technology to strengthen systems and give residents greater confidence in home safety.

SAFER BUILDINGS

We continued to strengthen building and fire safety across our homes. We completed:

5,399

valid Fire Risk Assessments

24,881

fire actions and **15,360**
servicing and maintenance jobs

30,064

fire doors inspected and delivered
31,567 fire safety instructions to
residents

We reduced Notices of Deficiency from **156** to **23**, secured **£13.2m** in Cladding Safety Scheme funding. We completed our Secure Information Box programme with **150** boxes now in place.

65 audits with fire services led to onsite conversations and solutions with no enforcement action. A new reporting process and supply chain partner for surveys to support safety case reports.



SAFER HOMES

This year we completed:



46,827

gas safety checks



11,899

electrical inspections (EICRs)



9,900

lift servicing visits



6,770

asbestos remedial works
orders and carried out **3,545**
asbestos surveys



9

asbestos roadshows delivered
with over **100** attendees



3,106

domestic gas boilers replaced



1,411

legionella risk assessments
carried out



INVESTING IN CONNECTIVITY

We've helped improve digital access for residents by coordinating

60,000

full fibre broadband installations, generating around

£740,000

in income and social value commitments.

OUTCOMES INCLUDED:

£74,000

**IN SOCIAL VALUE
FUNDING**

(such as digital skills training)

£64,000

to support the digital inclusion team, and commitments
to deliver approximately **2,800** 12-month free internet
connections for residents



INVESTING IN SUSTAINABLE FUTURES

We're committed to investing in sustainable futures that create lasting value for residents. Through environmental initiatives and energy-efficient solutions, we're helping to protect our planet while reducing utility costs.

75%

OF OUR HOMES ARE EPC C OR ABOVE



THIS YEAR WE UPGRADED

670

HOMES TO EPC C

WE IMPROVED ENERGY DATA FOR

10,000

HOMES TO GUIDE INVESTMENT DECISIONS

A HOME WHERE YOU CAN THRIVE



BIODIVERSITY PATHWAY

Our Biodiversity Pathway has doubled its target by enhancing

60

habitats and increased trees, hedgerows and wildflower meadows across our estate. We also support colleagues with biodiversity resources.

Our Retrofit Roadmap details our plan to achieve net zero carbon emissions across our existing homes by 2050. Following a pilot programme in 2022-23, we retrofitted

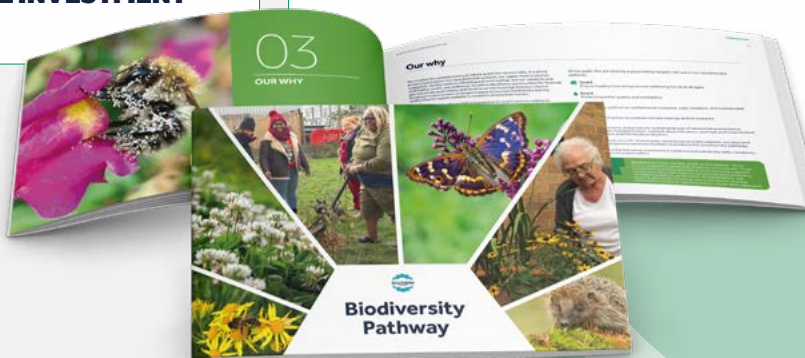
99

homes in 2023-24.

In 2024-25 we expanded to retrofit

670

homes.



INVESTING IN
SUSTAINABLE FUTURES



KEY MILESTONES
THIS YEAR



SHIFT GOLD

For the sixth year running, we achieved the Shift Gold Standard, recognising our progress in reducing emissions and improving sustainability.

NET ZERO CARBON ROADMAP

We've a roadmap to decarbonise all our homes as well as heat networks by 2050. Our plans focus on fabric first and optimising performance (extending life) to reduce fuel consumption and cost.



GRANT FUNDING INCOME 2025-28

We secured **£14.6m** grant funding through Warm Homes programme.



BIODIVERSITY PATHWAY

We've launched our biodiversity pathway to 2030, one of the first in the housing sector.

