



ANNUAL REPORT

YEAR ENDED 31 MARCH 2019



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Who we are, what we do

Rosebery Housing Association owns and manages more than 2,300 social affordable homes across Surrey and West Sussex, ranging from one-bedroom flats to four-bedroom family homes. We are a charitable registered society and committed to providing good quality homes and services. We develop and manage a variety of affordable housing, offering a range of homes to those who find the open market beyond their reach; affordable homes for families and individuals on low incomes, temporary accommodation for those in housing need and shared ownership – a part buy, part rent product for those who aspire to home ownership. We set ourselves high standards, we have a clear business plan and are regulated by the Regulator of Social Housing.

Where we operate

The focus of our property portfolio is in Epsom & Ewell, where we own three-quarters of all affordable housing. We are proud to be a local business that creates sustainable communities by forging strong local partnerships, working closely with residents and communities.

Value highlights of the year



TURNOVER
£17.0m



SURPLUS
£2.0m



PROPERTY ASSETS
WORTH
£180.9m



FUNDS AVAILABLE
FOR INVESTMENT
£26.8m



CASH AT BANK
£6.84m



LOANS
£97.4m

NUMBER OF UNITS



3,347
INCLUDING **572**
GARAGES



Foreword

I am particularly pleased to be able report on some excellent achievements in 2018/19, given the backdrop of political turmoil and economic challenges we faced.

Throughout the year we saw ongoing uncertainty over the prospect of Brexit and its potential implications for the UK economy; once again we experienced the effects of very high land prices in our geographic area; and we continue to deal with the impact of welfare reform, including the roll-out of Universal Credit, upon our residents.

Rosebery is a resilient organisation and we remain financially strong in these uncertain times.

We have met all of our financial targets and funding covenants for the year.

Our operating surplus was slightly higher than it was in the previous year (£5.966m versus £5.953m), while income was lower due, in part, to our having to absorb the impact of another year of 1% rent cuts surplus. Our net surplus for the year before pension adjustments was £2.01m.

Value for money remains at the core of our operations and we consistently seek ways to improve our service offer.

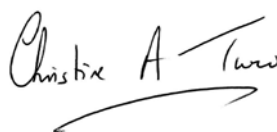
One of the strategic decisions we reached in 2018/19 was to bring forward our housing development programme, which is designed to deliver around 250 new homes over the next five years. We also made clear our commitment to further invest in health and safety, tenancy support, modernising our business and maintaining the quality of our stock.

We delivered some impressive new homes and I am pleased with the work we have done in transforming derelict garages in Barham Road into high quality contemporary accommodation. This programme provides us with a template for the future and we have since identified further units for potential development.

The safety of our residents has always been a top priority for Rosebery, so we invested significantly in our fire door replacement programme during the year, which puts resident safety first.

The year also saw the Regulator of Social Housing undertake an In Depth Assessment of Rosebery and we were given a top G1/V1 rating for our Governance and Viability.

As we look forward to new challenges and opportunities in the coming year, I would like to thank my colleagues on the Rosebery Board, our CEO Deborah Pike, all of our staff, shareholders and especially our involved residents for their commitment and high standards of work. They are the foundation which has enabled us again to deliver good quality services and an excellent standard of affordable homes for those who are in housing need.



Christine Turner
Chair

Our Board

The purpose of the Association's Board is to direct the affairs of the organisation. All Board members share in the responsibility for Board decisions and, as such, act at all times only in the interests of Rosebery. We have a refreshed Board that provides Rosebery with a platform of strong leadership and strong governance.

We are regulated by the Regulator of Social Housing, which is the regulation directorate of the Homes and Communities Agency (HCA). The Regulator expects the Board to ensure that the Association's interests are protected.

In order to discharge their responsibilities for the direction of the organisation, Board members have annual reviews which look at their skills and capabilities and the Board also undertakes a collective review each year. Members of the Board also sit on one or more of the Association's standing committees: the Audit and Risk Committee, the Investment Committee and the Remuneration and Nomination Committee.

