Reflecting on the past, planning for the future

Mount Green Annual Report 2012-2013
I was delighted to be appointed chairman of Mount Green in September last year and I am equally pleased to be writing my first report in a year in which we are celebrating our 50th anniversary.

Before proceeding may I take this opportunity to thank my predecessor, Richard Frost, for his considerable contribution to the Board and Mount Green as a whole. Richard was Chairman when the coalition government came to power and his steady hand has helped to steer us through a period of considerable change.

Mount Green, like many others in our sector, has had many challenges to address. Difficult economic times; a substantial reduction in grant for developing new homes; welfare reform and the so-called bedroom tax are just some examples. Despite these challenges we remain committed to delivering a quality service to all of our residents. To ensure that Mount Green adapts and prepares well for the future we have been restructuring the organisation over the past 12 months. Structural changes have their own challenges but this was an important exercise to complete and we are now starting to reap the benefits.

During the financial year 2012/13 the Board approved a new corporate plan; Mount Green continued to develop high-quality new affordable homes for both rent and sale; we reinvested in our homes completing a number of important projects. For example, in one of our sheltered housing schemes, baths in over 20 homes were replaced with walk-in showers.

We welcomed our Resident Scrutiny Panel’s first report which focused on our estate services. The analysis of this service was very impressive and came with clear and pragmatic recommendations on improvements that can be made. The Board and Executive Team have since received further reports on an equally high standard of all of which have helped to refine our procurement and delivery.

In the latter half of the year we strengthened our Board through successful recruitment, bringing new skills that will enable Mount Green to deliver its corporate objectives.

I would like to thank the Board, our Executive Team and the staff at Mount Green for their commitment over the past 12 months. I have really appreciated the support given to me in my first few months as Chairman.

Looking to the future there are many more challenges to come particularly as we have yet to see the full effect of welfare reform. We remain focussed on improving our services and the Scrutiny Panel will help us achieve this. There are also opportunities for us! Our residents are at the heart of everything we are looking to do and with this in mind we are determined to remain independent. The past 50 years has seen Mount Green provide not just homes, but improve the quality of life for many people. We will continue to do this for existing and new residents as we continue to deliver new homes, reinvest in our stock and improve our services.

It is a challenging time in which to celebrate our 50th anniversary but we continue to look forward with excitement!

Stephen Bromley – Chairman

The past 50 years has seen Mount Green provide not just homes but quality of life to many people and we will continue to do this.

Stephen Bromley – Chairman

Chairman’s Overview

Chief Executive’s Summary

‘Significant change’ and ‘seeking to up our game’ probably best summaries 2012/13. The world in which we operate has changed and we had to change with it.

The restructuring referred to by our Chairman recognises the need to focus on those that are important to our residents such as repairs and estate maintenance. The structural changes have strengthened our income and debt management, established a leadership team and put more staff into front-line services to create better neighbourhood links.

In recognition of reduced capital grant support in the future, we have continued to explore options with our key local authority partners to increase the supply of much-needed, affordable homes. We remain determined to deliver a healthy development programme.

Strengthening bonds between teams and departments has been another key driver for structural change, and one that is paying dividends. Dramatically improved voids management performance has resulted from teams working closely together.

There is always more to do, but in our 50th anniversary year, Mount Green is well placed to improve standards and deliver better value for money for our residents and partners.

Nick Ronald – Chief Executive

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Looking at the future

Over the coming year, Mount Green aims to:

- Implement a more proactive neighbourhood management service to better understand our residents, their needs and aspirations.
- Implement the Resident Engagement Strategy to ensure residents can influence change and service delivery at both local and organisational levels.
- Improve debt prevention and tenancy sustainability.
- Respond to changes in legislation to ensure we remain financially robust whilst simultaneously supporting our residents.

