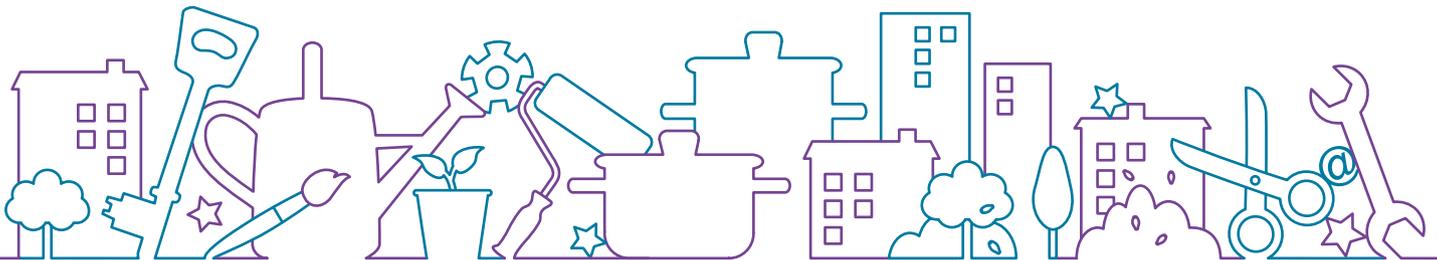


Inspiring brighter futures

Annual Review
2014-15





Senior management team

Clare Norton Chief Executive Officer

Andrew Tyers Deputy Chief Executive Officer

Pam Frost Head of Vocational and Community Services

John Nilsen Head of Finance and IT (to January 2015)

Pauline Hamilton Head of Finance and IT
(from February 2015)

Layout and Design: RF Design

Photographs: Sean Kelly, Roman Manfredi, PBHA

Greenmark
Level 1 2014

Board members

Tony Bacon

Martin Jones

Phil Jones Lived Experience (Tenant)

Jakki Moxham

Biju Nair

Kitty O'Leary Lived Experience (Participant)

Tony Pearson

Damian Pocknell

Faye Rodney (Resigned 31 March 2015)

Paul Wells

Robert Woolf Chair

For more than 45 years, Peter Bedford Housing Association has inspired brighter futures in Hackney and Islington.

We work alongside people who've suffered exclusion, whether through homelessness, mental illness, drug or alcohol misuse, offending or learning difficulties and disabilities. Through the provision of housing, support and training, we help our clients gain the confidence and skills to rebuild their lives and move on to greater independence.

Our homes provide tenants with a stable base and sense of security. Supported tenants set out personal development plans with advice from Supported Housing Workers. We help them map out their road to recovery and independence, signposting them to community or Peter Bedford Housing Association (PBHA) resources.

PBHA offers courses and activities to people with vulnerabilities in a safe, secure environment. These are spaces

where tenants and local community participants can grow confidence, skills and positive relationships.

We help people take steps into paid work, through vocational training, volunteering, work experience and employability support.

Through mutual support and participation, we inspire our tenants and participants to overcome the challenges they face, so that they can live independently and achieve their dreams.

We challenge the stigma and discrimination experienced by vulnerable people, raising awareness of the causes and effects of inequality and exclusion.

We work in partnership with other organisations to achieve our mission.

Contents

- 3 About us
- 4 Letter from the CEO and Chair
- 5 Highlights of the year
- 6 Providing homes
- 8 Our approach
- 9 Training and activities
- 10 Making a home
- 11 Change Together: Challenging mental health stigma
- 12 Clissold Community Garden: Food for mind and body
- 13 Designing a brighter future
- 14 Getting on board
- 15 PBHA Forum: "I speak up for myself and others"
- 16 A journey to independence
- 17 Financial information
- 18 Value for Money
- 19 Our performance
- 20 Our progress
- 21 Our plans
- 22 Thank you



Letter from the CEO and Chair

The year 2014-15 has been a watershed for PBHA. We supported more clients than before, helping the highest number in our recent past into work, training or other meaningful activity such as volunteering. We secured a new hub for our services, selling our long-standing office in Highbury to finance this. We achieved the financial aspects of our 2012-17 strategy within three years. We elected to develop a new strategy from 2015-20, focusing on developing more support while increasing and improving the accommodation we provide for adults with vulnerabilities.

The lack of suitable lower support move on accommodation for our short-term tenants obliges us to work to grow our housing supply. While there are risks in the economic and political environment, there are also risks in standing still. Strong governance is a priority to ensure our assets are safeguarded while developed.

Without the skills of the staff of PBHA, we would not have reached this point. PBHA's employees, volunteers, board members, tenants and participants are the true assets of the association and our community. We have been striving to continually develop our skills and people this year, developing our managers, improving induction, safeguarding and welfare reform. The PBHA Forum has really established itself and we are proud of the meaningful involvement our tenants and participants take in developing the association.