Rosebery's Board is remunerated and its remuneration levels are subject to independent review every three years.

Governance statement

In accordance with the Governance and Financial Viability Standard (Regulatory Framework 2015), the Association's Board is required to annually certify compliance with the Governance and Financial Viability Standard. The Standard also requires the Association to adopt a Code of Governance. The Board of Rosebery Housing Association Limited has adopted the NHF's Code of Governance 2015 'Promoting Board Excellence in Housing Associations'.

This Code has been chosen as it is sector specific and focuses on our residents, customers and stakeholders. The Standard requires the Association to comply with the adopted Code and provide a reasoned statement where there are any areas of non-compliance.

Statement of compliance with the HCA Governance and Financial Viability Standard

The Association's Board has received assurance and is satisfied that all reasonable steps have been taken to ensure compliance with the requirements of the Governance and Financial Viability Standard during the financial year 2017/18.

In Depth Assessment

We are pleased to report that in 2018 we were subject to an In Depth Assessment (IDA) by our Regulator and, in September 2018, they reconfirmed our G1/V1 status – the highest levels for governance and viability.



Statement of compliance with the NHF Code of Governance 2015

Rosebery Housing Association Limited has adopted and complies in full with the principles and provisions of the NHF's Code of Governance 2015 'Promoting Board Excellence in Housing Associations' during the financial year 2017/18.

Members of our Board, our Virtual Scrutiny Panel and Rosebery staff in May 2019.

Clockwise: Jesccah Zenyemba, Claire Boyer, Paul Williams, Johanne Freeman, Tracey Young, Louise Williams, Martin Bright, Jason McIntyre, Lindsay Todd, Lorna Bradley, Christine Turner, Sukhraj Dhadwar, Florence Barras, Deborah Pike.



A NEW DEAL NG – 5 Principles

...fundamental to a sense of
...complaints are resolved.
...ing their voices are heard
...count.
...driving communities
...we need.



Board members



Christine Turner
(Chair)

Christine joined the Board as Chair in April 2018. With over 35 years' experience in social housing as a senior executive, board member and regulator, Christine's expertise encompasses governance, development, low cost home ownership, regeneration and customer involvement. She is particularly interested in the provision of housing to meet a wide range of needs and which support social regeneration. She has championed customer involvement and standards of service delivery.



Paul Williams
(Vice Chair)

Paul was elected as an independent Board member in 2010 and became a Vice Chair in May 2014. He also chairs the Association's Audit and Risk Committee. An accountant by profession, Paul has recently retired as Director of Resources at B3Living. He has almost 35 years' experience of the social housing sector, having held senior roles at the English Churches Housing Group, the Downland Housing Group (now part of Clarion) and the (former) Housing Corporation. Paul has also served as a management consultant in PricewaterhouseCoopers' Jamaican offices. Paul brings to Rosebery extensive financial, audit, treasury, investment and governance experience.



Mak Akinyemi

Mak joined the Board in September 2014 and comes with 24 years' experience in property services and asset management. Mak started his career in private practice with a Chartered Building Surveying firm in 1994 before working in Registered Social Landlord and Charity sectors. Mak is a Fellow of the Chartered Institute of Building. Mak is currently the Director of Property Services at Gateway Housing Association and sits on the Board of Directors of Central Housing Investment Consortium.



Florence Barras

Florence joined the Board in February 2012 and chairs the Association's Remuneration and Nomination Committee. She has over 25 years of successfully developing Public Private Partnerships on behalf of the private sector and local authorities in health and social care, education and regeneration, including housing, for the benefit of local communities. She is a partner of Anagennao Investments, an investment company specialising in social infrastructure. Florence is also a founding Director of Flex Management Consulting, a business consultancy company with private and public sector clients.



