



# ANNUAL REVIEW 2013-14





**Peter Bedford**  
Housing Association

## Management Team

### **Clare Norton**

*Chief Executive Officer*

### **Andrew Tyers**

*Deputy Chief Executive*

### **Pam Frost**

*Head of Vocational and  
Community Services (VCS)*

### **Gloria Lewis**

*Head of Resources (to January 2014)*

### **John Nilsen**

*Interim Head of Finance and IT  
(from January 2014)*

## Board members

### **Robert Woolf**

*Chairman*

### **Peter Davies**

*(to February 2014)*

### **Mike Dunkley**

*(to March 2014)*

### **Martin Jones**

### **Kitty O'Leary**

### **Jakki Moxham**

### **Biju Nair**

### **Tony Pearson**

### **Faye Rodney**



Peter Davies sadly  
passed away in  
February 2014.

A tenant for over 20  
years, he was one of  
PBHA's great friends  
and contributors. Peter helped to run  
the joinery workshop over many years  
and had been a Board member for  
nine years. We are grateful to have  
known Peter and we miss him.

**FSC Logo**





# About us



Peter Bedford Housing Association (PBHA) has inspired brighter futures in Hackney and Islington for 45 years. A pioneer of supported housing and work with ex-offenders, today we work with a wide range of excluded people across North East London to enable them to gain the confidence and skills they need to move on to greater independence. We achieve this through the provision of supported housing, alongside a wide range of vocational and community-based training opportunities and activities.

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# Letter from the CEO



2013-14 has been a year of securing our stability and providing security for our tenants and people who use our support services. We have overachieved on our objectives and are well on course to achieve our five year plan in three years (by the end of 2014-15).

As a team, we have focused on changing and moving PBHA forward to make us fit for the future. We are becoming an organisation which achieves independence with its tenants and participants. Our increasing move on rates out of supported housing and our focus on ensuring participants gain the basic skills needed to succeed in employment has lead to increasingly successful positive move on and reduced the time individuals take to achieve this.

As an organisation, we are also adapting and developing, by investing in the frontline services critical to our ability to deliver quality, modern and value for money services. We refurbished and rebranded our shop on Holloway Road as Outpost, a high quality gift shop and community hub. We are developing a second community hub in Isledon Road where in conjunction with the London Borough of Islington's Supporting People, we will provide more intensive support to tenants with higher support needs. In the year ahead, we aim to consolidate our two Islington and Hackney offices onto one Hackney site, and deliver innovative and creative solutions for vulnerable adults across North East London.

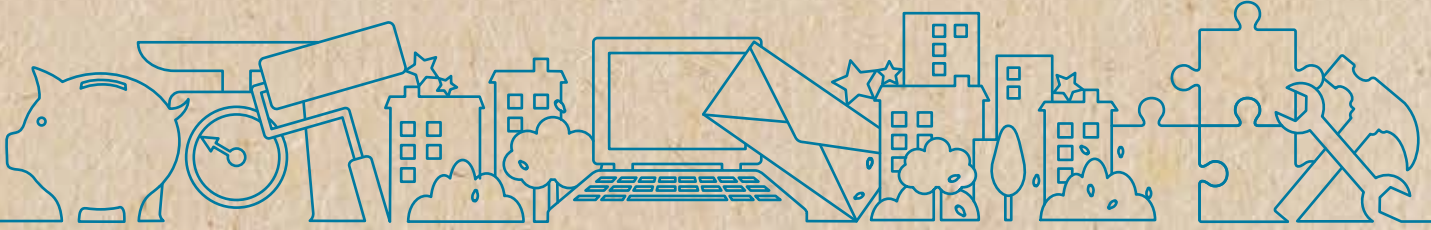
We have honed and adapted PBHA's aims as an organisation, building a progression pathway and model to enable tenants and vulnerable adults to achieve independence. This is largely based on Maslow's hierarchy of need, where we provide:

- Housing and a home to meet the basic human need for shelter and security
- Support to build confidence and self-esteem
- Communities to reduce isolation and where relationships are built providing mutual support
- Improvements to health and wellbeing – as housing stabilises and confidence grows, PBHA promotes healthy lifestyles and a sustainable way of living
- Development of life and vocational skills
- Employability skills training and development to enable progression into employment
- Move on into independent living ideally within two years of coming to PBHA.

We believe it is important to use our experience and knowledge to speak up for people with vulnerabilities, challenging some of the negative messages we so often hear in the press about disadvantaged adults. Last year we developed a new aim – to challenge the stigma and discrimination experienced by vulnerable adults. By the end of this year, we established a project with the support of Rethink Mental Illness and Mind's Time to Change, to challenge the stigma experienced by people with mental health conditions. Looking forward, we aim to complement service delivery by building PBHA's voice to challenge stigma.

**Clare Norton**

# Letter from the Chair



The Board and I are very pleased to report a very successful second year in PBHA's five year plan. As a grassroots local organisation, we are proud of our team and tenants' ability to work together to bring stability to PBHA, and to help the organisation over-achieve on its objectives as well as provide excellent services.