We successfully launched our work to challenge stigma and discrimination this year. Our Time to Change project, *Change Together* successfully led over 900 conversations with the general public to challenge any stigma experienced by people with mental health needs. Using the knowledge and experience within the PBHA community to empower and include those with vulnerabilities in society are core to our ethos and values. Our values of PRIDE are the golden thread which informs and roots our work:

Participation
Respect
Inclusion
Diversity
Empowerment

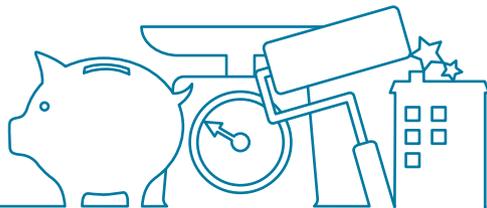
This was Robert's final full year as Chair of the Board, and we are proud of what we have achieved in his three years as Chair. As we move forward, we recognise his contribution in the regeneration of PBHA.



Robert Woolf
Chair of the Board



Clare Norton
Chief Executive Officer



Highlights of the year

In 2014-15 we...

...worked with and supported **542 people** as tenants or participants

...benefited from the contribution of **56 volunteers**



...reached **1988** local people, through exhibitions and workshops at **Outpost** our shop, gallery and community hub



...published **Freedom Is...** a booklet of poems and street photography by **LGBT** tenants and participants

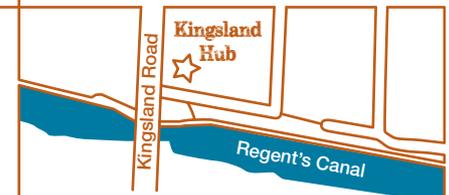
...benefited from **leadership** coaching for Senior and Operational managers

...opened Isledon and Clissold **Community Hubs**, providing services and support to Islington and Hackney tenants near their homes.

...supported **37** participants with **mental health** needs to gain paid **employment**

...hosted **928** conversations with the public at 33 events, through **Change Together**, a one-year project to challenge **mental health stigma** in Hackney and Islington*

...published **research** into the **barriers** to accessing health and social care for homeless and vulnerable adults.



...secured **new registered offices** in Haggerston

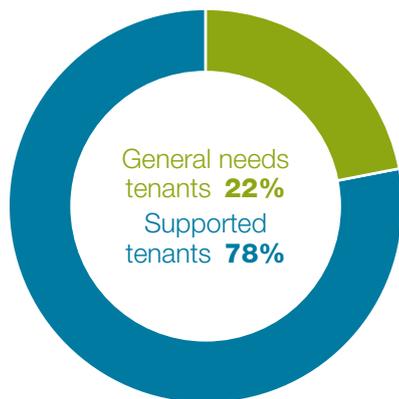
“PBHA are **great to work with** - knowledgeable, committed staff, who really **care about what they are doing.**”

PBHA Partner Survey 2015

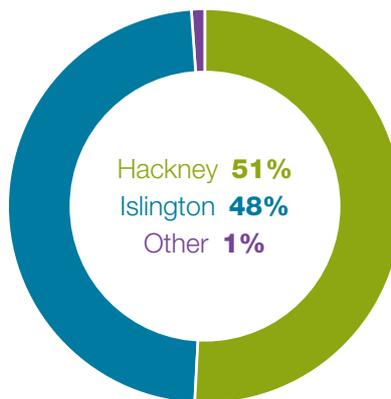
Providing homes

We housed **290 people**, including 64 tenants with no support needs.

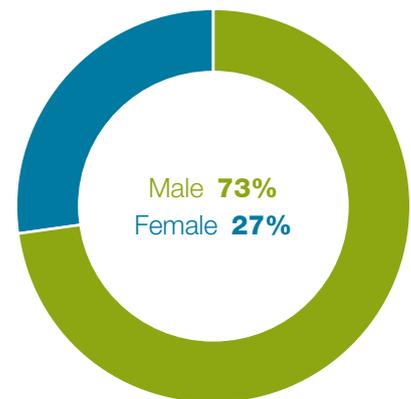
Breakdown by tenancy



Breakdown by borough (all tenants)



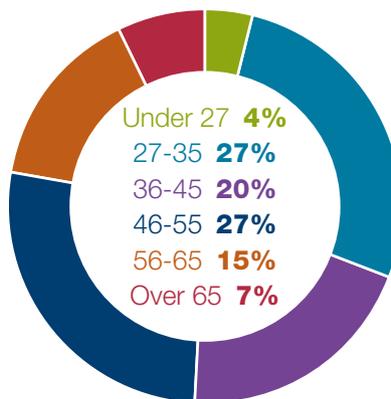
Breakdown by sex (all tenants)



Supported Housing

We were funded by Hackney and Islington's *Supporting People* programmes to provide supported housing for 226 vulnerable people, enabling them to develop the confidence and skills they need to live more independently. All of our supported tenants are homeless or at risk of homelessness at the time of referral. This year 17 people moved on to independent accommodation.