HEATING UPGRADES AND
ENERGY EFFICIENCY

3,100

domestic boilers replaced to improve heating and energy efficiency across our homes

In addition, we upgraded **six** commercial boiler plants, **15** keyworker and student boilers, and **seven** air source heat pumps to support greener heating solutions.

11

reactive electric storage heating replacements and upgraded **91** heat interface units.



LOCAL FOCUS

SUPPORTING GREENER COMMUNITIES

RESIDENTS OF ST BERNARDS INDEPENDENT GIFTED NEW PLANTERS



The planters were donated by contractor, the Bell Group, as part of the Giving Something Back scheme.

They worked with residents to find out how many planters they wanted and where they should go, then attended the scheme to put them up and paint them, ready for filling with flowers and fresh produce.



LOCAL FOCUS

PUTTING DOWN ROOTS AT ST MARTINS, JOHN'S STORY



Hi, I'm John and I moved into St Martins in Battle, East Sussex, a year ago. I had just recovered from throat cancer. I've met lots of lovely people and settled in well.

I noticed the gardens had great potential to aid my wellbeing, so I started to plan some planting for the patio garden near my front door. I grew up in an agricultural community in Lincolnshire and I'm used to working on the land, it comes naturally to me. I'm a joiner and carpenter by trade, and I enjoy making and designing things.

The patio is a suntrap and quite sheltered, which is good for planting out your seedlings or young plants in the spring. I've grown sweet peas from a packet of seeds and transferred them to a climbing frame, which I built.

I've grown most of my plants in pots so that I don't have to get onto my knees! I've even tried my hand at topiary which is the shaping of bushes by cutting.

I was aiming for a duck and a chicken, but as you can see, I need more practice!

I've filled up all the empty planters around the scheme and invited the other residents to plant something they like in them, with help if needed.

This has encouraged many other residents to pot plants and arrange hanging baskets, as well as doing bits of weeding around the scheme. We do what we can and it's very rewarding for everyone.

My next idea is to add some wildflower meadow seeds to the grass area and plant some miniature fruit trees on the grass area by the car park, which is a nice and sunny area.

It's easier than you think, and plants can be potted up all through the year. You can grow vegetables in grow bags too.

JOHN
RESIDENT



SOCIAL IMPACT PERFORMANCE

As a housing association, we're about so much more than just bricks and mortar. Our Social Impact activities support residents that need them most.

The support varies from cost-of-living money guidance, digital inclusion support, local community partnership projects to improve neighbourhoods, extra-mile charity efforts to create opportunities for those facing vulnerability, and disadvantage in our local communities.

IN THE PAST 12 MONTHS WE'VE PUT IN THE HARD WORK TO MAKE A TANGIBLE DIFFERENCE FOR RESIDENTS.

10,294+

people on support activities



£6.18M

positive impact on these households' finances



4,951

residents referred for Cost of Living casework support



3,321

provided money guidance casework support

3,694

residents on community partnership local improvement activities



1,919

people supported by Fresh Visions Charity action

£931K

inward investment secured to support residents' community projects

Delivering overall social Impact value

£98.71M

in Southern Housing communities



SOCIAL IMPACT PERFORMANCE

VITAL FINANCIAL SUPPORT

4,951

residents sought our urgent financial support and assistance - that's an average of **95** residents per week.



3,321

residents supported with urgent cost of living money guidance.

We secured a total

£6.18M

in added income, grants, benefits and savings to improve the finances for Southern Housing households.



For **1,483** residents facing acute money crisis, we organised

£628,000

urgency hardship funds and issued **1,177** fuel and food support vouchers.



A review of **304** households benefitting from our hardship support

shows **88%** were able to maintain stable budgets six months or more after receiving our help.

WE'VE PROVIDED DIGITAL SUPPORT AND ACCESS TO AFFORDABLE DEVICES FOR **336** RESIDENTS



DIGITAL HELP

We've recycled older work laptops for residents unable to afford their own. We've raised funds and contractors' sponsorship to help excluded residents to get connected.

This includes securing affordable internet connections (sims & mifi) for **221** households.



We've also supported residents get on their feet again financially

with **401** securing jobs and training, through opportunities with our supply chain business partners.