At a time of increasing economic pressure, we have secured valuable gains in funding, made better use of our existing income, and achieved improved outcomes with our tenants and participants. We have secured significant additional funding from London Councils ESF Co-financing programme and The Henry Smith Charity to help us achieve our vision of progression and move on for tenants. This funding is assisting us to run the additional vocational and community programmes we know make such a big difference in helping vulnerable service users build the skills they need for independence.

We had expected to make a small surplus, the first operating surplus for PBHA in three years. However, we have achieved a larger surplus than budgeted this year which reflects the great strides being made. This will allow us to invest further in a new office and community hub in Hackney, as well as smaller community hubs at Isledon and then Clissold Road. We intend to apply any additional income we can generate to launch a new strategy to improve our housing assets over the next two years. Our aim is to ensure that our housing is fit for purpose, providing suitable accommodation for vulnerable adults.

None of PBHA's achievements would be possible without ongoing support from London Boroughs of Hackney and Islington and other key funders such as the Big Lottery Fund's Local Food Scheme. In partnership with our funders, we continue to strive to provide the best quality services possible consistent with offering good value for money. While we have experienced reductions in funding, our senior management team is ready to meet the challenge of further changes and we are positioned to respond to opportunities as they arise.

The Board appreciates your time and interest in PBHA, and we hope you will find the following pages demonstrate the breadth of our work.

**Robert Woolf**



# At a glance

## In 2013-14 we

...worked with and supported

445

vulnerable and excluded  
tenants and participants

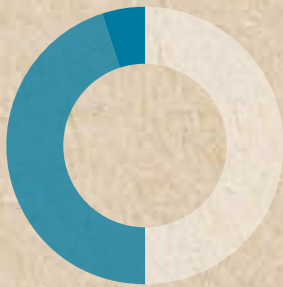


...refurbished and rebranded  
Bedford's Shop as Outpost  
– Shop|Arts|Community  
Hub, creating a space for  
participants to showcase  
their work and train in retail

...supported

36

tenants into independent  
accommodation



...increased the proportion  
of local food served in cafes  
from 5 to 50%, including  
produce grown in our gardens

...provided homes for

242

people with support needs



...refreshed our brand,  
introducing a new logo,  
website and printed materials

...worked with

286

service users through VCS

...worked with

96

people to gain basic skills through  
the Hackney Learning Trust

...supported

48

participants into  
employment through VCS



...began Change Together, a  
one-year project to tackle mental  
health stigma and discrimination in  
Islington and Hackney, in partnership  
with Volunteer Centre Hackney, with  
funding from Time to Change

...encouraged tenants  
and participants to share  
their views at the

**PBHA  
Forum**

hosted monthly by our new  
Participant Involvement Officer



# Housing support



**Aim 1:** To provide flexible, fit for purpose, high quality and effective housing support services that lead to positive move on to appropriate accommodation.



Supported housing is fundamental to our work. It fulfils our tenants' basic need for shelter and security, and enables them to gain skills for independent living, from paying rent to building relationships with the people around them. Support workers meet with tenants regularly, helping them to design and work towards their own personal development plans.

Our 200 supported housing tenancies, in a mixture of shared and self-contained flats, are funded by the London Boroughs of Islington and Hackney. 131 of these tenancies have short-term funding, with the expectation that clients will move on to independent accommodation within two years.

## Breakdown of supported tenants by age (2013-14)



Under 27 **3%**

36-45 **20%**

56-65 **14%**

27-35 **25%**

46-55 **30%**

Over 65 **8%**

## Who we work with

Clients are referred to our services by Supporting People in Islington, and the Rough Sleepers' Pathway and other agencies in Hackney. Over the past two years, we've seen an increase in referrals of people under 30 or with multiple needs.

In Islington, we will be working with up to ten people with higher support needs, or a more chaotic lifestyle. These tenants have two support workers allocated to them.

## Key achievements

### Move on

This year, 36 of our clients moved on to more independent housing, with local authorities, other housing associations, or in the private sector. This represents an increase of 140% from the previous year.

The biggest barrier to private sector tenancy is financial, with raising the deposit and rent in advance a particularly difficult issue to resolve. Residents' support schemes and Housing Benefit discretionary grants have helped a number of our tenants overcome this barrier. It is unclear whether local authorities will continue to prioritise this type of funding going forward, due to the economic climate. PBHA will continue to seek appropriate funding to maintain and ideally increase this element of move on.

## Investing in Islington

We engaged social enterprise Splash Pilion to remodel and refurbish our Isledon Road canteen.

# 36

of our clients moved on to more independent housing this year, an increase of 140% from the previous year.

Breakdown of supported tenants by sex 2013-14



Male **74%**  
Female **26%**

Income profile 2013-14



In work **5%**  
Receiving Job Seekers Allowance (JSA) **33%**  
Receiving Employment and Support Allowance (ESA) **44%**  
Retired **11%**

Breakdown of supported tenants by ethnicity 2013-14



White British **53%**  
White (non-British) **12%**  
BME **35%**

The versatile space can now be used for meetings, training and activities, as well as continuing to offer a friendly weekend cafe. We have consulted with tenants and participants to develop a range of activities to encourage imaginative and frequent use of the venue.