Sukhraj Singh Dhadwar

Sukhraj Dhadwar was elected as a Board member in September 2014. He has been active in the housing and not-for-profit sectors for more than five years and previously sat on the Radian Group Audit Committee and Finance Committee and served as non-executive Vice Chair on the board of Radian Support Limited. Sukhraj is an accountant by profession and has over 20 years' financial management experience in plc and high growth SMEs in the commercial sector including care homes, healthcare, retail, leisure and media. He is currently Director of Finance and Resources at SeeAbility.



Lindsay Todd

Lindsay joined the Board in 2018 and chairs the Association's Investment Committee. He has over 37 years' experience working in the affordable housing sector. He has held senior and executive positions in development and housing operations for medium and large housing associations, as well as having served over 17 years as a chief executive, including from 2006 to 2017 as chief executive of Radian Group. He is a member of the Royal Institution of Chartered Surveyors.



Deborah Pike

Deborah joined Rosebery as Chief Executive in December 2009. Deborah became an Executive Board Member of Rosebery in September 2014. She is MSc qualified in Business Administration and has a breadth of experience in the sector, gathered over 25 years with small, medium and large group organisations. Deborah is also Co-Chair of the National Housing Federation's London and South East Housing Management Forum.

Our vision

We are committed to making a positive difference to people's lives by providing good quality, affordable homes.

Our values

We care about our customers – defined as anyone who touches our business in any way, at any time. Ours is a performance culture focused on four core values.

Excellence in customer care

We will listen and positively include our customers in the design of some features of their homes, so they have a direct say in shaping services and ensuring choice where achievable at a price that is competitive and good value.

Communication

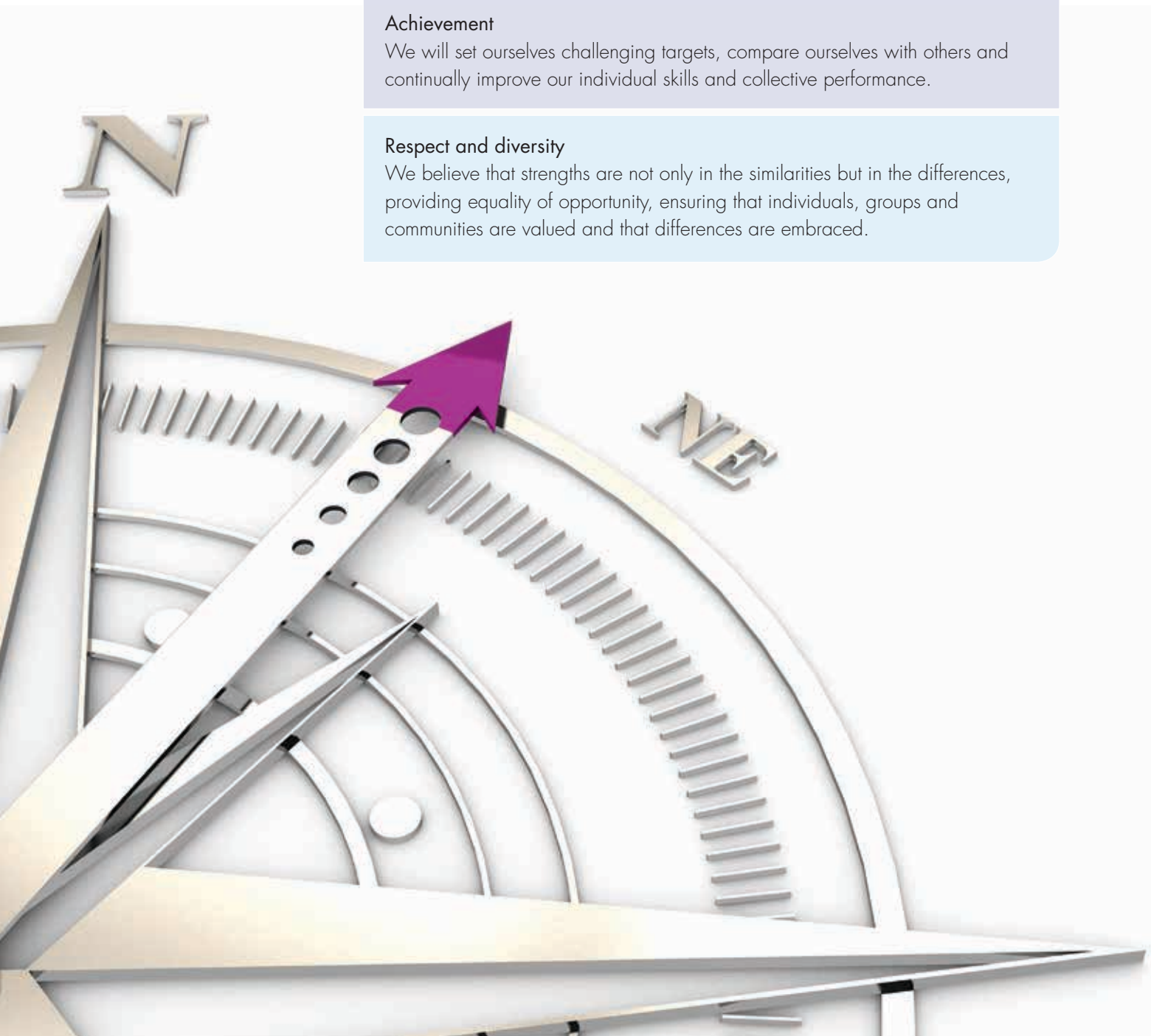
We will actively listen, communicate effectively and positively – 'can do' creating credibility and trust.