SOCIAL IMPACT PERFORMANCE

STRENGTHENING PLACES AND COMMUNITY PARTNERSHIPS

We've worked with residents on local community partnerships and improvement projects. This year, we've had:

 **3,694**
residents on improvement activities to make local neighbourhoods better

 **1,057**
residents accessing healthier affordable food options, including local food pantries projects

 **141**
community volunteers supporting this work

 Thousands of residents and hundreds of local organisations and agencies using our

38 community venues.

We're developing work on residents' community partnership activities, closer aligning with the Local Link service model to focus community activities on selected neighbourhoods, contributing to local area improvement.

EXTRA MILE SOCIAL VALUE

157 partner businesses, contractors and suppliers have helped deliver social value in their contracts (**105** having Social Value Agreements) others have given back voluntarily. These business partnerships contributed **£588K** (including sponsorship funds **£364K**) to our residents' and community activities.

**FOR 12 MONTHS
WE'VE SECURED
NEARLY **£1M**
IN EXTERNAL
INVESTMENT
INTO RESIDENTS'
COMMUNITY
ACTIVITIES**

FRESH VISIONS CHARITY EFFORTS

Our registered charity subsidiary, Fresh Visions (FV), enables us to go the extra mile with added-value projects in Southern Housing communities. Through charitable funding, we focus on transforming lives for young and vulnerable people facing extreme disadvantage, including child survivors of domestic abuse.

During 2024/25 the charity supported:

1,919
vulnerable disadvantaged people

152
domestic abuse survivors including **88** children

906
isolated and vulnerable senior residents

We've run development support for **861** vulnerable young people in our communities



LOCAL FOCUS

SOCIAL IMPACT CASE STUDIES

BRIGHTENING UP CHARTERHOUSE ROAD COMMUNITY CENTRE

This year, we've been busy giving the Charterhouse Road Community Centre a much-needed refresh. With help from our team of amazing resident volunteers, Unity Network Support and the Wates Social Value Team, here's what we've achieved:



**FRESH PAINT
AND NEW
BATHROOM
FLOORING
TO BRIGHTEN
THINGS UP**

**LEAKY
WINDOWS
FIXED AND
ESSENTIAL
REPAIRS
COMPLETED**



**THE COMMUNITY
GARDEN GOT A GOOD
CLEAR-OUT, MAKING IT A
LOVELY SPOT TO ENJOY**



**OLD TABLES AND CHAIRS WERE
SWAPPED FOR FURNITURE IN
MUCH BETTER CONDITION**



**WE SECURED
GRANT
FUNDING TO
UPGRADE
THE KITCHEN
EQUIPMENT**

**AND THE
WHOLE
CENTRE GOT
A MAKEOVER,
INSIDE AND
OUT!**



These improvements have made the centre a more inviting place for everyone. We hope it encourages more people to get involved, connect with neighbours, and enjoy everything the space has to offer.



LOCAL FOCUS

SOCIAL IMPACT CASE STUDIES

COMMUNITY FOOD PROJECTS

This year, we've hosted a range of food projects, including family cooking classes and a soup social run by the Eat Club and Made In Hackney. These projects have supported residents' to build their confidence in the kitchen and bring the community together.

We've continued our commitment to making healthy eating accessible for all through our network of community food pantries. Located in local community centres, these pantries offer residents around **£30** worth of high-quality, nutritious food each week for just **£4.50**.

As well as groceries, residents can access trained advisors who provide expert guidance and support, helping residents make informed choices for their families.

**BRINGING
AFFORDABLE,
NUTRITIOUS
FOOD TO
YOUR DOOR**



OUR PANTRY LOCATIONS:

- 📍 **STAMFORD HILL ESTATE (HACKNEY)**
RUN BY ST GILES
- 📍 **PARKSIDE ESTATE (ISLINGTON)**
RUN BY ST GILES
- 📍 **IXWORTH ROAD ESTATE (KENSINGTON AND CHELSEA)**
RUN BY ST GILES
- 📍 **FIELDGATE MANSIONS (TOWER HAMLETS)**
RUN BY FAMILY ACTION
- 📍 **CYPRUS STREET ESTATE (TOWER HAMLETS)**
RUN BY FAMILY ACTION

Our 'Community Fridge' project on Dawson Heights estate is free for residents' to access. The 'Community Fridge' is run by Spring and a group of resident volunteers.