Sheltered Team Update

Reflecting on the year

- All of our community alarm systems were transferred under the umbrella of one call centre in May, improving our out of hours service.
- The community alarm equipment was upgraded in the ex-Viridian sheltered stock.
- A new Sheltered Services Team was recruited to strengthen our management service to better understand our residents, their needs and aspirations.
- We built two new scheme offices where there were limited facilities to ensure our services and ensure resident confidentiality.
- We introduced monthly scheme manager newsletters & meetings, to ensure all residents are informed of scheme events & news.
- Resident involvement was increased with activities such as exercise classes, local History classes, fish and chip lunches, curry nights and gardening clubs.
- We introduced a new e-Learning module to ensure team members have an equal knowledge base.
- We held two new scheme office open days to ensure all residents are informed of scheme events & news.
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Over the coming year, Mount Green aims to:

- Continue to be an active member of the Respond Consortium Development, to deliver the remainder of our development programme to 2015.
- Build on our development pipeline for a post-2015 programme.

Looking to the future

Over the coming year, Mount Green aims to:

- Train more team members to complete a Level 3 Diploma in Housing.
- Work on asset management to ensure our sheltered buildings meet the future needs of residents.
- Increase standardisation of processes to improve efficiency and team working.
Reflecting on the past, planning for the future

Business Services Update

Reflecting on the year

- This year saw the development of our branding and the launch of a new website.
- Investors in People (bronze award) year one successfully achieved (part of a three year programme).
- Head office refurbishments were completed.
- New office supplier contracts were put in place to maximise value for money.
- Remote offices were set up to deliver improved customer service.

Looking to the future

Over the coming year, Mount Green aims to:

- Improve operational efficiency through enhanced use of technology and local office facilities where possible.
- The introduction of better communication systems to improve our customer services.

Contracts Update

Reflecting on the year

- This year we spent £240k upgrading our stock, including kitchens, bathrooms, boilers, lifts and the installation of 22 new walk-in showers/wet rooms at one of our sheltered schemes.
- We improved the general standards of our estate services through our own teams working in partnership with external contractors.
- Fire safety systems were tested in all communal areas and we put improved control systems in place to ensure compliance with regulations and good practice.
- A programme of electrical testing across our stock was started and will be completed in 2013/14.
- The window servicing programme was expanded to carry out checks on another 200 properties. We either fully serviced all window components or replaced double glazed sealed units where required, to help keep residents safe and warm.

Looking to the future

Over the coming year, Mount Green aims to:

- Review our asset management plan and put in place a detailed reinvestment programme for the next five years.
- Complete the electrical and window servicing programmes.
- Review all data on energy performance and CO\textsubscript{2} emissions in our homes, and put together a strategy to help residents address fuel poverty.

"My lasting memory is the opening of The Gardiners in Ashtead and the look of happiness on the residents’ faces when they first walked through their new special needs homes. That was such a special moment."

Lesley Dunlop - Director of Business Services

"One of my memories this year was when I had to handle a difficult complaint from a resident. I knew I had made a breakthrough when I was invited in for a cup of tea the first time.

Brian Hickey - Head of Contracts and Estates Services"
Reflecting on the past, planning for the future

Mount Green
Annual Report 2012-13

Reflecting on the year

- During this past year we have achieved a significant surplus (£1.121m) which is being reinvested in new homes and in improving our existing homes.
- We have maintained good relationships with our funders and met our loan covenants.
- We maintained our "V1" rating from our Regulator, the HCA – the highest possible financial viability rating.
- A new, enhanced internal audit process was introduced.
- We developed a Value for Money strategy.
- Our telephone payment service was successfully promoted, making it easier for residents to pay their rent.

Looking to the future

Over the coming year, Mount Green aims to:

- Improve debt management processes following the successful recruitment of a specialist Income Manager to work with residents who have got into arrears.
- Explore further ways for residents to pay their rent, with a view to making it as easy and convenient as possible.

One of my fondest memories of this year is receiving a hug from a resident to say thank you for listening to her and fulfilling a promise that had been made to her in the past.