Breakdown of supported tenants by age



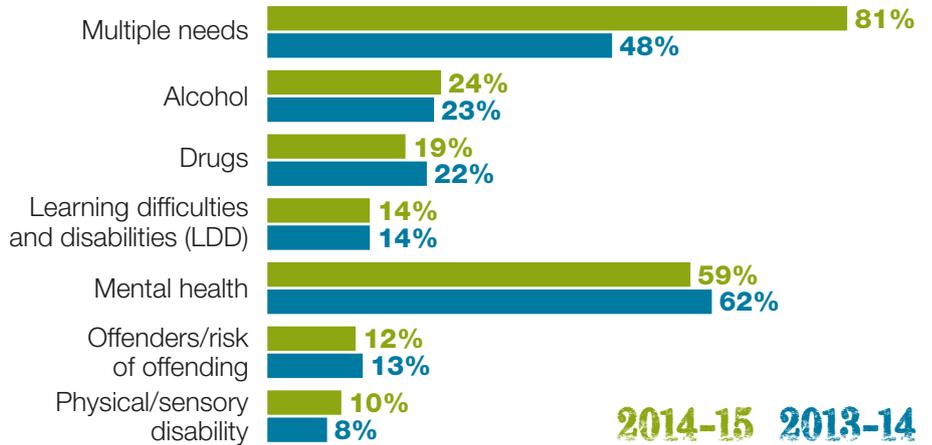
Breakdown of supported tenants by ethnicity



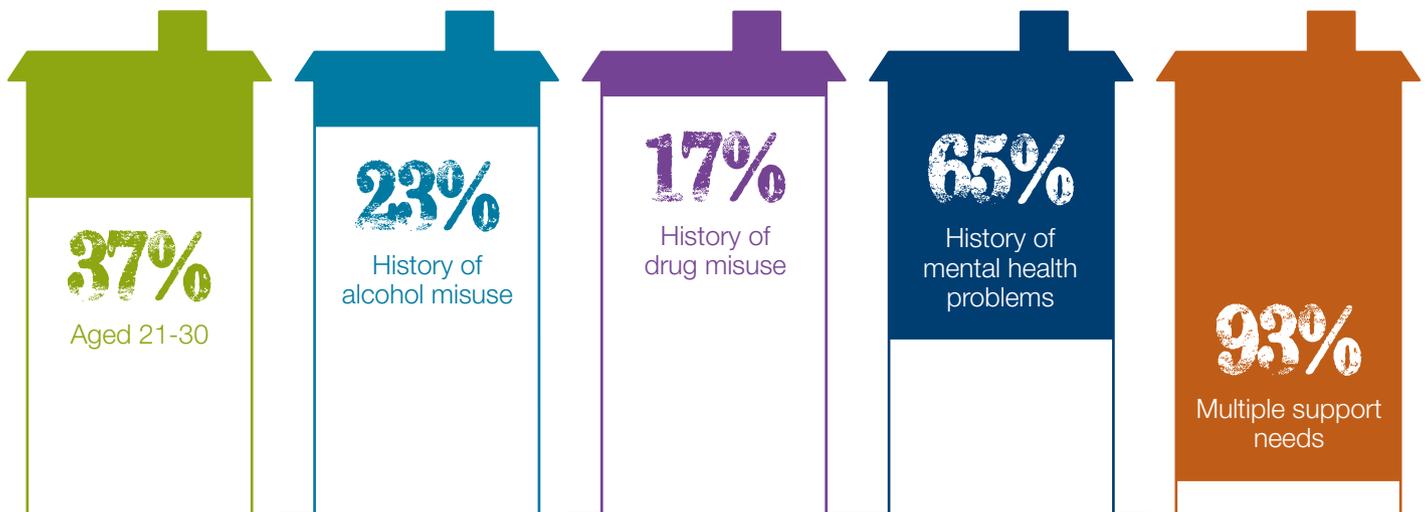
Economic status (supported tenants)



Breakdown of tenants' support needs



Profile of new tenants



Our approach

Every supported tenant is paired with a Supported Housing Worker (SHW), who coaches them on their journey to independence.

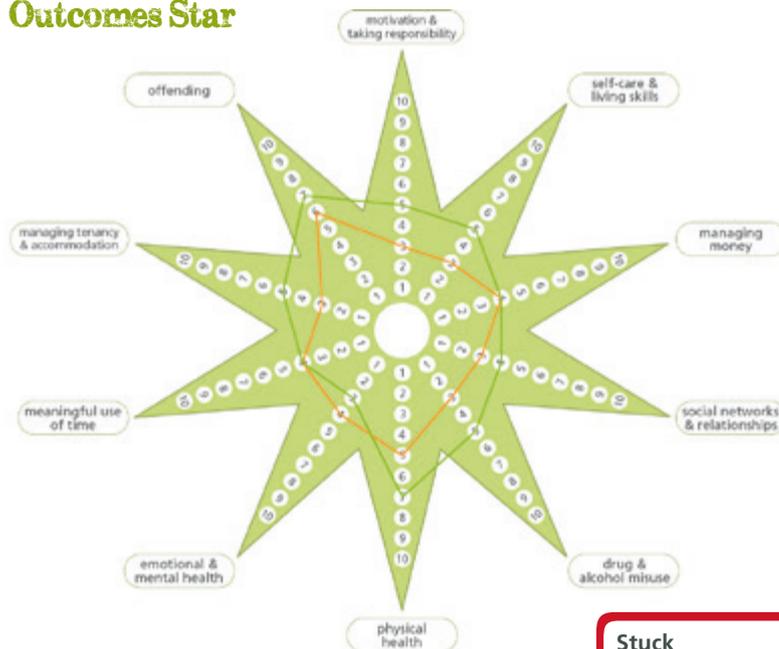
SHWs support tenants to set their personal development plan, direct them to helpful resources, and challenge and encourage them towards their goals.

