

look again

annual report 2006-7

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— step change

— At first glance Swan is a regional housing association, on closer examination it is revealed to be one of the biggest housing providers in the South East of England. This review outlines the most successful year in Swan's history and sets the scene for continued growth.



— the Swan Group

— **Swan Housing Group is based in Essex. It started life in 1991 as Basildon Community Housing Association (BCHA) which later became Swan (Essex), and was registered with the Housing Corporation in 1992. The Group structure came into being in the late 1990s.**

The charitable organisations

Today the Swan Group manages over 7,600 homes in Essex, Suffolk and East London (figures correct @ 31 March 2007).

The Group consists of three Registered Social Landlords (RSLs), all of which are charitable organisations, and three private companies:

The RSLs are:

Swan Housing Association

This is the 'parent' association for the Group; it holds general needs properties outside Basildon and NHS Keyworker accommodation.

Swan (Essex) Housing Association

This Association also holds general needs properties, mainly in the Basildon area.

Swan (London) Housing Association.

This is a specialist housing association providing supported housing services.

The private companies

The three private companies carry out a range of supporting activities:

Pike Housing Services Limited

A wholly owned subsidiary company of Swan (Essex) Housing Association providing market renting accommodation; this Company is not an RSL.

Swan Commercial Services

A wholly owned subsidiary company of Swan Housing Association, which undertakes the development of new properties.

Swan New Homes

A wholly owned subsidiary company of Swan Housing Association, that provides new homes for sale.

— regeneration

— **Swan is leading on five major regeneration schemes in both East London (Crossways, Exmouth, Alberta House in Tower Hamlets) and Essex (Five Links, Craylands in Basildon).**

Leading the way

English Partnerships selected Swan as the preferred RSL partner to lead on the 10-year regeneration programme at Craylands, Basildon which will see the creation of 1,300 new homes.

The stock transfer of the former Tower Hamlet's Exmouth estate was completed following a vote of confidence from the tenants. Swan immediately started the promised £20 million programme of improvements.

Crossways

Work is also underway on the regeneration of Crossways in Tower Hamlets which will include the development of 420 new homes.

Phase 2 of the £26 million regeneration programme at Five Links, Basildon was completed on target with the handover of the last of 400 new homes.



Being named as Castle Point Council's preferred stock transfer partner was a significant achievement this year. If successful in a tenant ballot due to be held in early 2008, the transfer will lead to an increase of 1,500 in Swan's overall housing stock.

— nothing is impossible

— **Swan Housing Group has enjoyed a sustained period of growth in recent years and is now recognised as the largest developer of social housing in the Thames Gateway.**

Development and growth

Major development plus expansion into East London has seen the housing association grow substantially. This has made 2006 the most successful year in Swan's 12-year history.

Swan attracted a total of £73.3 million in Social Housing Grant to support its 2006-2008 development programme. This represents a huge increase on the awards received in previous bid rounds; £32.6m (04-06) and £6m (03-04).

Swan has attracted;

- 64% of the total grant awarded to the Thames Gateway authorities.
- 39% of the East London sub region awards.
- 35% of the award made to the remaining Essex authorities.
- 100% of grant awarded to Castle Point.
- 81% of grant awarded to Thurrock.

This level of activity places Swan as the leading RSL in the region.

Consistent delivery

Swan achieved the prestigious Housing Corporation Partnering Status in recognition of its ability to consistently deliver and exceed its ambitious development targets.

In 2006-2007, it achieved a figure of £33.5 million for its development budget (target £30.95 million).

Swan completed 603 homes (target 546) to meet a variety of identified housing needs across the region.