The site also includes a new local office and drop-in centre, which will allow us to offer a more responsive, accessible service that meets the changing needs of the people being referred to us by Islington Council.

#### Planning for the future

We commissioned an external review of our property and maintenance services. We are using the findings to improve the service we offer, and ensure that

our risks and responsibilities as social landlords are well-managed.

Our next step is to commission a stock condition survey, in partnership with housing associations Arhag and Shian. This will help us set short-term priorities for stock improvements, and establish a longer term stock investment programme.

#### “PBHA believed in me”

##### Welfare reforms and rent collection

Welfare reforms continue to affect our service users, even though Universal Credit is not expected to come to Islington and Hackney before 2017.

Several of our tenants have had to appeal the loss or reduction of

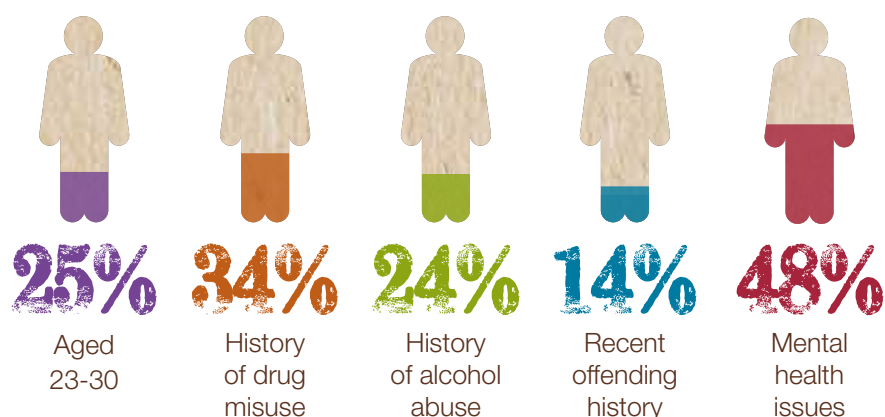
their Disability Living Allowance (DLA), with mixed success. Some have lost their benefits altogether, for long periods of time, either because they have not agreed with the decision to transfer them from Employment and Support Allowance (ESA) to Job Seekers Allowance (JSA), or because of sanctions to their JSA.

In some cases this has led to the suspension of their housing benefit – and this has contributed towards missed rent payments to PBHA. In these cases, PBHA works with the tenant to get their rent payments back on track and supports them to maintain their tenancy. Having a stable home makes it easier to improve their employability or find a job.





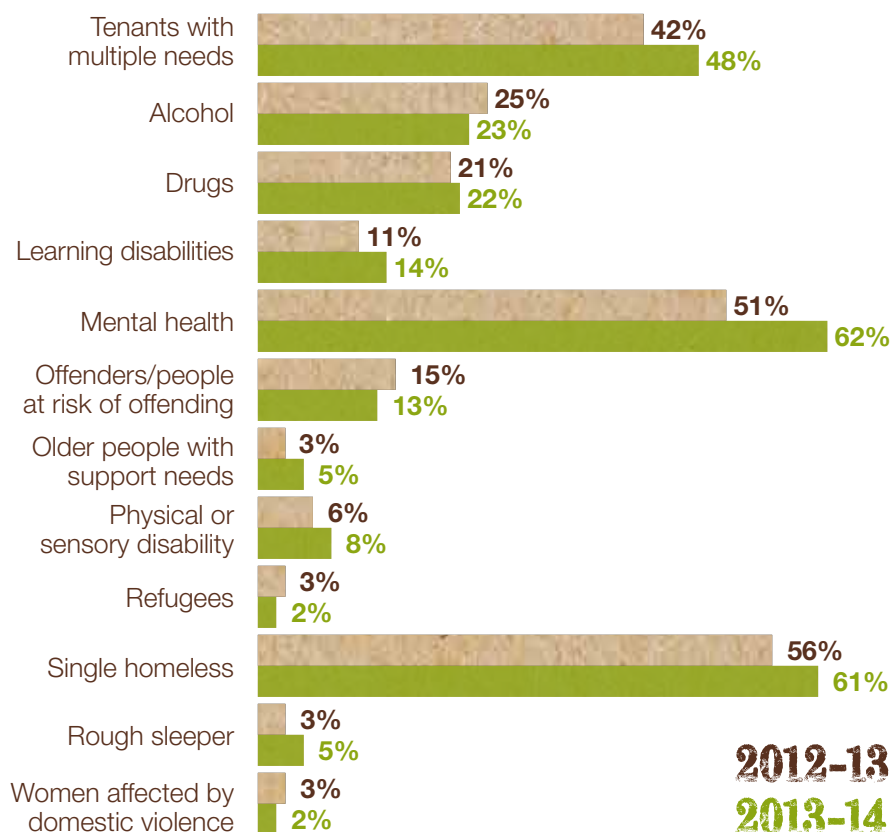
### Profile of new tenants (2013-14)



