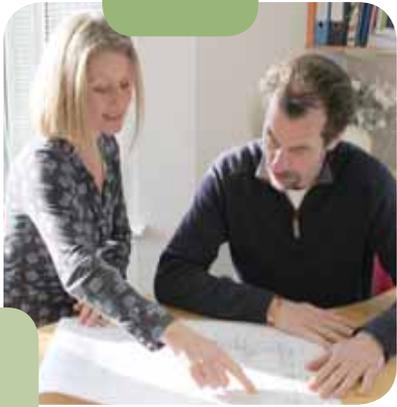


greenoak

housing association



2013 annual report

Greenoak Members, Executives, Partners and Advisors



Dee O'Neill, Chair

Chair

Dee O'Neill BSc, MCIM
Development Manager, Wates Living Space

Deputy Chair

Denise Moll
Previously Secretary of the Gandhi Foundation
Greenoak Tenant

Board Members

Bryn Edwards FCA (to March 2013)
Chartered Accountant

Edward Koblantz FCA, MBA, CPA (US)
Consultant Accountant

Diana Kingdon (Co-opted June 2013)
CEO Greenoak Housing Association

Nashat Kotani MSc DMS
Retired Chartered Structural Engineer and
Management Consultant

Claire Lipop BSc (Hons), MSc
(to March 2013)
Environment Sustainability Manager
Raven Housing Trust

Vicki March BA (hons) Dip. Arch.
Architect

Charles Thorne FCA (Co-opted March 2013)
Retired Finance Director

Ian Phillips ACII
Retired Chartered Insurer

Board members continued

Laraine Phillips
Solicitor, The Berkeley Group

David Watts
Solicitor
Previous CEO Guildford Borough Council

Chief Executive and Secretary
Diana Kingdon FCIS MBA

Partners

Chichester District Council
Guildford Borough Council
Horsham District Council
Woking Borough Council
Hyde Housing Association
KeyRing
Raven Housing Trust
Raglan Housing Association
Trustees of The Retreat, Loxwood

Auditors

Knox Cropper Chartered Accountants
8/9 Well Court, London, EC4M 9DN

Solicitors

Mackrell Turner Garrett, Woking
Devonshires, London
Trowers & Hamlins, London

Bankers

Barclays Bank plc

Funders

Barclays Bank plc
Bank of Scotland (HBOS) plc
The Co-operative Bank
Nationwide Building Society
Royal Bank of Scotland plc

Consultants

Boulter Mossman
Appleyard DWB
Ellis & Moore
Jon Broome Architects
NDesign

Valuers

DTZ Pieda Consulting
Savills

Development Consortium
Wayfarer



*Dartmouth Avenue
Woking*



*Manor Farm Close
Guildford*



*Abbey Walk
Storrington*

Annual Report 2013

Chairs Report

Greenoak has had a very successful year providing high quality services and housing as well as value for money.

We successfully bid with partner Raglan HA, to acquire 92 family houses in Woking from a large national association which was disposing of some of its stock. We took these into management in February.

This strategic acquisition will help us spread our costs and operate more efficiently. All residents have received visits, the houses have been surveyed and our in house team has started a kitchen replacement programme.



Direct labour team member, Ian Bailey installing a kitchen

We compare value for money on an annual basis, benchmarking against other housing providers. As members of Skills and Projects (Housemark Group), we can compare our performance against smaller associations as well as all providers nationally. In the year to March 2013, we were in the top quartile of performers for all key indicators.

After significantly reducing rent losses from empty properties by one third in 2012, staff continued to perform very well, keeping losses down, with a similar turnover rate in 2013. This success is due to an excellent turnaround by our in house maintenance team, and our housing staff offering prospective tenants, customer friendly evening and weekend viewings.

Staff also achieved savings in maintenance costs through using our own labour team, such as a third off the cost of new kitchens and bathrooms.

Our direct labour team members are very popular with residents. We have two apprentices, one of whom has just completed a two year apprenticeship specialising in plumbing but is also multi-skilled. He is now able to fully fit a kitchen.