LOCAL FOCUS

SOCIAL IMPACT CASE STUDIES

CELEBRATING COMMUNITY TOGETHER

FESTIVE FOOD GIVEAWAYS

During the festive season, our resident volunteers and colleagues came together to support over **100** households with free, nutritious food. These giveaways were an opportunity for communities to celebrate and enjoy music, children's activities, hot drinks, and a chance to connect.



INVESTING IN NEW HOMES DEVELOPMENT

Building new communities and places of comfort for residents is one of our main aims as a social landlord.

We're pleased we've been able to complete **807** new homes in 2024-25, including **385** for affordable rent and **414** for shared ownership which has generated **£57.5m** of income for us to reinvest in affordable housing.

We've also begun construction on over **127** new homes, whilst continuing to strengthen our partnerships with local authorities and key partners.

**WE'RE PROUD
TO CONTINUE
TO PROVIDE
NEW HOMES FOR
THOSE WHO
NEED THEM MOST**



INVESTING IN NEW HOMES DEVELOPMENT



HOLMHURST GARDENS SHORTLISTED AT FIRST TIME BUYER AWARDS 2025

We're delighted that Holmhurst Gardens in Hastings has been shortlisted in the "Best New Development in the South" category at the First Time Buyer Reader Awards 2025.

Holmhurst Gardens stands out by offering a range of affordable homes that remain accessible to first time buyers. The development includes **208** affordable homes, with **108** available through shared ownership. A vibrant new community is already forming, with more homes due to complete soon.



FREE WHARF'S SECOND PHASE TOPPED OUT

Phase two of our Free Wharf development in Shoreham-by-Sea reached a major milestone in 2025, when we held a topping out ceremony to mark the completion of the final building's structure. The project is transforming a disused waterfront site into a vibrant, affordable housing community.

Once complete, the development will provide **587** affordable homes across three phases. Phases one and two together deliver **282** affordable homes. Phase one is now complete, with phase two set for completion by February 2026. The scheme is part of a wider **£144 million** regeneration of Shoreham Harbour.



I'd like to take this opportunity to thank you for all the help and assistance to date and appreciate all that's been done for me to be able to proceed with the purchase of Grand Avenue. Such a beautiful property and so amazingly presented and provided by you all at Southern Housing.

**RESIDENT
TESTIMONIAL**



NEW CROYDON STREET NAMED IN MEMORY OF FORMER RESIDENT

The road of a new housing development in Croydon was named in memory of former resident, Paul de Bernier, recognising his contribution as an involved resident over three decades.

Bernier Way was officially unveiled at a special ceremony in April 2024, which was attended by Paul's family, Southern Housing colleagues and many residents who worked alongside Paul over the years.

Paul was passionate about strengthening residents' voices and was committed to working in partnership with us to impact service improvements and influence change for his fellow residents.

Bernier Way is located at one of our recent developments in Croydon, which completed in 2023. The scheme has brought **20** much-needed affordable homes, including a mix of one, two, and three-bedroom apartments, as well as three-bedroom houses, to the area.

SAFE AND COMFORTABLE HOMES FOR CARE, STUDENTS & KEYWORKERS

INVESTING IN CARE AND INDEPENDENT LIVING

Over the last year we've supported over **600** residents and we've over **480** specialist homes.

Our care services are regulated by the Care Quality Commission, and we meet all regulatory requirements.

Overall satisfaction with services was

100%



We retained Erosh accreditation for a second year



98%



of residents told us we supported them to remain independent



AWARD WINNING SERVICES

Our Person-Centred Advisor won a regional care award, and an internal audit confirmed strong performance with only minor recommendations

This year we developed a new Independent Living service offer shaped by residents

Our Person Centred Advisor has been appointed onto the Governments' Supported Housing Advisory Panel, representing people with lived experience to shape and improve services to people in Supported Housing.



SAFEGUARDING PUTTING SAFETY FIRST

We believe everyone has the right to live free from abuse, neglect, and harm. That's why we've set up a dedicated Safeguarding Team this year. They work closely with colleagues, residents, and partners to prevent harm and act quickly when concerns are raised. Together, we're creating a culture where safety comes first, and everyone feels supported.