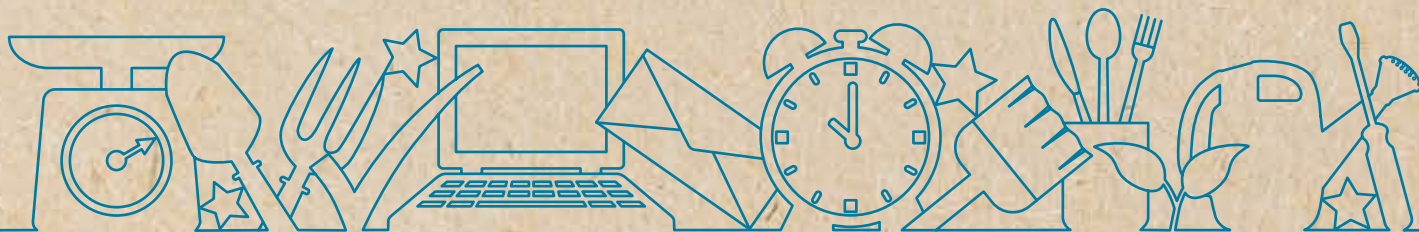
(Some of these tenants have two or more support needs)



### Breakdown of tenants' support needs



# Independence and inclusion



**Aim 2: To inspire, challenge and support our tenants and participants to become more independent and reduce social isolation.**

Through the provision of housing, one-to-one support and a wide range of courses and activities, we create opportunities for tenants and participants to build life-skills and friendships, whether by growing food in our community gardens, joining a walking group, taking part in a craft workshop or gaining work experience in our shop or kitchens.

Community activities often provide the stepping stone vulnerable adults need to move on to more structured formal provision. Our model allows clients to design and work towards their own personal development plans, at a pace that suits them.

Through our Training and Trading (Retail and Catering) and Creative Industries

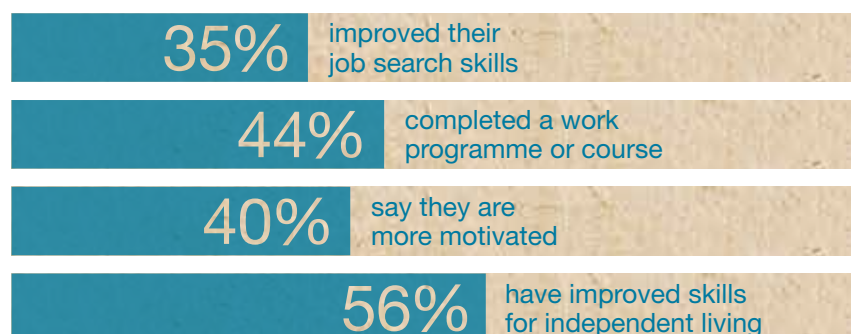
(Joinery and Printmaking) enterprises, participants gain valuable soft skills and social networks, as well as vocational qualifications and work experience.

## **This year:**

- We piloted a Tenancy Sustainment course, covering basic DIY, paying rent on time, dealing with arrears and reporting repairs.
- Plot to Plate, funded by the Big Lottery Fund Local Food scheme, supported participants to learn about growing and cooking healthy food. Our thriving community gardens, featured in the London Parks & Gardens Trust's Open Garden Squares Weekend, gave people the opportunity to gain skills and meet people, while enjoying the therapeutic effects of the outdoors. We published *Recipes from the Garden*, a booklet encouraging participants to cook simple, healthy dishes for themselves using seasonal produce.

## **Making progress**

In May 2013, the Henry Smith Charity awarded us a 3-year grant to help our supported housing tenants make progress in all aspects of their lives. Of the 79 tenants who benefited from the scheme this year:



## **What's your most important goal?**

- ☒ Learning to be more independent
- ☒ Improving my health
- ☒ Taking steps to give up alcohol/drugs
- ☒ Accessing training and support with employment
- ☒ Moving on from PBHA

*Source: PBHA Tenants' Survey 2013*



# 85%

of tenants are 'satisfied' or 'very satisfied' with PBHA's support service

- A new PBHA Forum for tenants and participants is helping to move the organisation towards genuine co-production of services. A tenant sub-committee helps to set agendas, liaises with the Board, provides peer support and is obtaining training from TPAS, the Tenant Empowerment Organisation. There are plans for a buddy scheme for new tenants and fundraising.
- We were awarded funding by Healthwatch Hackney and City and Hackney CCG (Clinical Commissioning Group) to undertake research into barriers to accessing good quality health and social care by homeless and vulnerable adults in Hackney.

### Case Study: A piece of cake

L joined PBHA in November 2012. Hoping to gain a Level 2 NVQ in Catering, he started training in the kitchen of PBHA's Dalston cafe, The Grapevine. But he found aspects of the course challenging, and his confidence, motivation and attendance began to fall.