We use Triangle Consulting's Outcomes Star in our work with supported tenants. The Star is a useful tool to help

people work out what changes to aim for in different areas of their lives. It helps people to think about what stage they are at, and what steps to prioritise.

This year there was an overall net improvement in clients' outcomes in Self-care and Living Skills, Social Networks and Relationships; Emotional and Mental Health; and Meaningful Use of Time.

Outcomes Star



Homelessness Star™ © Triangle Consulting Social Enterprise Ltd

Authors: Sara Burns, Joy MacKeith and Kate Graham

For more information about the Star as well as licences and training, see www.outcomesstar.org.uk

The Journey of Change

Stuck
Leave me alone

Believing

I can make a difference. It's up to me as well

Accepting help

I want someone else to sort things out

Self-reliance

I can manage without help from the project

Learning

I'm learning how to do this



Training and activities

Through Vocational and Community Services (VCS), we offer a wide range of courses and activities to inspire people to lead full, meaningful lives. This year we worked with 65 tenants and 252 participants from outside PBHA. Every service user we work with benefits from Information, Advice and Guidance (IAG) to help them develop a personal learning plan.

Our activities and training improve people's confidence and wellbeing, whilst embedding employability, aspiration and progression. We offer a welcoming and supportive environment in which to discover and work towards personal goals.

"...you helped me regain my confidence and encouraged me to go back to work. I applied for the full-time job, which I am still at..."



170 service users progressed to training, volunteering or community activities.

56 people volunteered with PBHA through VCS programmes.

71% of learners achieved their goals for the courses they enrolled in.

"It wasn't just the teacher, it was the whole group. We've really encouraged each other."

Breakdown of VCS participants

Borough Hackney Islington Other



Age Under 27 27-35 36-45 46-55 56-65 Over 65



Gender Male Female



Making a home



Sunshine streams into the living room, lighting up the keys of a piano. Out in the garden, blackberries are ripening and fennel is flowering. Thomas, Peter and Steve are sitting on their sofa, chatting to Supported Housing Worker Divna about how they've transformed their shared flat into a home.

It is a peaceful, creative space where the three flat-mates “get on very well, there’s no problems or friction.”

When Thomas first moved in, “it wasn’t even worth opening the door to sit in this room,” he recalls. “Steve said he wished the walls were white. I said ‘Let’s do it then!’ I got him some paint and a brush and said there you go.”

Together, they’ve decorated the flat bit by bit, gradually repainting the walls and replacing the flooring in the bathroom. “We got a voucher from the maintenance team – but we’ve done the rest,” says Thomas.

“We plodded along ‘til we got it all right. We all look after it. Peter’s happy tidying up the garden.”



“PBHA has such good properties. You’ve just got to have a bit of willpower.”

The flat is a place where they are proud to welcome their friends and families. “That means more to me than anything else,” says Thomas.

“It’s a home and that’s how we treat it.”



Change Together:

Challenging mental health stigma

“I was out of work when I joined Change Together. I was passionate about the project from the start, as I know what it is like to experience mental health challenges in your life. Now I’m working for a local charity supporting adults with mental health issues and I feel able to help others.”

Cara* is one of 37 volunteers with personal or lived experience of mental health problems who took part in PBHA’s project to challenge mental health stigma and discrimination in Hackney and Islington. Their mission? To raise mental health awareness by sharing their stories with people at local events.

Delivered in partnership with Volunteer Centre Hackney, the one-year project was funded by Time to Change, England’s biggest programme to reduce mental health-related stigma and discrimination.

Armed with training in social contact and Mental Health First Aid, volunteers

hosted over 900 conversations at more than 30 events, changing community perceptions in the process.

More than 8 in 10 people they spoke to felt the project was effective at conveying positive messages about mental health.

Says volunteer Stephen: “It takes projects like this, reaching people in the community to break down the barriers, and create awareness so people understand. And for volunteers who have experienced mental health issues in their life, it’s a positive way to support their own wellbeing and that of others.”

**Not her real name*



In December PBHA signed **Time to Change's** organisational pledge. We are committed to an action plan for **tackling mental health stigma** and discrimination in our workplace.

Clissold Community Garden:

Food for mind and body

“That’s a russet, those are damsons. These are courgettes – we picked a big one on Tuesday for the Forum.” Volunteer Hughbert can tell you about every plant in Clissold Community Garden.



Together with Pat and Precious, Hughbert is a pillar of PBHA's weekly Gardening Group, which tends and nurtures this thriving kitchen garden with guidance from co-ordinator Sam.

Developed with funding from the Big Lottery Fund's Local Food scheme, the space is filled with fruit, herbs



and vegetables. Everything is grown using organic methods, encouraging biodiversity to flourish.

Every summer, PBHA opens this hidden gem to the public, as part of the London Parks & Gardens Trust's Open Garden Squares Weekend. The Gardening Group play a key role in organising and hosting the event.

They invite neighbours, put up posters and make sure the garden looks its best.