Achievement

We will set ourselves challenging targets, compare ourselves with others and continually improve our individual skills and collective performance.

Respect and diversity

We believe that strengths are not only in the similarities but in the differences, providing equality of opportunity, ensuring that individuals, groups and communities are valued and that differences are embraced.



Strategic direction

One of the strategic decisions we reached in 2018/19 was to bring forward our housing development programme which is now designed to deliver around 250 new homes over the next five years.

At the same time, we are continuing to target efficiency savings through our digital transformation programme, to reduce our operating costs per unit, while maintaining our service and performance standards.

The Board has been clear and made conscious decisions to invest in health and safety compliance, tenancy support, modernising our business and maintaining the quality of our stock, as well as bringing forward our development programme.

In recent years, we have focused on taking more control of our operations and activities to improve quality and efficiency, including creating our Rosebery Repairs business and increasing our investment in staff to support residents to optimise their income and maintain their tenancies. We focused on these areas following feedback from our residents which clearly indicated that these services were important to them.

Highlights of the year

During 2018/19 we bought and refurbished 14 properties providing much needed quality temporary accommodation for those in housing need, assisting our local authority colleagues across several boroughs to reduce homelessness. We completed the build out of 11 new homes in 2018/19 and all were occupied by the end of the year.

Performance in the main service areas remained very high:

- void turnaround completed in an average of 9.76 days (top of class).
- income collected during the year – 104.6% of annual rent roll.
- rent arrears management still strong – arrears at 2.11% of annual rent roll.
- percentage of repairs appointments kept – up from 98.32% to 99.60%.
- percentage of repairs right first time – up from 93.86% to 95.03%.

Customer Satisfaction with many of our services remained high last year:

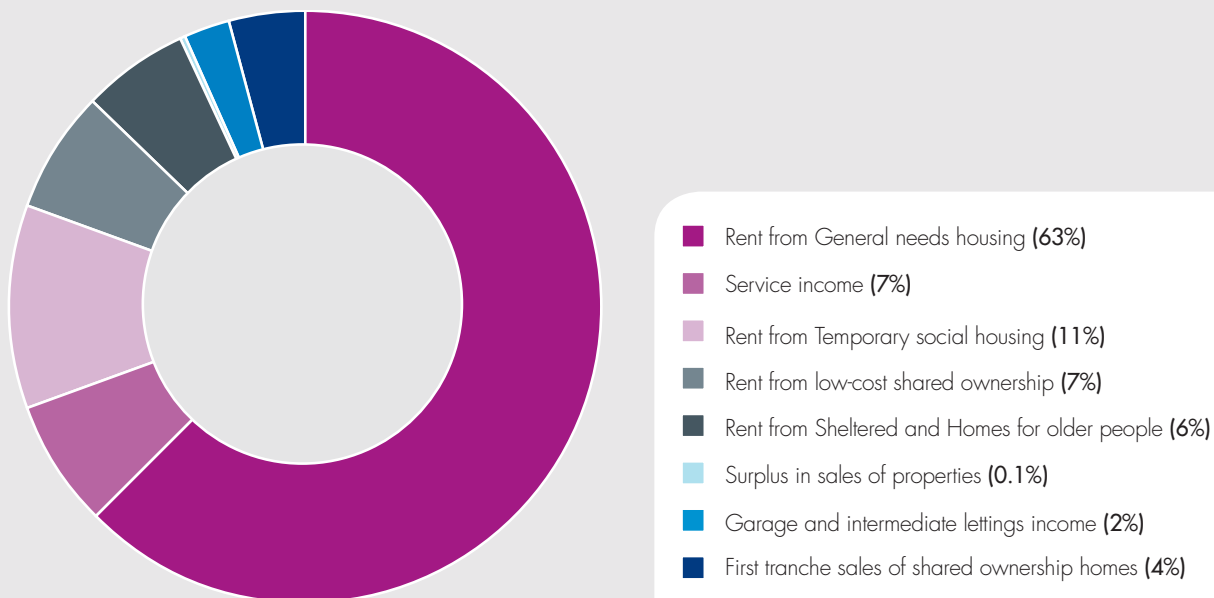
- Residents satisfied with their estate services: 77.08%.
- Residents satisfied with repairs and maintenance: 95.32%.
- Residents satisfied that Rosebery took their views into account: 80.29%.
- Overall satisfaction with landlord services remained high at 86.27% at year end.



How we spent our money in 2018/19

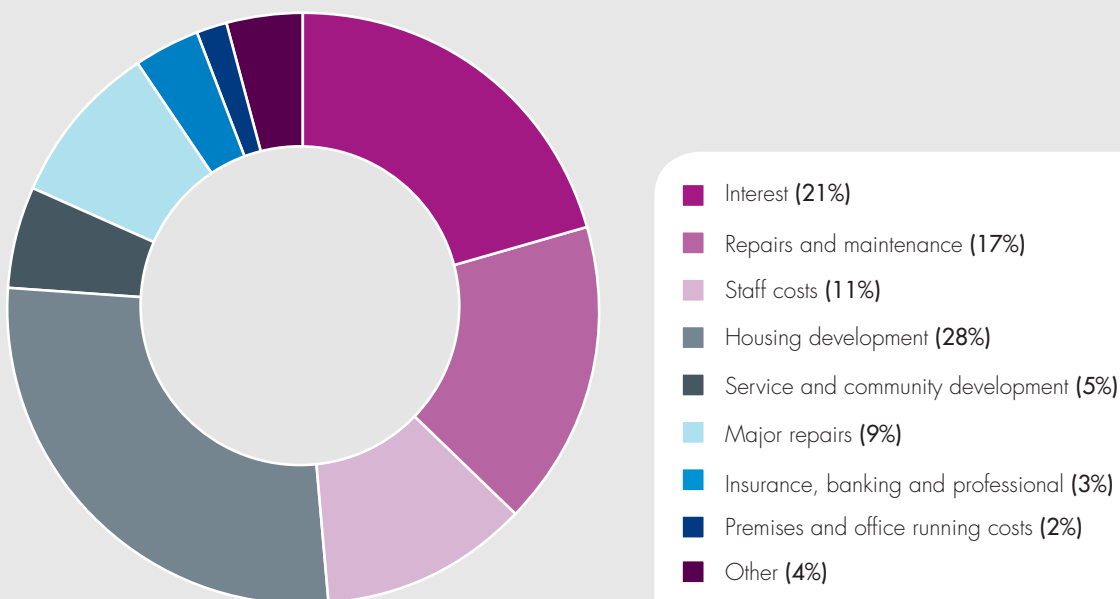
Where our money came from during the year is illustrated below.