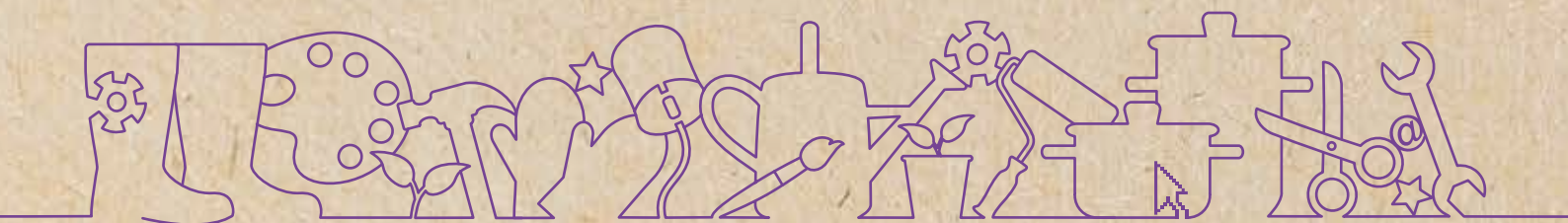
At a follow-up information, advice and guidance session with his support worker, L stated that he wished to develop baking and cake decoration skills. So he enrolled on a five-week Hackney Training Enterprise Agency (HTEA) baking class at PBHA. Inspired by his success, he went on to complete a ten-week cake decorating course. L thoroughly enjoyed the experience and gained an in-house certificate highlighting his achievement.



**“For the first time in my life, I found a supportive network”**



# Training and activities



**Aim 3: To deliver tenants and participants user-focused activities and training that improve confidence and wellbeing, embedding employability, aspiration and progression.**

**“I am certain that if I had not attended the Employment and Confidence Building course at PBHA I would not be employed now”**

Physical and mental wellbeing are critical to our ability to engage positively with the wider world. Once our clients begin to regain a sense of security and confidence in themselves and other people, we encourage them to take care of themselves, whether by eating well or making the most of the support services available.

Vocational and Community Services (VCS) offers a ‘Menu of Opportunities’ to inspire our clients to lead full and meaningful lives. The menu is a motivational tool for discovering and working towards personal goals. Participants can choose a combination

of Social Enterprise, Training, Employment Support, Creative Industries and Community Activities.

Dialogue with tenants and participants through the PBHA Forum enables us to work together to tailor opportunities to their needs.

This year, 286 local people benefited from VCS training and activities, 48 of whom went on to find employment.

## **Employability**

Our employment team ran a succession of accredited courses for Hackney residents, in partnership with national provider, Qube Training. 49 participants on our ESF Working Futures programme achieved vocational qualifications up to Level 2, in Hospitality, Retail Knowledge, Health and Social Care and Customer Service. Over the year,





# 286

local people benefited from VCS training and activities this year, 48 went on to find employment.

## Outpost Shop | Arts | Community Hub



We completely refurbished and rebranded Bedford's Shop as **Outpost** in November 2013. Financially viable a few months later, the shop now includes a community hub and exhibition space, where PBHA participants and local people can showcase and sell their creations, or host events and workshops.

**“It's really nice to be able to give back”**

Joinery participants were instrumental in helping to refit the shop, working with their tutor to produce furniture to precise commission and ensure the installation was as professional and smooth as possible. They really valued the opportunity to make a contribution and to benefit their peers.

Participant **Roy Appleton** opened the gallery space with a solo exhibition in December. He sold over half the paintings on display, and hosted a Christmas decoration workshop for the public.

four participants completed our employability programmes to take up paid positions with PBHA, at Outpost, in Quality and Compliance and Business Administration.

We continued our work with the Hackney Learning Trust, delivering courses in Literacy, Numeracy and ICT for unemployed Hackney residents, 96 of whom completed courses.

### Case Study: Retail therapy

A was unemployed and suffering from low self-esteem and mental distress when she came to PBHA. We offered a work placement at Outpost to A, where she gained an accredited Retail Knowledge qualification and rebuilt her confidence and motivation. With the support of a PBHA Employment Advisor, A began to look for work.

Following two jobs in retail, A is applying for a supervisor post and enjoying her growing sense of independence!

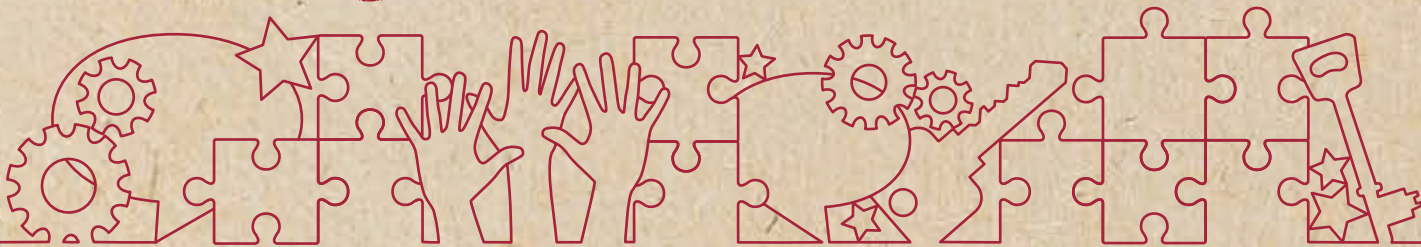
### Creative Industries

The textiles, joinery and printmaking workshops we host as part of our Creative Industries programme provide a welcoming environment for participants to build skills and friendships.

This year, participant volunteer and experienced woodworker **Rupert Thompson** took on a role as assistant to the Joinery Tutor, gaining valuable work experience, while sharing his own talents with the PBHA community. We also hosted PBHA's first ever courses for the general public, which sold out to local people keen to learn basic carpentry skills.