SUPPORTING PEOPLE AFFECTED BY DOMESTIC ABUSE

Domestic abuse can affect anyone, and we take this seriously. Our tenancy sustainment officers are trained to spot the signs and offer support that's respectful, confidential, and empowering. We also work with specialist services to make sure people get the help they need, whether that's advice, referrals, or simply someone to talk to.

1,539

safeguarding concerns raised and dealt with through our new reporting portal



KEEPING PEOPLE SAFE IS ONE OF OUR TOP PRIORITIES

MAKING IT EASIER TO REPORT CONCERNS

This year we've made it simpler for people to raise safeguarding concerns:

EASY TO USE REPORTING PORTAL



Our new mobile-friendly portal lets colleagues report safeguarding concerns quickly and confidently, anytime, anywhere. Since launching, we've seen more reports, helping us act sooner and more effectively.

CLEAR ONLINE GUIDANCE

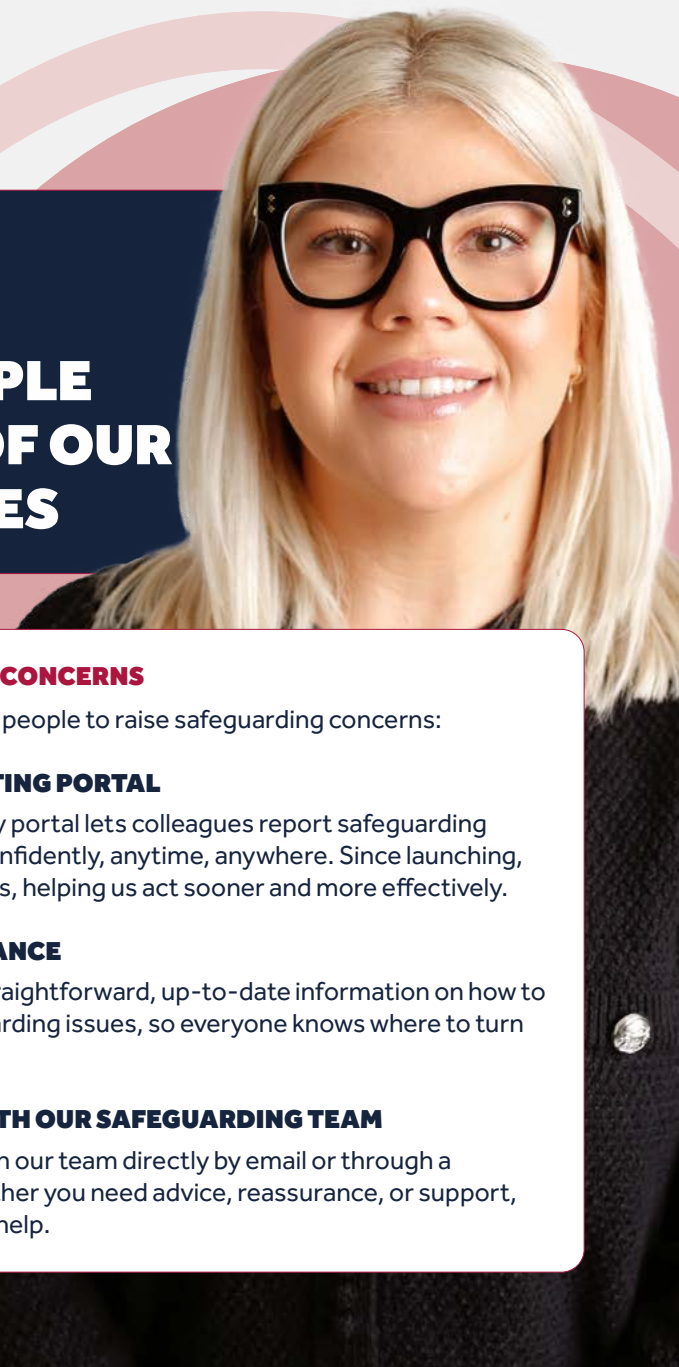


Our website now has straightforward, up-to-date information on how to spot and report safeguarding issues, so everyone knows where to turn for help.