Our income



The chart below shows how we spent our funds during the year

Our expenditure



Value for Money



As a provider of affordable housing and a business of social purpose, delivering VfM is not purely financial – put simply, it is business efficiency and is centred around the social value, measured using the HACT (Housing Associations' Charitable Trust) model, that we deliver to our residents and the community.

As an employer, we provide VfM by offering our staff a great place to work and the opportunity to develop and achieve their, and our, potential. Rosebery is an organisation that invests in its people, providing training and knowledge to ensure customer excellence and enhance their personal development.

VfM objectives in relation to our stakeholders

Value for Money has a different emphasis for each of our stakeholders:



Residents

Current residents want their homes properly maintained and an efficient service.
New residents want new homes giving them a choice of tenure and house type.



Staff members

Staff want to feel valued and motivated in order to reach their potential.



Funders

Funders focus on the overall financial performance and viability of the organisation and also on the condition of the properties on which their loans are secured.



Taxpayers

As we have historically received substantial capital grant from Government and also receive Housing Benefit as a substantial part of our rental income, we owe a duty to the taxpayer to ensure that we are maximising this investment both in financial and social terms.

Core strands of VfM

Building on our strong foundations, our approach to value for money is threefold; making the most of what we have, investing in our systems and our people, and continuously improving our efficiency and effectiveness. Given this overall approach as the backdrop to our work, our specific VfM delivery framework is based on the following three core strands:

1. Making the most of what we have.
2. Doing the right things.
3. Doing things right.

New homes

We delivered 11 new homes in 2018/19 and we maintained our Decent Homes standard at 100%.

Transforming our urban landscape

Bahram Road on Epsom's Longmead Estate was nothing more than a collection of 37 largely dilapidated garages. Only seven of these were rented by tenants, with the remaining empty garages falling into disrepair and becoming unfit for purpose. Rosebery saw the potential of the site and planned to transform the area into good quality, new homes for shared ownership.

We have completed this project and ensured that the homes were built to the highest standards. The development reflects our commitment to 'making the most of what we have' and it will continue to have a positive impact on the local community. This successful programme of work provides a template for the future and we have since identified a further 200 units for potential development.