**“PBHA's employability coaching programme 'Time 4 Change' gave me a chance to find my passions and values to become the person I want to be”**

# Working in partnership



**Aim 4: To create effective partnerships that support PBHA to meet its mission.**



**“The project has enabled us to increase and sustain our range of support for people with a history of mental health issues”**

Over the past year, partnerships with carefully chosen organisations have enabled us to expand and enhance the services available to our clients, without compromising on quality or value for money.

We seek out partners with complementary aims, so that we can collaborate and add value to each others' work.

Tenants and participants have had access to a wide range of courses and training, thanks to VCS partnerships with specialist providers. These include: Arsenal Learning Zone, Qube Training, Westminster Council, Shoreditch Spa, The Food Chain, Hackney Training Enterprise Agency, Business in the Community, St Mary's Secret Garden, Free 2 Learn and Land Securities.

This year we joined networks to help develop our capacity to offer the opportunities that meet our tenants and participants needs.

We joined City and Hackney Together, and were partners in a number of bids. We contribute regularly to networks and forums across North East London, including Special Interest, Welfare Reform and National Housing Federation (NHF) groups.

Looking ahead, we are working in close partnership with organisations in Hackney and Islington to develop projects that help people to lead healthier lifestyles and gain employment.

## **Featured partnership Working Futures**

53 adults with mental health problems have been supported back into employment, thanks to *Working Futures*, a PBHA-led employability service co-financed by the **European Social Fund** and **London Councils**. PBHA is working with partners **East Thames, Hillside Clubhouse** and **Thames Reach** to deliver the service across 12 London boroughs. By September 2014, *Working Futures* is anticipated to have worked with 307 adults with mental health problems, and helped 100 back into work. The service was recently shortlisted in the *Investing in People* category of the **National Housing Federation's** London Community Impact Awards.



# Building our team



## **Aim 5: To build and sustain a highly motivated and skilled team to achieve the organisation's mission.**

In 2012-13, to achieve financial viability and value for money, PBHA reduced staff headcount by 14%. With a smaller team in place, we invested in skills development across the organisation, to ensure that PBHA can meet the challenges it faces, now and in the future.

Frontline staff, the face of PBHA for clients, took refresher courses in Coaching, Health and Safety and refresher training on the use of the Homeless Outcomes Star with Triangle Consulting. In 2014-15, we will switch to the online version of the Star, to make it easier to identify and monitor the progress our clients make. Fundraising and bid-writing training for managers is helping PBHA raise its game. A leadership programme helped us develop and roll out new aims and behaviours at the annual staff conference.

A new Quality and Compliance team is improving analysis of our services and encouraging innovation. It has also helped us work towards Green Mark Level 1\* across all our main premises, through a scheme supported by the Mayor of London and GLE.

Vocational and Community Services (VCS) includes separate Creative Industries and Business Administration programmes, to provide enhanced specialist opportunities for clients and enable us to offer work placements to more trainees and participants.



**“PBHA has given  
me the opportunity  
and support to gain  
qualifications”**



Fundraising and Marketing now fall within New Business. This year we produced a new website and branded materials, reflecting our local roots and ethos of participation and sustainability. Social media profiles are helping us grow links, share our work and promote the achievements of tenants and participants with the wider community.

Over the past year, staff turnover reduced to a healthy 7.75%, and we employed sixteen new members of staff.

We're proud that 17% of our paid staff are former service users or volunteers who have either taken part in VCS programmes, lived in our housing or completed a volunteer placement with PBHA. A key aim is to increase the number of people volunteering with PBHA, to build links with the local community. Tenant Board members and the PBHA Forum Tenants' Sub-Committee help represent clients' views at the highest level.

In 2014-15, we will auto-enrol all employees in our pension scheme, implement a competitive reward strategy and continue to invest in skills development.

Most significantly, we look forward to offering a better service to our clients from a modern and welcoming environment in 2015, as we make progress with plans to move our core business operations to a single site.

\* Awarded May 2014

# Challenging stigma and discrimination



**Aim 6: To challenge the stigma and discrimination experienced by vulnerable adults, and raise awareness of the causes and effects of inequality and exclusion.**



Building more inclusive local communities is an important part of the work we do to help our clients live independently.

UK inequality levels, among the highest in the world\*, heighten the challenges our tenants and participants face. The Equality Trust spoke at our 2013 AGM, putting the issue on the agenda for all our stakeholders.

Nearly two-thirds of our tenants experience mental health problems, so working locally to break down the stigma and discrimination they and others face is a priority.

We're raising mental health awareness in Hackney and Islington in partnership with Volunteer Centre Hackney, thanks to a grant from Time to Change. *Change Together* recruits and trains volunteers with lived experience of mental health to foster tolerance and understanding, by sharing their stories with the public at local events. This is our first high-profile campaign to challenge public perceptions.

We continue to champion LGBTI rights within PBHA, and celebrate Pride at an annual party. We look

forward to launching our first ever art publication, featuring images from *Freedom is...*, an exhibition of work by LGBTI participants.