DIRECT CONTACT WITH OUR SAFEGUARDING TEAM



Residents can now reach our team directly by email or through a dedicated hotline. Whether you need advice, reassurance, or support, we're here to listen and help.



LOCAL FOCUS

EXTRA CARE CASE STUDY

Our resident, John, has been learning new skills to support his own independence.

John moved into a flat at Green Meadows, and this is the first time he has ever lived alone and held his own tenancy. Care and support staff have been showing him how to wash and dry his clothes. They've also designed a cleaning routine with him, so that he can manage his flat. They help him prepare and cook an evening meal, and John is hoping to do more of this as his cooking skills improve! Finally, John has been working with staff to build his social skills and make friends.



We're really proud of the effort John has put into adopting daily living skills here at Green Meadows. He goes to his groups and uses FaceTime to speak with his sister regularly. This has helped him to build communication skills, social skills and independent living skills. He interacts with the staff really well and always has a willingness to learn.

FRAN

EXTRA CARE OFFICER



INVESTING IN KEYWORKERS

WE BELIEVE NHS WORKERS DESERVE HIGH-QUALITY HOMES THEY CAN AFFORD

That's why we work closely with local NHS trusts to offer a range of housing options tailored for keyworkers.

In addition to providing homes for essential staff, we also offer accommodation for families visiting loved ones in hospital, giving them a place to stay and support during difficult times.

We provide keyworker homes in London, Surrey, Bedfordshire, Northamptonshire and Hampshire. This year:

98.27%
**OCCUPANCY FOR KEYWORKER
ACCOMMODATION**

84%
**SATISFACTION RATE FOR KEY
WORKER RESIDENTS**



INVESTING IN STUDENTS

When it comes to our student accommodation, we aim to provide a home away from home for our student residents. Through our dedicated team, we proudly support universities in creating safe, comfortable living environments where students can thrive during their studies.

We ensure our students can enjoy their time with communal activities and community events to make the most of their university experience.

408

EVENTS HELD ACROSS THE STUDENT PORTFOLIO WITH 1,942 ATTENDEES



75%

OF STUDENT RESIDENTS RATE THEIR EXPERIENCE POSITIVELY

NOMINEE FOR BEST STUDENT BROADBAND VIA GSL



£888,871

ADDITIONAL INCOME DURING NON ACADEMIC SUMMER PERIOD

SILVER AWARD FOR ALL STUDENT ACCOMMODATION BUILDINGS VIA GLOBAL STUDENT LIVING (GSL) INDEX SURVEYS

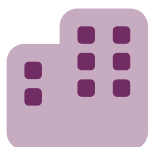


FINALIST FOR BEST SPECIALIST ACCOMMODATION AT GOLDSMITH HOUSE

FINALIST FOR GSL'S ACCOMMODATION HEROES AWARD AND UNSUNG HERO

99%

OCCUPANCY OF STUDENT ACCOMMODATION ACROSS THE YEAR



LOCAL FOCUS

MY EXPERIENCE AT USHER HALLS



The phrase 'home away from home' is often used as a cliché, but in my case, it turned out to be true. I spent three years at Usher Halls, during which time I successfully completed my PhD in Creative Writing at Middlesex University and finished the London Marathon in April 2025.

I'm completely blind, which means I don't have any functional vision left, but can discern light and dark. My journey to complete the PhD was not an easy one, but the staff at Usher Halls did everything in their power to make me feel as comfortable as possible, which helped to create a stress-free atmosphere in which I could undertake my research in peace.

I was provided with a talking microwave, which enabled me to heat up food easily.

In addition, the halls management team also provided a refrigerator in my room, which removed the stress of sharing the communal refrigerator and worrying about food items being misplaced by the other residents. Whenever I needed to shop for groceries, a member of staff always carved out some time in their calendar to accompany me to the supermarket.

Furthermore, the Southern Housing staff members always had a minute or two for a quick laugh. This was particularly important on days when I felt that the research was taking me down a rabbit hole and I had a need to clear my mind. These may be little things, but when one is living with a visual impairment which restricts mobility, it makes a huge difference to one's sense of mental well-being.