As a result of a severe shortage of affordable housing and difficult economic conditions, we are seeing increasing numbers of people in need of affordable housing and an increase in homelessness, particularly of older people. We have housed 35 people during the last year, of which 4 were homeless. We have used a variety of ways to communicate with residents including text messaging and prompts. These remind residents of maintenance appointments and when rent arrears instalments are due.

We have a user friendly web site which enables

tenants to report repairs and pay their rent on line. Rent payments can also be made through Allpay cards and through mobile phones. Our Annual Reports and other publications are all produced by our staff using our own design expertise.



Direct labour team member Roy Andipatin

Meeting future challenges

We continue to focus on low energy homes. Greenoak is a founder member of One Planet Products and of the Good Homes Alliance and the Existing Homes Alliance and is also a member of the Passivhaus Trust.

Our next greenhomes development will be designed to meet code level 5 for sustainable homes using our passive house approach. The houses will have the highest levels of sustainability including accessible, flexible and healthy homes as well as some of the lowest energy needs of houses in the country.

To tackle fuel poverty, we have introduced a free Green Doctor service to tenants to help

them manage their energy use and bills. Our sustainability team arrange visits to discuss residents' use of energy and water and advise them how to reduce their bills and use their heating and hot water more efficiently. Our maintenance team is undergoing training to carry out simple energy saving measures when making routine repairs visits. They will also fit draught proofing and reflective radiator panels, and other simple energy saving measures. They will also check that tenants understand their heating controls.



Greenoak's Sustainability team

We are a member of the Wayfarer Development Consortium. The Wayfarer members give sustainability high priority so this provides excellent opportunities for Greenoak to work in partnership. The Wayfarer Sustainability group is looking at ways to work jointly to procure energy saving improvements and access ECO funding.

Whilst we continue to develop, we are also keen to grow our business by acquiring existing properties through stock rationalisation opportunities and by increasing the number of properties we have in management.

Supported housing

We are the local specialist provider of sheltered housing in Woking. Residents receive support to meet their individual needs from our support team of Woking based staff.



Stephanie Harris, Housing Support Manager with sheltered residents

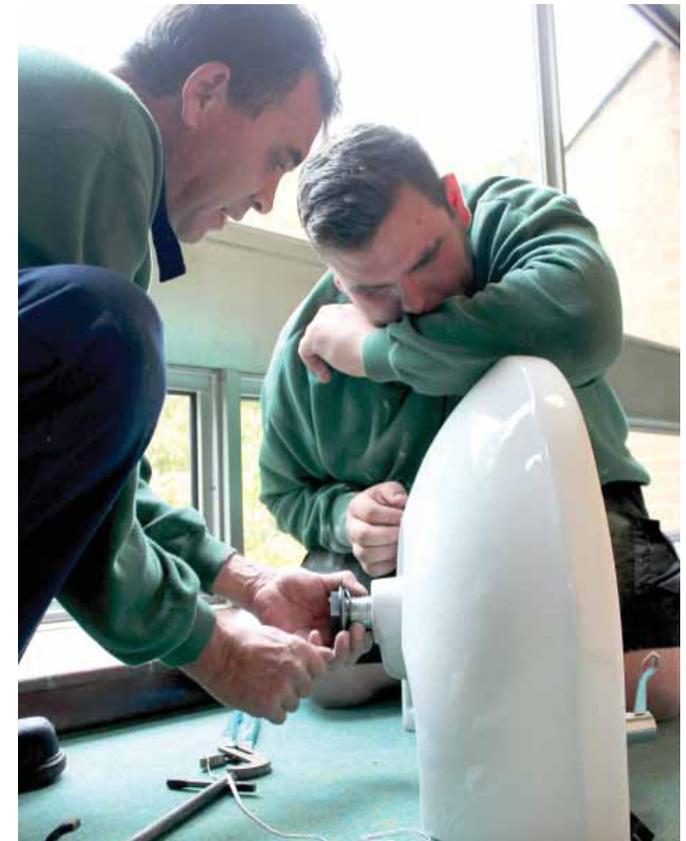
Greenoak celebrated its 40th anniversary this year and made contributions to various residents' events including an Anniversary Garden Party and a lunch party at Fleetwood Court. Residents chose a new bench for Achilles Place. Other activities included a horse racing evening, barbecues, weekly bingo and monthly quiz nights. A talk on 'Birds and local wild life' was given by a Scylla resident affiliated with Surrey Wildlife Trust.