Key to challenging discrimination is ensuring that PBHA takes its clients' views into account and works with them to develop and deliver the services they need, both inside and outside the organisation.

Last year, PBHA participants and staff attended *Working Together for Better Mental Health in Hackney*, a National Survivor User Network (NSUN) event giving service users a platform to influence provision.

The PBHA Forum meets regularly, giving tenants, participants and staff the opportunity to share their views and shape their services.

We also create opportunities to showcase our clients achievements, for example through exhibitions at Outpost, or public events such as Open Garden Squares Weekend. Recently, two participants co-curated *Mad About Art*, an exhibition of work by Islington artists exploring the theme of mental health.

Our 2013 Tenant Survey indicated that around three quarters of tenants think PBHA takes their views into account.

\* <http://www.equalitytrust.org.uk/about-inequality/scale-and-trends>



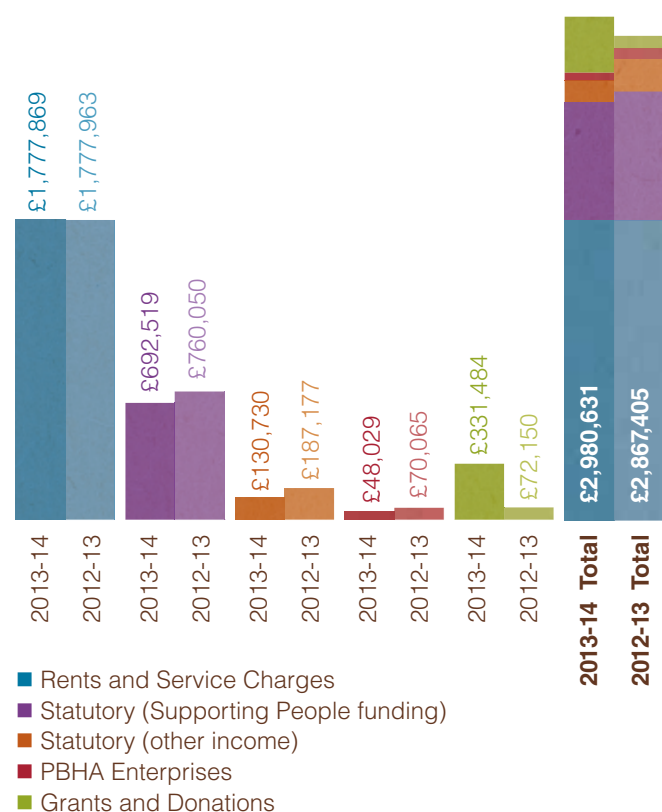
# Financial information

## Income and Expenditure Account For the year ended 31 March 2014

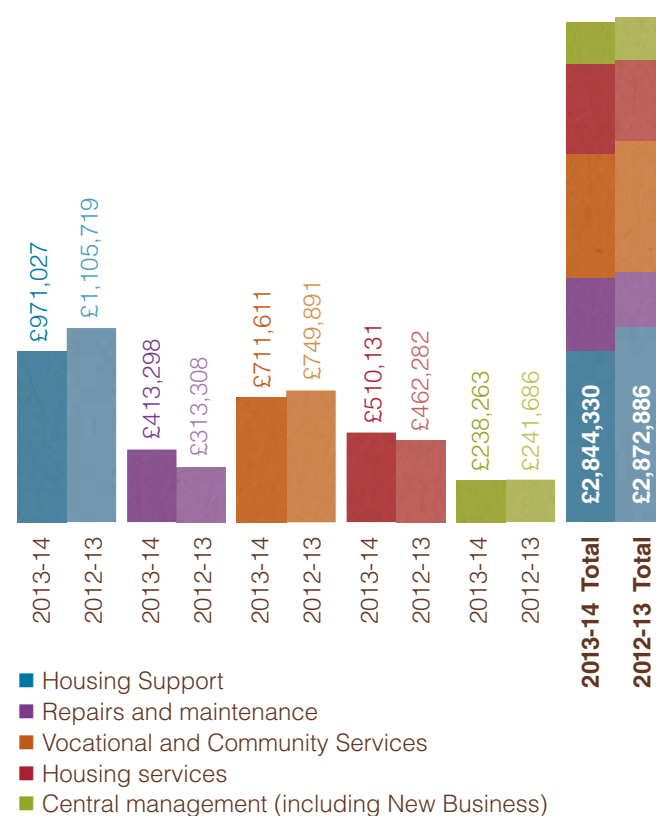
	2013-14 £	2012-13 £
<b>Turnover</b>	2,980,631	2,867,405
Operating Costs	(2,844,330)	(2,872,886)
<b>Operating (Deficit)/Surplus</b>	136,301	(5,481)
Interest receivable	4,170	8,980
Interest payable	(5,442)	(6,418)
<b>(Deficit) / Surplus for the Year</b>	135,029	(2,919)

In line with its strategy, PBHA has adapted and raised replacement funds through grants and donations. PBHA has also adapted its Expenditure, investing more in its properties, reducing its overheads and streamlining support activities as funding for these areas decreased.