When I decided to run the London Marathon as a fund-raising effort for the RNIB, the support and encouragement I received from all the staff and security personnel at Usher Halls was tremendous. Thanks to all the care and support I received, I finished my PhD and graduated on the 23 June, 2025. I was sad to bid goodbye to the place I had considered home for three years. A big thank you to both the management and maintenance staff at Usher Halls. Miss you, guys. Keep up the good work.

DEEPIKA
STUDENT RESIDENT



SALES AND HOME OWNERSHIP

We're committed to making homeownership affordable, accessible and achievable. From shared ownership schemes to private sales, we offer a comprehensive range of options designed to meet the needs of homeowners at every stage of their property journey.

NEW HOME SALES

389

**FAMILIES GIVEN THE KEYS TO
THEIR NEW FRONT DOOR**

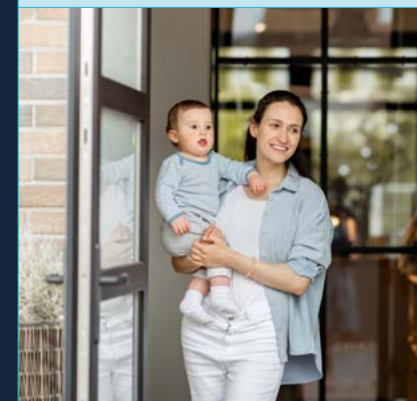


£57,530,600

TOTAL SALES INCOME



**WE'RE
COMMITTED
TO MAKING
HOMEOWNERSHIP
AFFORDABLE,
ACCESSIBLE AND
ACHIEVABLE**



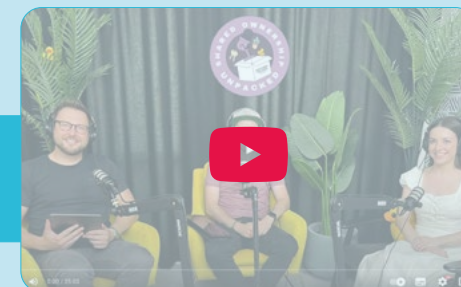
INTRODUCING SHARED OWNERSHIP:

UNPACKED. THE SOUTHERN HOUSING NEW HOMES PODCAST

Shared Ownership: Unpacked is a six-part podcast mini-series created by our New Homes Sales and Marketing Team. The podcast series take a closer look at all things Shared Ownership, from the misconception that it's a scam, to the costs involved, and everything else in between. Check out episode 2 featuring Roxee, a Southern Housing Shared Ownership resident of our Home X development in Brighton, who shares her journey into home ownership:

Episode 2: Shared Ownership's Not For Everyone, But For Me It Was Perfect

**YOU CAN LISTEN TO THE FULL
PODCAST SERIES HERE**



SALES AND HOMEOWNERSHIP



LOCAL FOCUS ON NEW HOME RESIDENTS



Just wanted to say thank you for all your support. It hasn't been an easy road, but you have always been so helpful and supportive when we have needed questions answering or things followed up. We really appreciate everything you've done to make our journey to our first property a smooth one!

**LANGLEY PARK
RESIDENT**



I would like to take the opportunity to thank you and the whole team wholeheartedly for guiding and supporting us through the long process and bringing us to a successful end of having a new home. You have been all working tirelessly, replying to many questions and helping to reduce lots of anxiety and doubts. You're all lovely people, credit to Southern Housing, employees to cherish and be proud of.

HOLMHURST RESIDENT



The keys have now been collected, and we're really happy! Thank you for making the whole process so swift and smooth - we really appreciate it.

**KINGS HOUSE
RESIDENT**



I needed a pet friendly place to live so moving here has been perfect and my dog has made lots of other dog friends.

HOME X RESIDENT



INVESTING IN DIVERSITY AND INCLUSION

STANDING AGAINST MODERN SLAVERY

We're committed to doing what's right. We recognise the serious impact modern slavery and human trafficking have on individuals and society, and we're taking active steps to help prevent it.

Through our policies, partnerships, and awareness efforts, we're working to protect vulnerable people and ensure our organisation plays a part in tackling exploitation.