This year, PBHA welcomed over a hundred people to the space, including local councillors. Volunteers from our *Change Together* project held conversations to help end stigma and discrimination faced by people with mental health problems.

Just as important though, the garden is at the heart of PBHA's work to encourage people to grow, cook and eat healthy food. This autumn, participants learned how to use produce from the garden to make simple meals, thanks to *Healthy Harvest*, a series of activities funded by Mazars Charitable Trust.

And every week, our chef and catering trainees use freshly cropped fruit or vegetables in the food served in our canteens, boosting the wellbeing of the whole PBHA community.



Designing a brighter future

PBHA's Creative Industries provides welcoming spaces for people with a wide range of support needs to build confidence, skills and social bonds, through art, craft and design.



We offer workshops and courses in textiles, joinery and printmaking. Encouraging respect, solidarity and understanding among participants is central to our approach.

This year we piloted *Supporting Makers*, a project to help budding artisans build the skills to turn their products into a source of income, as independent suppliers to Outpost, PBHA's shop, gallery and community hub on Holloway Road. Joinery participant Linda shares her story.



Linda's story

Two and a half years ago, I was suffering from poor mental health. I knew that structure and routine would help me recover. I'd always wanted to learn woodworking, so I asked my local authority to refer me to joinery classes at PBHA.

Our tutor Jonathan is an excellent and patient teacher. He and Orla, the Creative Industries coordinator, have been encouraging and extremely supportive, both with work and personal matters.

I'm the only woman in the joinery, but I've always felt accepted and encouraged by the men here. We're a very tight-knit group and we all look out for each other. It's a nice working environment.

I learned all the basic techniques, but over time I've become a skilled turner. I make bowls, candlesticks and am starting to make jewellery.

This year PBHA invited me to join *Supporting Makers*, along

with six other people. Some are printmakers, some make jewellery. It's a great opportunity. We get free workshop space and materials and advice on aspects of running a small business. The finished goods can be sold through PBHA's shop Outpost – and we get paid for them.

I feel proud of what I've achieved at PBHA. It has given me a real sense of confidence. I'd recommend it to anyone.



Getting on board: Phil's story

Tenant Board Members play an important role at PBHA. They ensure that the board keeps the interests of tenants and participants at the centre of strategic decisions. The insights they bring to the table from their personal experiences are invaluable. Phil shares how and why he got involved.

Before I came to PBHA, I was sofa-surfing and spending the occasional night sleeping rough on Hackney Marshes. Homeless and suffering from mental health problems, I applied for housing through the council. But my request was turned down.

Troubled, I spoke to my GP, who put me in touch with Thames Reach, a London charity that helps homeless people find decent homes. They then referred me to PBHA.

I edit *Rising Star*, PBHA's quarterly newsletter, with Participation Officer Mandy. And last November, I became a Tenant Board Member. My involvement came out of a desire to do something

to 'give back' to PBHA, as they've done so much for me.

Both these jobs have enabled me to use the skills I have, and gain confidence and self-esteem.

I've always spent my time on computers so learning how to use Publisher to lay out the newsletter was easy. Being able to work with Mandy was great, as I had previously isolated myself.

Becoming a Tenant Board Member has extended me even further.

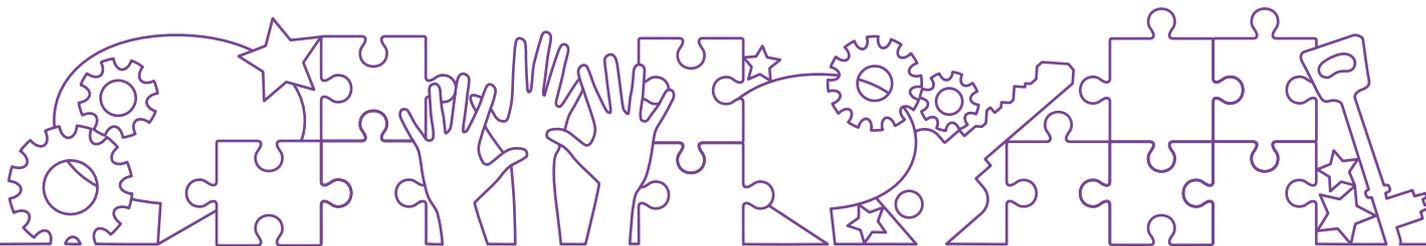
I saw the advert for the role whilst working on *Rising Star*. I wasn't sure whether to apply but my support worker encouraged me to go for



it. I was over the moon when Clare, PBHA's CEO, phoned to offer me the post.

I've never thought my opinion counted for much. My role with the Board has shown me that it is as valid as anyone else's.

I'm very grateful for these opportunities and hope I'll still be able to contribute to PBHA after I have 'moved on.'



PBHA Forum:

“I speak up for myself and others”

Over the past year, 28 tenants and participants have come together to share their views and shape their services at the PBHA Forum.

Co-ordinated by Participation Officer Mandy, the Forum provides a regular platform for tenants to share ideas with staff and have a say in how PBHA is run. Its purpose is two-fold: to nurture effective, inclusive dialogue, and to promote the organisation’s accountability.