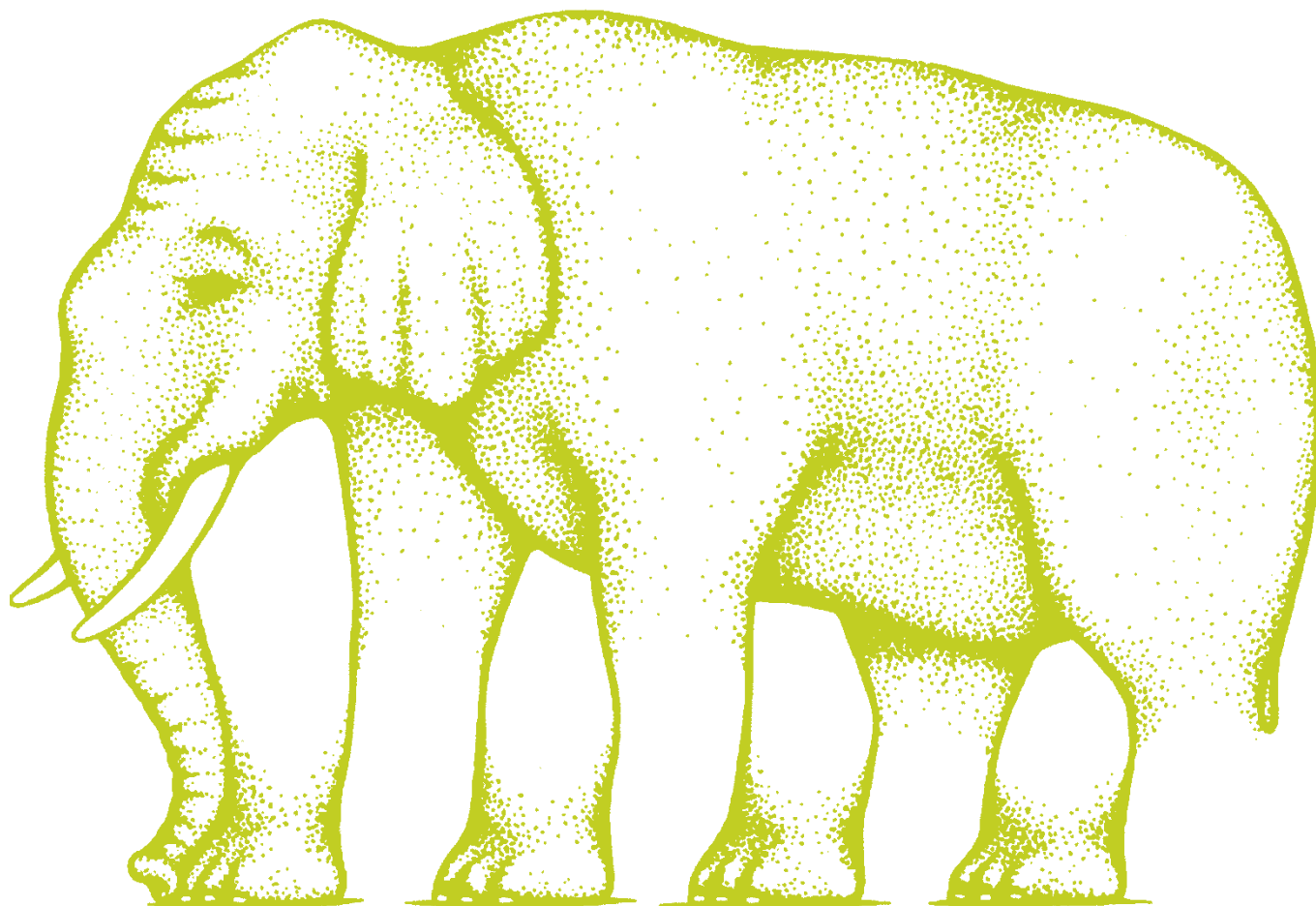
With its record on delivering on target and increased capacity within the organisation, Swan is preparing to bid for a significantly greater development programme starting in 2008.

“Swan demonstrates a good performance by achieving or exceeding its annual targets, maintaining good progress against targets during the year and delivering quality housing that meets our standards”

Swan's Housing Corporation Assessment (HCA)
September 2006

Facts

- In 2006 Swan Housing Association was Commended at the RICS Awards.
- Swan is recognised as the largest developer of social housing in the Thames Gateway.