You can learn more about how we're addressing this important issue by reading our Modern Slavery Statement on our website: [Modern slavery statement](#) 

ANNUAL GENDER AND ETHNICITY PAY GAP REPORT

At Southern Housing, we want to ensure a fair and inclusive workplace where everyone has equal opportunities to thrive. As part of this commitment, we've published an annual Gender and Ethnicity Pay Gap Report. This helps us understand where we're making progress and where we need to do more. By openly sharing this data, we're taking meaningful steps to improve leadership diversity, strengthen inclusive hiring practices, and ensure transparency across our organisation.

You can read the Gender and Ethnicity Pay Gap report on our website: [Gender and Ethnicity Pay Gap Report](#) 

INTERNATIONAL WOMEN'S DAY

To mark International Women's Day, we focused on wellbeing, self-care and celebrating the contributions of women. Part of this included a workshop that offered practical tips for managing stress and staying present. It was a thoughtful and uplifting event and included an opportunity for attendees to try techniques and practices. A series of blogs highlighted the continued need for gender parity in healthcare.



INVESTING IN DIVERSITY AND INCLUSION

BLACK HISTORY MONTH

BLACK HISTORY MONTH: RECLAIMING NARRATIVES

During Black History Month 2024, we celebrated the theme 'Reclaiming Narratives' with a campaign to amplify Black voices and challenge stereotypes. Through personal storytelling, educational resources, and thought-provoking discussions, we explored the experiences and achievements of Black communities.

CHANNELS FOR CHANGE

WE'RE MEMBERS OF INCLUSIVE EMPLOYERS



WE'RE A DISABILITY CONFIDENT EMPLOYER

WE SPONSOR THE LEADERSHIP 2025 INITIATIVE WHICH AIMS TO ADDRESS THE IMBALANCE OF BME (BLACK AND MINORITY ETHNIC) PROFESSIONALS IN LEADERSHIP ROLES ACROSS THE HOUSING SECTOR

WE ACTIVELY SUPPORT AN INCLUSION ALLIES PROGRAMME



WE'VE SIX EQUALITY, DIVERSITY AND INCLUSION (EDI) COLLEAGUE NETWORKS

G15 ETHNICITY IN HOUSING AWARDS

We were proud that six colleagues and residents were shortlisted for the G15 Ethnicity in Housing Awards this year. It was a fantastic celebration recognising the people and organisations driving real change across the housing sector.

Big congratulations to Charlaine Nkum, Southern Housing resident who was shortlisted in the resident recognition category for her work in local communities. It was inspiring to see inclusivity being celebrated throughout the event.



INVESTING IN DIVERSITY AND INCLUSION

PRIDE AND LGBT HISTORY MONTH

We're proud to have Southern Housing representatives at the Pride parades in Birmingham, Norwich and Hastings this year. We celebrated LGBT History month by fundraising for young, homeless LGBT+ people.

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At Southern Housing, we believe everyone should feel welcome, respected, and valued. We're proud to celebrate the unique backgrounds, experiences, and perspectives that make up our vibrant communities.

Inclusion and diversity are at the heart of everything we do. We listen to our residents and shape our services to reflect your needs, ensuring no one is left behind.

Through our ongoing work, we're learning more about how our policies and practices affect underrepresented

groups. This helps us identify where we can do better and take meaningful action to reduce inequality and create lasting change.

By building inclusive communities and a diverse workforce, we're creating places where people feel they truly belong. This sense of belonging strengthens our neighbourhoods and helps everyone thrive together.

WAM DAWSON
EXECUTIVE DIRECTOR OF PEOPLE



INVESTING IN THE FUTURE

At Southern Housing, we're committed to building a brighter, more resilient future for our residents and communities.

Since our merger, we've been listening closely to what matters most to you. You've told us your priorities are quality homes, reliable services, and value for money; and we couldn't agree more. That's why we're investing in improving our repairs service, expanding digital access, and ensuring residents are actively involved in shaping the services they receive.

Like many in the housing sector, we've faced tough economic and regulatory challenges in recent years. But we've responded with determination, driving efficiency, integrating our services, and rebuilding financial strength so we can continue to meet your needs and be ready for future challenges and opportunities.

Our focus remains on safety, sustainability, and service excellence. Together, we're creating stronger communities, better homes, and a future where everyone can thrive.