“It’s great to see people getting involved – not just moaning, but planning positive things,” says tenant Patrick, “We don’t need the yellow cards anymore.”



From organising social activities to lobbying for investment in the quality of accommodation, participants in the Forum are helping to build a better PBHA.

“Before I started going to the Forum, I didn’t mix with anyone. I wasn’t interested in doing anything,” says tenant Carol. “I first got involved with the Forum when a tenant encouraged me to come along and meet some people.”



Carol and Patrick

“Now I’ve met new people and made new friends. From the Forum, I became a member of the Tenants’ Committee. This has helped me a lot. My confidence has improved and I now speak up for myself and others more.”

“By taking into account our tenants views, we’re able to improve the way we do things, and offer a better, more responsive service and more value for money,” says CEO Clare.



A journey to independence: **Brendan's story**

Struggling with an alcohol dependency, Brendan had lost his home and his job. He completed a course of rehabilitation, but needed somewhere to live and support with staying sober. So the Alcohol Recovery Project (ARP) referred him to PBHA.*

With a roof over his head, Brendan's over-arching goals were to increase his self-esteem and maintain abstinence.

PBHA provided a stable environment that enabled Brendan to build up a steady structure to his life. He continued weekly counselling sessions with ARP and met regularly with his Supported Housing Worker (SHW).

Brendan took classes with PBHA's Vocational and Community services (VCS) and volunteered as a class assistant on one of its computer courses for adults.

In 2012, he transferred from shared accommodation to a self-contained flat.

Then in 2013, Brendan transferred from Employment Support Allowance (ESA) to Job Seekers Allowance (JSA).

Brendan knew he needed to make the next step in his recovery journey – getting a job.

With the support of our *Working Futures* project, Brendan boosted his employability with a work placement and volunteer role at PBHA. Through PBHA's *Time 4 Change* coaching course, an employment and progression worker helped him with his CV and job search skills.

In 2014, Brendan found a job as a receptionist at a hotel chain. He also moved into his own council flat.

Brendan still attends weekly counselling with ARP. He's stayed in work and gained promotion to a supervisor role: "I'm enjoying the wide variety of customers I meet every day and the challenges of managing a large staff team. I'm delighted to have been promoted so early in my new career."

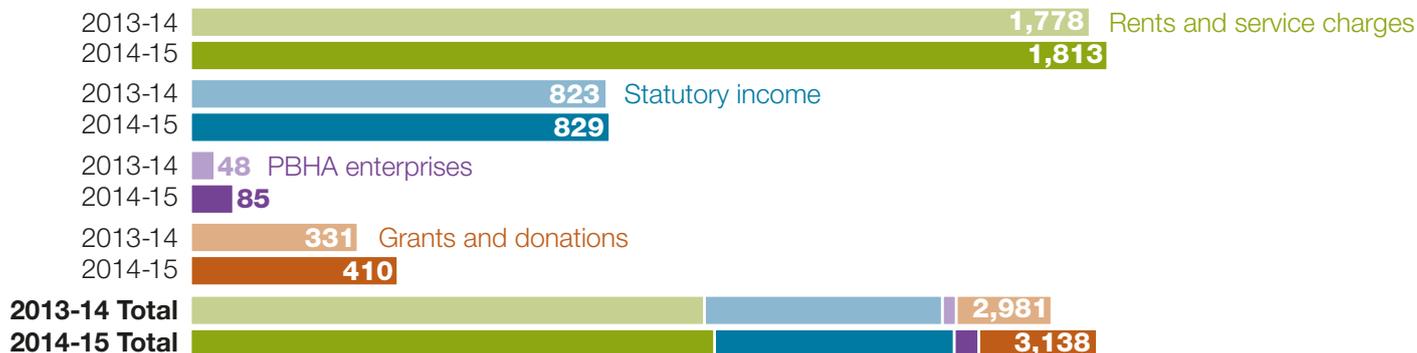
**Not his real name*



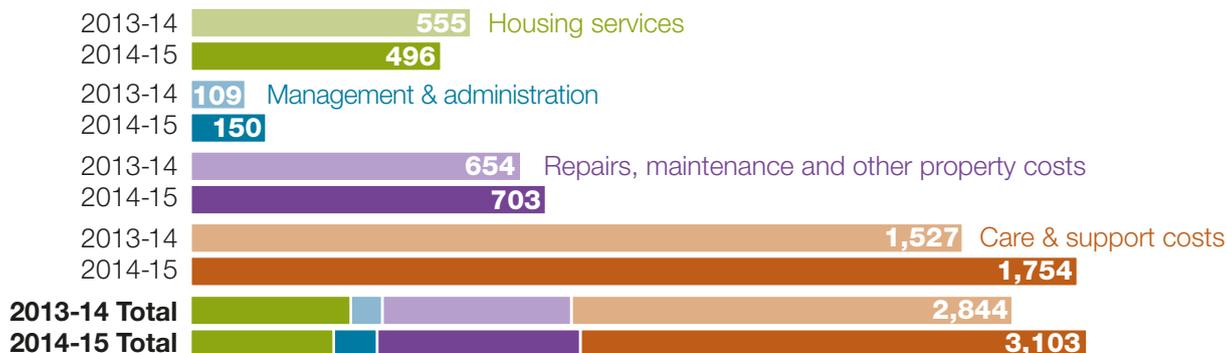
Financial information

The figures on these pages are an abridged version of our full financial statements, which are available on request from info@peterbedford.org.