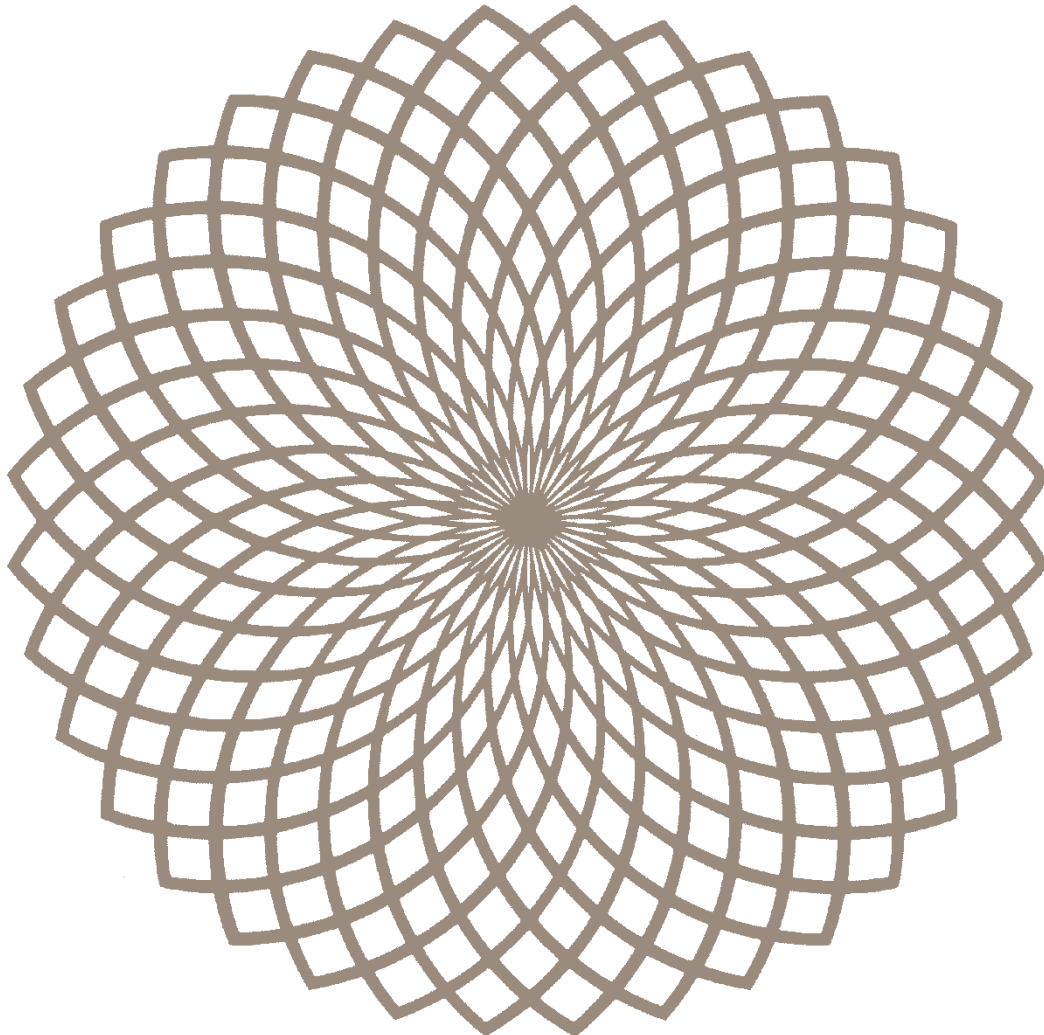


“Our overall observation is positive.
There are many efficient processes and the
service reflects and emulates the positive
characteristics of top quartile competitors”

Housing Quality Network
October 2006

Facts

- Swan is preparing to bid for a significantly greater development programme starting in 2008.
- Swan is the leading RSL in the region.



— making waves in the community

— **The Swan Corporate Sustainable Development Strategy 2006-09 has now been implemented and enshrines our policies and action plans so that we can become a 'best in sector' provider of sustainable homes.**

Exceeding expectations

Swan Housing Group continues to be at the forefront of Sustainable Design with all schemes within the 2006-2008 NAHP anticipated to secure a minimum level of Ecohomes 'very good' standard. This exceeds the Housing Corporation's minimum requirements.

Planning permission has been secured for redevelopment of the former Alberta House to provide a 25 storey 'Eco-Tower'. This will be the first development of its type and scale in inner London to meet Ecohomes 'excellent' standard.

Community

Swan is an active member of the Tower Hamlets Housing Partnership including the Crime and Disorder group and the Basildon Community Safety Zone. The year has seen successful work with the local police. Safer Neighbourhood teams enable a quicker response to hotspots of crime, nuisance and anti-social behaviour.

The Anti Social Behaviour Intelligent Toolkit known as TASBIT was implemented in May 2006. As a result of using the TASBIT system Swan has been able to understand the profile of ASB throughout its property portfolio.



— looking to the future

— **The group's development-led strength was further enhanced this year by the launch of Swan New Homes.**

Swan New Homes

Swan New Homes was set up in April 2006 with first site activities to commence June 2007. Swan New Homes will compete in the private sector housing market with the aim of gift aiding a high level of profit back into the organisation's social housing activities from 2011 to 2013.

To support the growing development programme, 6 graduate trainees were appointed and commenced the comprehensive in-house graduate trainee programme.

Following the successful completion of the programme several trainees have gained promotion to the role of Development Officer.

Success in March

In March 2007 Swan were awarded the Greater Haven Gateway Floating Support Contract by Essex County Council.

This service is available to anyone living within the Brentwood, Colchester, Maldon and Tendring areas regardless of whether they are a tenant (of Swan, another Housing Association, the Council or a private landlord), own their own home or live with friends or family.