## Income



## Expenditure



# £4.06

**For every £1 invested  
in PBHA, there is a  
social return of £4.06**



A Social Return on Investment report on PBHA completed by Bristol University in partnership with Hackney Social Care Forum (HSCF) has given an SROI Ratio of £4.06:£1. For every £1 invested in Peter Bedford Housing Association, there is a social return of £4.06.

## Balance Sheet As at 31 March 2014

	Notes	2014 £	2013 £
<b>Fixed assets</b>			
Tangible assets and other capital	10	11,124,773	11,043,441
Less: Social Housing Grants	10	(10,162,196)	(10,168,874)
		<u>962,577</u>	<u>874,567</u>
<b>Current assets</b>			
Stock		6,644	16,597
Debtors	11	308,442	235,767
Cash at bank and in hand		1,299,145	1,416,128
		<u>1,614,231</u>	<u>1,668,492</u>
<b>Less Creditors</b>			
Amounts falling due within one year	12	<u>(374,509)</u>	<u>(474,095)</u>
<b>Net current assets</b>		<u>1,239,722</u>	<u>1,194,397</u>
<b>Total assets less current liabilities</b>		<u>2,202,299</u>	<u>2,068,964</u>
<b>Creditors</b>			
Amounts falling due after more than one year	13	52,784	54,478
<b>Capital and reserves</b>			
Called-up share capital	14	38	38
Designated reserves	15	2,049,477	1,914,448
Accumulated reserves	16	100,000	100,000
		<u>2,202,299</u>	<u>2,068,964</u>

*The figures on these pages are an abridged version of our full financial statements which can be obtained from Peter Bedford Housing Association on request from [info@peterbedford.org.uk](mailto:info@peterbedford.org.uk).*

PBHA publishes an annual value for money statement. This is available on our website.



# What we've done so far...



## We said we would... So far we've...

### Review our housing stock and start to implement a new asset management strategy

- Completed an external review of our maintenance service
- Visited two organisations to explore different ways of organising repairs
- Joined a partnership to commission a stock condition survey, for completion by December 2014

### Improve our income generation through more effective housing management practice

- Introduced improved housing management monitoring systems
- Reviewed our rent arrears policy to ensure prompt and consistent action
- Reviewed rent arrears letters and other correspondence to improve clarity of communication

### Develop our capacity to raise funds through trust and foundations fundraising, and statutory responses to tenders

- Trained and developed senior and operational managers to respond to tenders, submitting several tenders as lead partner
- Enhanced our marketing with a new website and social media profiles
- Secured a Customer Relationship Management database to track and develop relationships

### Establish a forum for PBHA tenants and participants to contribute to how the association is run

- Created and filled the part-time post of Participant Involvement Officer
- Hosted a monthly PBHA Forum since July
- Provided training for PBHA Forum committee members

### Review our People Strategy, refreshing Recruitment, Performance Management, Learning and Development

- Developed our Staff Handbook in consultation with employees
- Delivered a programme to develop PBHA's aims and objectives through management development, team briefings and a staff conference
- Improved standards in recruitment, performance management and absence management
- Trained staff in cross-departmental working, safeguarding and coaching skills

### Increase our profile through better publicity, promoting our reputation and improving our online marketing presence

- Launched a new website, showcasing client case studies and facilitating referrals and donations
- Launched PBHA social media profiles to promote our work
- Hosted three exhibitions at Outpost, which was opened by the Mayor of Islington in November
- Refreshed our brand, introducing a new logo and printed materials, including a recipe book, flyers and annual review.

### Work towards locating all our operations on one site

- Had an offer accepted on a new build site in Hackney
- Begun to develop community hubs in Islington to ensure a good ongoing presence in the borough
- Prepared to market Legard Works for sale

### Develop a digital inclusion strategy to assist tenants and participants to succeed as welfare is reformed

- Set up free WiFi at Legard and Stamford Works to promote internet use
- Started using web-based tools in our work with tenants to help them gain confidence in using internet
- Launched Basic Online Skills course for tenants
- Created email addresses for all employability clients

### Ensure our social enterprises are operating on a viable basis through increasing income and reducing expenditure

- Refurbished our shop on Holloway Road into Outpost – Shop|Arts|Community Hub
- Hired a new joinery supervisor with design background to update products sold at Outpost
- Sourced up to 50% local food in our canteens, much of it grown in PBHA's community gardens





# Peter Bedford Housing Association

## Our work would not be possible without the support of our funders:

- Big Lottery Fund
- Local Food Scheme
- Business in the Community
- Department for Works and Pensions
- East London NHS Foundation Trust
- East London Business Alliance
- European Social Fund
- Hackney Learning Trust
- Henry Smith Charity
- London Borough of Barking and Dagenham
- London Borough of Camden
- London Borough of Hackney
- London Borough of Haringey
- London Borough of Islington
- London Councils
- Read Together (Big Lottery Fund)
- Richard Cloudesley's Charity (Catalyst Programme and Welfare Grants programme)
- Qube Training (Skills Funding Agency)
- Time to Change

We would like to thank the volunteers, tenants and participants who so generously share their time and skills and help create the PBHA community.

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### Hackney Office

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### Auditor

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### Bankers

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