Income (£'000s)



Expenditure (£'000s)



Balance Sheet Extracts (£'000s)

	2013-14	2014-15
Social housing properties	10,731	10,746
Cash	1,299	1,535
Net assets	2,150	4,790



Value for Money



Value for Money is at the forefront of everything we do. The Senior Management Team (SMT) and Board ensure that there is:

- Regular scrutiny of cost performance against budget and comparison of operating costs with similar organisations
- A robust procurement procedure
- Regular review of assets and asset performance
- Regular reviews of the organisations staffing establishment to ensure the structure is as efficient as possible
- Regular SMT meetings which focus on quality and best value in procurement of our goods and services
- A clear process for managing and monitoring contractors
- Periodic reviews of areas of service.

Our charitable purpose to enable vulnerable adults to achieve independence is at the heart of the organisation. Consequently we invest heavily in our Vocational and Community Services, developing our progression pathway for adults with vulnerabilities from recovery through to learning, training, job search and employment.

Tenants and participants benefit from the rich relationships with employers we have developed through employment support programmes. Our social enterprises in retail, catering, administration and creative industries provide opportunities for gaining work experience and producing goods and services to sell. This service is provided in partnership with complementary funders.

For the year 2014-5, we joined a benchmarking group and can now identify where we need to adjust operations to provide better value for money. Our priorities for 2015-16 are to:

- Improve the efficiency of our property services
- Increase the investment in our fundraising capacity
- Realise efficiency gains by improving our housing management performance and IT system
- Increase our measurement of customer satisfaction.

We've introduced the Online Outcomes Star which demonstrates the progression made by supported tenants. Our partner and tenant survey has assisted us in determining whether the services, in particular the VCS services we deliver are offering value for money.

Improving value for money will be an objective across operational teams in 2015-16.

PBHA's Value for Money Statement is available as a separate document and is published on our website.





Our performance

Key Performance Indicators (KPIs) are measures that allow us to assess whether we're achieving our objectives. We report our performance to the board four times a year, to help keep us on track.



Here's a summary of our progress in 2014-15



	Key Performance Indicators	2013-14	2014-15
	Total number of service users (tenants and participants)	508	542
Supporting tenants and participants towards independence	Number of service users progressing onto training, volunteering or community activity	94	170
	Number of service users gaining employment	27	37
	Number of tenants achieving positive Move On	43	17
Responding to our tenants	Repairs completed within target timeframe (%)	90	96
	Complaints resolved (%)	95	92
Managing our housing assets	Rent collected (%)	96	100.4
	Void loss (%)	8	7.3

Our progress



We said we would...	So far we've...
Develop satellite community centres at residential sites, giving tenants and participants local access to our services	Opened hubs in our Isledon and Clissold communities
Improve response times for repairs and maintenance	Improved repairs response times by 6%
Involve tenants in planning funding applications	Included the views of tenants to inform funding bids through the PBHA Forum, surveys and evaluations
Increase tenant scrutiny of our performance	Been challenged by tenants to improve our management of anti-social behaviour, major repairs and complaints
Review our housing assets	Undertaken a stock condition survey in partnership with two small housing associations
Measure our social impact and benchmark our performance.	Set up a project group to develop understanding of our social impact and used benchmarking data to inform plans to improve services across 2015-16
Increase the proportion of VCS income that comes from grants, contracts and sales	Increased VCS funding streams by around £140,000
Develop leadership capabilities of senior and operational managers	Provided managers with leadership coaching and development, part-funded by the Department for Business and Skills.

Our plans for 2015-16

- Open **Kingsland Hub**, our new registered office in Haggerston, including a centre for learning and coffee shop
- Open **Geffrye St Workshop in Hoxton**, a space for learning and making led by Creative Industries
- Develop a 30-year asset management plan
- Explore ways to increase the number of homes we provide
- Offer more health and wellbeing activities, in response to the *VCS Tenant Survey*
- Support 75% of our tenants to gain basic online skills
- Support 50% of our tenants to engage in meaningful occupation
- Develop our *Participation First and Mutual Self-Help* strategies
- Break down mental health stigma in the community and within PBHA by building *Time to Change* learning into all our services
- Work towards Green Mark 2 and encourage our tenants to use energy efficiently
- Improve our Value for Money by:
 - Benchmarking our performance/ costs against similar housing associations
 - Improving our unit costs to increase our competitiveness in tendering
 - Meeting our voids target
 - Improving debt collection from tenants who've moved on
 - Reviewing our tenure policy.