Creating this new service along with the expected growth in our existing learning disabilities contract, will lead to the creation of 80 new jobs.

— standards and awards

— In 2006 Swan Housing Association was Commended at the RICS Awards and was shortlisted for various others including:

Award Shortlist

Housing Excellence Awards

– Best Regeneration Project

InBiz Awards

National Federation of Housing

– Communications

Energy Efficiency Awards

UK Housing Awards CIH

– Community Empowerment

Regeneration Awards

– Housing Association Regenerator of the Year

Standards

Charter Mark, Clients Charter,
Investor in People, ISO 9001:2000



— facts and figures

Overview

	Group			
	Owned Number of units 2007	Owned Number of units 2006	Managed Number of units 2007	Managed Number of units 2006
Social Housing:				
General needs	4,928	4,323	–	–
Shared ownership	346	331	–	–
Sheltered (Elderly)	35	35	–	–
Other Supported Housing	543	532	–	–
NHS keyworker accommodation	479	479	89	76
Supported housing (Floating Support)	–	–	15	26
Temporary Social Housing	–	–	<u>17</u>	<u>28</u>
Total Social Housing	6,331	5,700	121	130
Non-Social Housing:				
Market rented	148	168	–	–
Garages	409	38		
Sold to leaseholder with retained freehold	598	205		
Total Housing Stock	<u>7,486</u>	<u>6,111</u>	<u>121</u>	<u>130</u>

Group income and expenditure account

For the Year ended 31 March 2007

	Notes	2007 £'000	2006 £'000
Turnover	2 & 3	29,556	25,889
Operating costs	2 & 3	<u>(20,851)</u>	<u>(18,963)</u>
Operating Surplus		<u>8,705</u>	<u>6,926</u>
Surplus/(deficit) on sale of properties	6	72	(472)
Interest receivable	7	227	137
Interest payable and similar charges	8	<u>(10,509)</u>	<u>(9,198)</u>
Deficit on ordinary activities before taxation	9	(1,505)	(2,607)
Tax on deficit on ordinary activities	10	<u>88</u>	<u>470</u>
Deficit on ordinary activities after taxation	16	<u>(1,417)</u>	<u>(2,137)</u>

The turnover and deficit for both the current and prior year relate to continuing activities.

Group balance sheet

As at 31 March 2007

	Notes	2007 £'000	Restated 2006 £'000
Tangible fixed assets			
Housing properties at valuation	11a	362,433	305,806
Other fixed assets	11b	<u>3,922</u>	<u>3,068</u>
Total tangible assets		<u>366,355</u>	<u>308,874</u>
Current assets			
Debtors	12	5,336	3,022
Short term investments		474	5,387
Cash at bank and in hand		<u>1,010</u>	<u>2420</u>
		<u>6,820</u>	<u>10,829</u>
Creditors: amounts falling due within one year	13	<u>(26,152)</u>	<u>(22,190)</u>
Net current liabilities		<u>(19,332)</u>	<u>(11,361)</u>
Total assets less current liabilities		<u>347,023</u>	<u>297,513</u>
Creditors: amounts falling due after more than one year	14	236,983	205,712
Capital and reserves			
Share capital	15	–	–
Income and expenditure account	16	4,054	4,411
Designated reserve	16	396	253
Revaluation reserve	16	<u>105,590</u>	<u>87,137</u>
		<u>347,023</u>	<u>297,513</u>

These financial statements were approved by the Board of Management on 24 September 2007 and were signed on its behalf by:

R Frost
Chair

A Holland
Board Member

R Weekley
Treasurer

Group Figures

	% within target	annual target
Emergency	91.05%	98%
Urgent	88.84%	94%
Routine	89.64%	95%
Total	89.84%	

Average Weekly Rents

	Swan Housing Group	Supported Housing Avg Rents	Total Average Rent
Bedsit	43.15	77.51	37.691
Bedroom	65.19	72.20	87.97
2 Bedroom	76.25	68.85	97.19
3 Bedroom	83.91	52.59	95.17
4 Bedroom	92.17	78.81	93.46
5+	104.72	92.43	96.96

Handovers for April 2006– March 2007 are as follows:

General Needs Rented:	416 units
Intermediate Rented:	3 units
Shared Ownership:	77 units
Total:	496 units

Our People

We employ a total of 190 people across the group:

Women	60%
Men	40%
White	86%
White-Asian	1%
Bangladeshi	2%
Black-African	4%
Black-Caribbean	3%
Black-Other	1%
Indian	1%
Irish	1%
Other	1%

We spent a total of £150K on the development of our people during the year – £790 per person.