Our direct labour team provides a personal and prompt service with extra support to our older residents when carrying out planned works such as new kitchens. Our kitchen replacement programme at Fleetwood Court was completed during the year with 100% satisfaction rate from residents. Our maintenance team carries out all the works and tenants can choose from a range of styles and finishes.

We hold an annual staff conference each year with the 12 peer group associations in our benchmarking group SHAPE, which gives staff an excellent opportunity to learn and network. This year it will focus on managing the impact of welfare reform on tenants and delivering best value and staying close to customers.

Apprenticeship scheme

Marcas, our first apprentice has just successfully completed his apprenticeship and is moving on to work for a local contractor. Marcas says the best part of his job is "*meeting the residents, being able to contribute and fix things*".



Roy and Apprentice Matthew

Our second Apprentice Matthew is well ahead with his studies for Level 2 in maintenance operations having completed NVQ level 1 in Carpentry and Site Joinery.

Following two years of success with our apprenticeship scheme, we have recruited a third apprentice, Jessica as an Administrative assistant. She books the repairs, deals with tenants, making appointments, placing orders and getting customer satisfaction feedback. She also helps with arranging the team's work programme.



Stewart Brearley with new Apprentice Jess

A fourth apprentice is due to start with us and he will specialise in carpentry.

Community Activities

We are involved in our local communities through Greenoak Community Focus which has provided over £33,000 in funding during the year to March 2013. We have sponsored several local projects during the year including Surestart, Woking. Surestart held a fantastic Family Fun Day at their

Centre in Sheerwater. Over 100 families attended and enjoyed activities including an African drum workshop. Surestart has been involved with some of Greenoak's families from Westfield and Sheerwater and provides Mother and Baby groups and early learning stage sessions. Their mobile mini bus tries to reach families, who are unable to come to the centres. This is an excellent example of good partnership working in the community.



Surestart Family Funday African drum workshop

£10,000 has been invested in various sustainability projects, including our Green Doctor Service and a research project linked to the performance of our Greenhomes in occupation.

£5,000 has also been set aside as a hardship fund for tenants dealing with benefit cuts where they were actually using all their bedrooms and or were unable to transfer to smaller homes.

Our football obsessed Housing Manager, Ben made contact with a football club in Woking's Goldsworth Park where many of our newly acquired houses are situated to see whether we could help with some sponsorship. It was suggested that we fund the strip of the under sixes.

From their team leader Simon:

'I just wanted to drop you a line to say thanks again for your kind donation to Goldsworth Park Rangers. As you know we have used this generous donation to fund equipment for our under 6 youth development section. The kids are all enjoying



Goldsworth Park Rangers in their new bibs

having new kit to play with and I thought you might like the attached photos that we took at the weekend. All of the bibs have the GPR badge on the front and your logo on the rear, so the kids love having their own club football tops. The under 6s are thriving and increasing in popularity every week, so many thanks for your

help. We had twenty boys and girls this week, which is a terrific attendance this early in the season, when about 15 or so children have just graduated to our under 7 team."

We have a book club for our residents' children, and provide a choice of Puffin reading books for Christmas, Easter and Summer school holidays. The Club Co-ordinators receive extra books in return for handling the orders.



Ben Williams, Housing Manager with tenant from one of our newly acquired Woking schemes, The Goldings, Goldsworth Park

Governance

We have recruited two new Board Members at our annual general meeting, providing expertise in finance and housing management.