Claire Boyer - Finance Director

Financial Update

Financial Summary

Looking to the future

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Claire Boyer - Finance Director

Balance Sheet

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<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing Properties at cost</td>
<td>89,706</td>
<td>85,753</td>
</tr>
<tr>
<td>Less: depreciation</td>
<td>(6,764)</td>
<td>(6,012)</td>
</tr>
<tr>
<td>Less: Social Housing and other grants</td>
<td>(13,212)</td>
<td>(13,000)</td>
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<tr>
<td>Net assets</td>
<td>51,720</td>
<td>48,741</td>
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<tr>
<td>Other Fixed assets</td>
<td>399</td>
<td>280</td>
</tr>
<tr>
<td>Net current assets</td>
<td>742</td>
<td>719</td>
</tr>
<tr>
<td>Total</td>
<td>52,871</td>
<td>49,740</td>
</tr>
</tbody>
</table>

Income for:
- Share Capital & reserves: 12,660, 11,539
- Long-term loans: 40,211, 36,201

Total | 52,871 | 49,740 |

Income & Expenditure

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<td>Rent</td>
<td>6,027</td>
<td>5,298</td>
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<tr>
<td>Service Charge</td>
<td>746</td>
<td>678</td>
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<tr>
<td>Supporting people</td>
<td>143</td>
<td>127</td>
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<tr>
<td>Interest receivable and similar income</td>
<td>1</td>
<td>5</td>
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<tr>
<td>Management activities</td>
<td>23</td>
<td>30</td>
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<tr>
<td>Surplus on disposal of housing property</td>
<td>55</td>
<td>0</td>
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<tr>
<td>Income first tranche shared ownership properties</td>
<td>2,428</td>
<td>1,701</td>
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Total | 9,463 | 7,897 |

Where our money came from

- Rent: 6,027, 5,298
- Service Charge: 746, 678
- Supporting people: 143, 127
- Interest receivable and similar income: 1, 5
- Management activities: 23, 30
- Surplus on disposal of housing property: 55, 0
- Income first tranche shared ownership properties: 2,428, 1,701
Reflecting on the past, planning for the future

Where our money went

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<td>6,942</td>
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Surplus for the year: 1,121 545

Looking to the future

Over the coming year, Mount Green aims to:

- Further strengthen the Board, in particular we will be looking to recruit a member with legal skills.
- Complete our strategic financial planning review with the aim of ensuring we can deliver our corporate objectives.
- Improve our monitoring of performance especially in the area of service delivery.

Governance & Corporate Update

Reflecting on the year

- We were delighted to welcome two new members who were co-opted to the Board in the latter part of the year: Barbara Matthews and Nicola Dibb were recruited for their skills in finance and development respectively. They will become full members at our next AGM.
- Revised corporate objectives were approved and a review of our strategic financial plan commenced.
- We adopted an improved Equalities and Diversity strategy.
- To strengthen Board performance a more in depth appraisal system was introduced with support from an independent assessor.
- Our new Chairman introduced informal gatherings between the Board and our staff to foster good working relationships and share ideas.

The Association’s Board

Stephen Bromley Chairman Independent ICT Consultant
Richard Chong Resident Representative Self-employed Builder
Frank Curtis Resident Representative Further education Lecturer in Engineering
Nicola Dibb 1 year BA Hons Independent Land, Business Development and Marketing Consultant
Jane Eyles 4 years BA, MSc, MCIH Associate Consultant, Tenant Participation Advisory Service
Nick Ronald 11 years MCIH Chief Executive
Hugh Wagstaff BA, MCIH Director of Operations Resigned January 2013
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33 Bridge Street, Leatherhead, Surrey KT22 8BN
Telephone: 01372 379555
Facsimile: 01372 360671
Email: customerservices@mountgreen.org.uk
Web: www.mountgreen.org.uk

Registered Office
1 St John’s Close, Leatherhead, Surrey KT22 8UN
Principal Solicitors: Trowers and Hamlins LLP
Other Solicitors: Morgan Cole LLP / Sharratts / Batchelors
Auditors: Grant Thornton UK LLP
Internal Auditors: Mazars LLP
Bankers: Barclays Bank plc
Lenders: The Royal Bank of Scotland plc

Mount Green Housing Association Limited, a charitable industrial and provident society (no 16264R).
HCA registration no L0042. A member of the National Housing Federation.