Temporary Accommodation

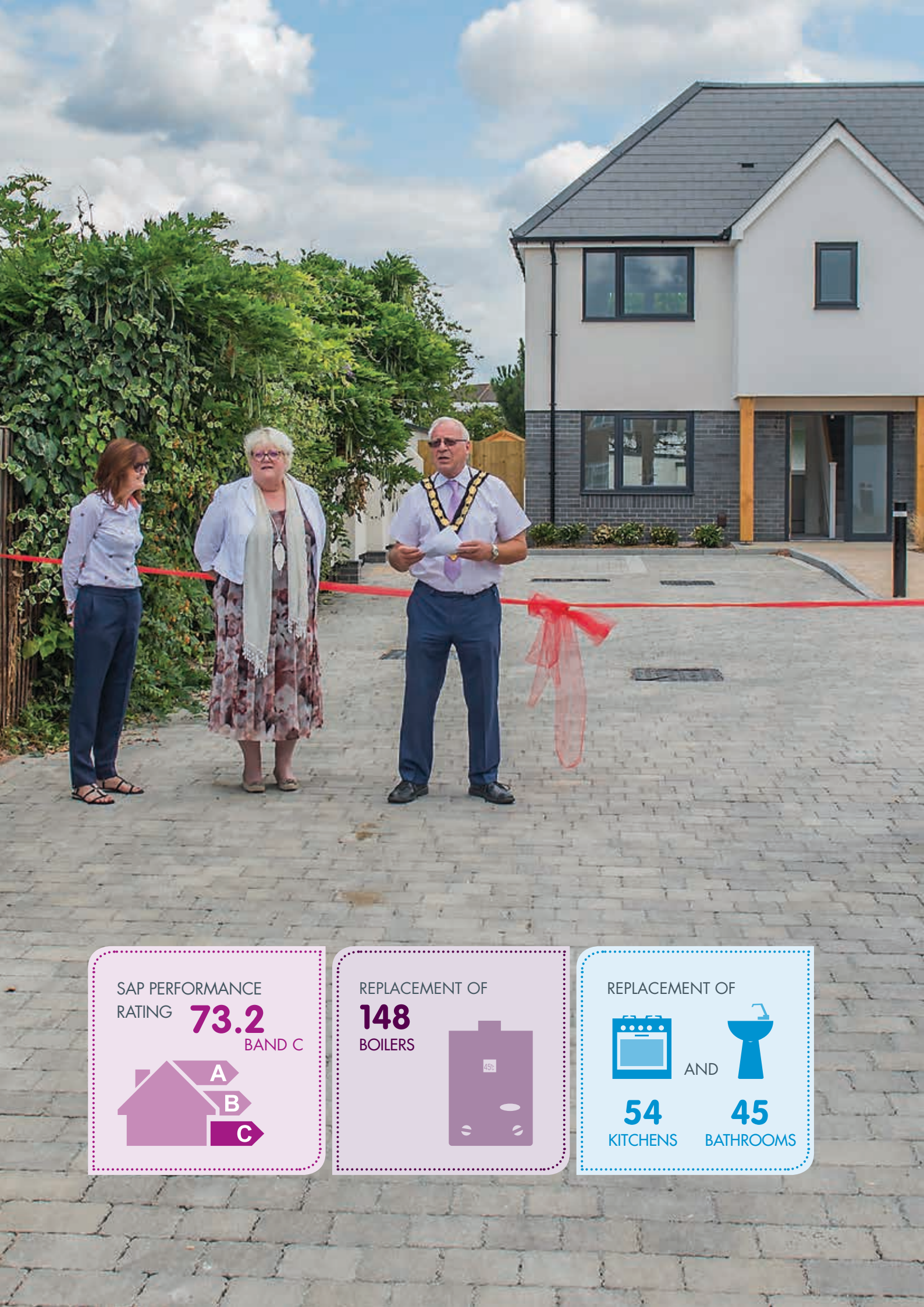
We continue with our strategy of purchasing street properties and letting these on a temporary basis to help the local authority to potentially house their homeless families on their waiting list in a cost-effective way. We bought 14 properties in 2018/19 to provide good quality temporary accommodation for homeless families and help our local authority partners to reduce their waiting lists.

Investing in existing homes

A total of 148 boilers have been replaced against a budgeted 102 boilers, so the team has delivered 46 extra boilers against the original costs. We replaced 54 kitchens and 45 bathrooms, inclusive of electrical upgrades associated with the works. The 2018/19 planned programmes have been based on projections extracted from the stock condition survey data and also enhanced with local knowledge from the Rosebery teams.

Our properties have an average SAP (Standard Assessment Procedure) rating at 73.2, against the sector average of 63.8 in 2011 (based on English House Survey 2011/12).