Two of our Board Members are retiring this year, Laraine Phillips and Nashat Kotani both of whom have served for eight years on our Board. We thank them very much for their support, which

has been greatly appreciated, and we are grateful to all our Board Members for the great deal of time they spend carrying out their duties and supporting staff.

We involve our tenants in our governance. Denise Moll, resident at Fleetwood Court is on our management board and we have recruited an additional resident, Chris Trevor-Wilson to our Housing Management Committee.

We will be advertising for two new Board Members to fill the vacancies arising.



Mr Trevor-Wilson (pictured on bike) with Ted Free, tenant liaison at Fleetwood Court.

and from our Chair

This is the end of my first year in office. I enjoy the challenges of the role and also have much to learn. Greenoak continues to be very successful and we are always seeking methods to improve, particularly through innovation.

A great deal of our focus in the past year has been

- to carry out improvements to our existing housing and improve energy efficiency

- to help residents to manage their energy use and to reduce the cost of their bills
- to support residents to meet the challenges of reductions in benefits and keep up with their rent payments with use of a special fund in cases of hardship
- to train and develop our apprentices to increase the strength and delivery of our maintenance team
- to provide support and security for our older residents.

I should like to thank all of our Board Members who give so much time supporting Greenoak on a voluntary basis.

I would also like to thank and congratulate all our staff. The performance of the Greenoak team continues to be outstanding. Everyone has made a huge contribution and, as always they have been superbly led by our Chief Executive.



Dee O'Neill chair

30 September 2013

Greenoak Housing Association

This summary is based on the full audited statutory accounts

Summary Income and Expenditure A/C

year to 31 March 2013

	2013	2012	Balance Sheet at 31 March 2013	2013	2012
	000	000		000	000
Turnover: rents	1426	1264	Tangible fixed assets		
Turnover: service charges	312	321	Housing properties - at cost	13930	13918
Rent losses from voids	(17)	(15)	Less: grant	(7599)	(7599)
Business	8	0	depreciation	(625)	(542)
Sustainability Project	4	0	Other tangible fixed assets	268	278
Other	103	60		5974	6055
Sale of Property	0	109	Debtors	144	138
	1836	1739	Cash at bank and in hand	1299	840
less operating costs	(1312)	(1116)		1443	978
Operating surplus	524	623	Creditors - falling due within one yr	(315)	(233)
Interest receivable	11	9	Net current assets/(liabilities)	1128	745
Interest payable	(149)	(156)	Total assets less current liabs	7102	6800
Surplus on ordinary activities	386	476	This is represented by:		
			Creditors- due after more than 1 yr	2854	2938
Revenue reserve brought forward	3863	3386	Capital and reserves:		
			Revenue reserve	4248	3862
Revenue reserve carried forward	4249	3862		7102	6800

Auditors: Knox Cropper, Chartered Accountants

The Auditors Report was not qualified.

The financial statements were approved by the Board on 18th September 2013

Key performance indicators

Year ending 31 March 2013

2013

2012

Customer Satisfaction 2013

Overall Service	92.60%	92.40%
Repairs and Maintenance	91.20%	91.00%

Housing management

Rent Collection

Total arrears as % of rent receipt	3.90%	3.38%
Voides as % of rent receipt	0.82%	0.92%

Maintenance

Repairs

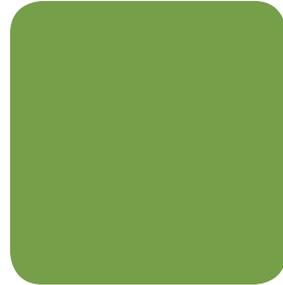
	Target Days	% Achieved	% Achieved
Emergency	24 hours	100%	100%
Urgent	5 days	98.30%	98.10%
Routine	28 days	98.60%	97.60%
% Stock meeting the decency standard		100%	100%
Average SAP rating general needs		92.70%	92.70%

General information

	2013	2012
Number of self contained units owned	298	298
Number of housing units in management only	199	107
Number of housing units in development	8	8
	505	413

Included in above

Number of sheltered housing units	245	245
Number of supported units	3	3



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