Thank you

Funders

- Department for Works and Pensions
- East London NHS Foundation Trust
- Hackney Learning Trust
- Healthwatch Hackney
- 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 – European Social Fund
- Mazars Charitable Trust
- NHS City and Hackney Clinical Commissioning Group
- Richard Cloudesley's Charity (Catalyst Programme and Welfare Grants programme)
- Time to Change

Supporters

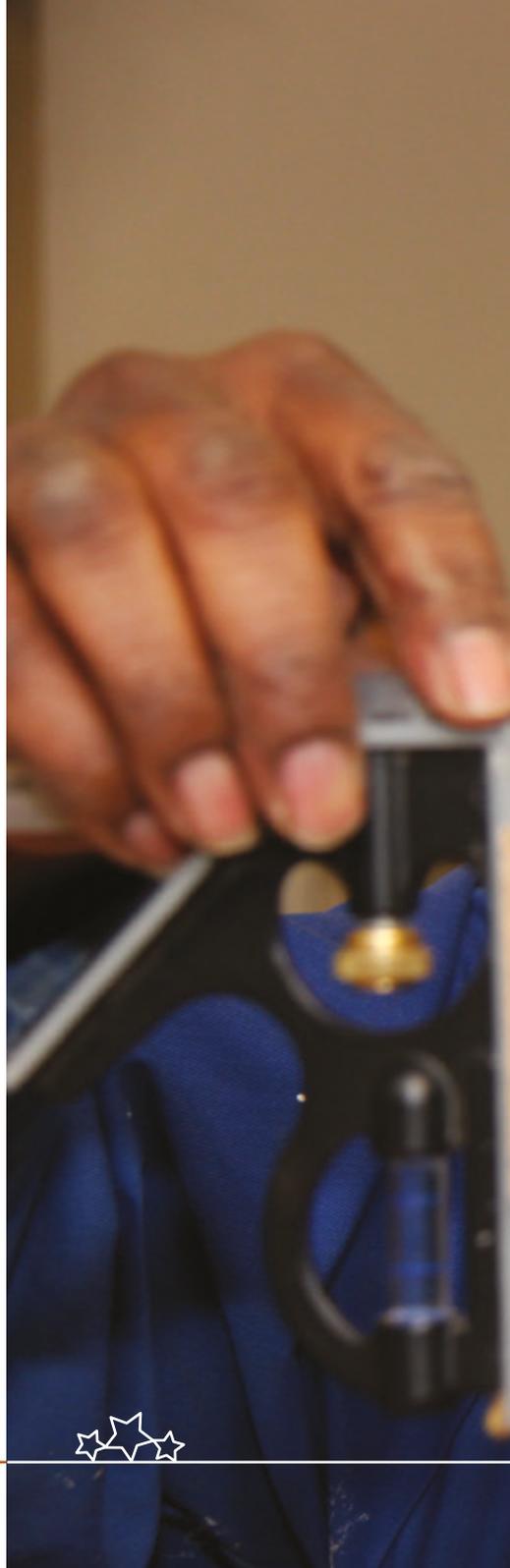
- Arsenal Learning Zone
- Business in the Community
- CMA Planning
- East London Business Alliance
- Hackney Co-operative Developments
- Hackney CVS
- Société Générale
- Voluntary Action Islington

Partner organisations

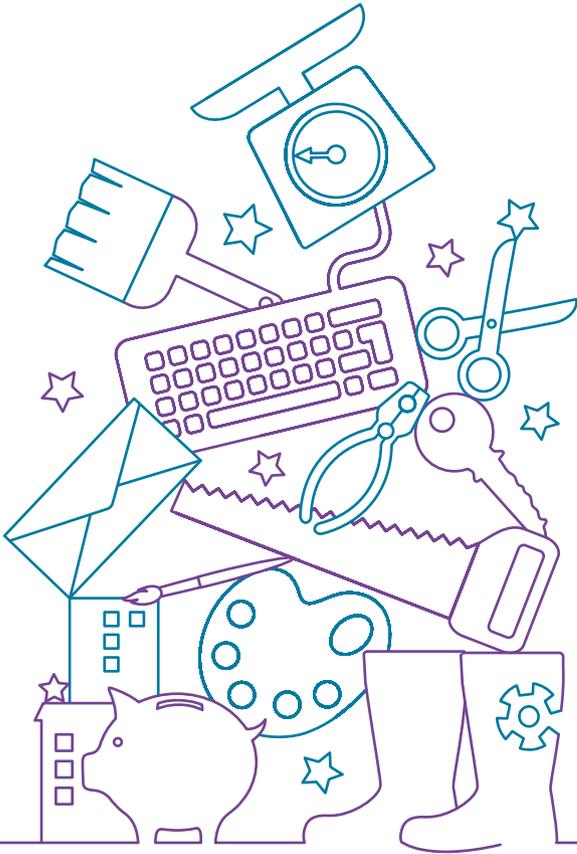
- Workers' Educational Association (WEA)
- Kingfisher Associates
- Maris Interiors LLP
- Strettons Chartered Surveyors
- East Thames Group
- Thames Reach
- Hillside Clubhouse
- Special Projects Benchmarking Group (SPBM)
- Outward Housing (Personal Budgets Project)
- Volunteer Centre Hackney
- Rowan Arts



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







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 facebook.com/peterbedfordHA

JustGiving: justgiving.com/pbha

Peter Bedford Housing Association Limited is a housing association with charitable aims registered under Cooperative and Community Benefit Societies Act 2014 (No. 20037R) and a registered provider with the Homes and Communities Agency (No. LH0888)

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