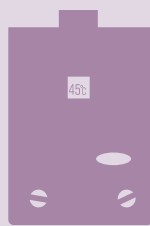
SAP PERFORMANCE
RATING

73.2
BAND C



REPLACEMENT OF

148
BOILERS



REPLACEMENT OF



AND



54
KITCHENS

45
BATHROOMS





Changing the way we work – digital transformation

Doing things right

During 2018/19 we remained focused on delivering our Digital transformation, moving a large proportion of our resident interactions from conventional to digital channels. This has pulled together several work streams, each contributing to our digital transformation, reducing costs, increasing efficiency and delivering value. Jointly they represented a step-change in the way we do things, right across the organisation. We expressed this as 'Changing the way we work'. We continue to build on this by introducing new systems, technologies and processes to maximise our business efficiency. Examples of our ongoing digital transformation include projects such as:

- 'My Rosebery' Resident portal
- Contractor portal
- Works orders
- Contact centre
- Rent arrears
- Mobile working
- Tenancy audit
- Office 365
- Service charges

My hr

Another strand of our digital transformation is our online HR system. This is a secure system accessible to all staff via desktop, iPad or mobile devices through the intranet. It enables our staff to log in wherever they are, whenever they like. It is a highly intuitive, self-service system that allows staff to manage their HR needs.



Doing the right things

The Board's decision in 2016 to establish Rosebery Repairs as an in-house provider was originally taken in order to control the quality and improve customer satisfaction with this, our key service. This has been an unqualified success and we continue to build on what we have created, for the benefit of our residents and our bottom line. It is the quality of this service that is a priority for our residents, which means it's imperative that we maintain an exceptional standard.

Rosebery Repairs has now become 'business as usual' and we are looking at the potential to market this service to other organisations and to expand the team's work beyond responsive repairs. This has proved to be a cost-effective model and it continues to contribute to our target of reducing our operating costs per unit.



ROSEBERY
repairs

ROSEBERY
repairs

from a landline
0800 096 039
from a mobile
0333 700 102
www.rosebery.org.uk

Customer engagement – driving service improvements

This is a key area of Rosebery's structure and we utilise the feedback from our residents to improve our services. Our Customer Offer provides a wide variety of activities for residents to get involved with us, have their voices heard and make a difference to their communities.

Over the past year we have changed the way we work, with increased use of digital technology and making make sure that the engagement activities that we support make a difference.

We aim to build on the progress made and strengthen our existing engagement activities by offering more opportunities for our residents to provide feedback, so our services can be centred on their needs and expectations. To support this approach, our key aims will be to:

- increase the diversity of the residents that are involved;
- provide incentives, to encourage and support more residents to get involved;
- actively promote what our involved residents do and what they have achieved;
- develop our approach to digital inclusion, identifying those residents who require support to ensure they are not disadvantaged and provide the opportunity to upskill those who need it.

What's new?

We launched our new mystery shopping programme in May 2018 and recruited 15 mystery shoppers. They carried out two mystery shopping exercises, to measure performance across our main customer touch points, including the standard of service experienced at first point of contact, when calling our contact centre.

Our shoppers provided positive feedback for both exercises and many good examples, where staff had gone the 'extra mile' in offering good customer service. A few areas for improvement were also identified and we implemented these service changes, which included revising our corporate script when agents answer calls, to improve the overall experience. We also changed the management of telephone call flows, to ensure that our agents were able to answer web chats more promptly, as this channel of communication has proven to be a popular choice among shoppers.

Virtual Scrutiny Panel



The setting up of our new Virtual Scrutiny Panel (VSP) is part of our drive to move away from conventional attendance at meetings, towards making better use of online channels. The panel completed their first service review looking at customer complaints. The focus of their review was the number of complaints received, escalated through the complaints process and overall customer satisfaction with the service.

The VSP reported their findings and recommendations to our Board in May 2019. All recommendations were accepted and endorsed by Board.

What have we done?

Our revised approach to customer engagement has seen positive progress in the numbers of residents that have been involved and outcomes achieved. The activities that have taken place include the following:

- Held five Community Action Days, reaching 350 residents;
- Carried out 18 telephone surveys, reaching 651 residents;
- VSP conducted a review of customer complaints, offering five service recommendations;
- Completed two mystery shopping exercises, involving 109 shops and offering seven service recommendations;
- 389 SMS text surveys, receiving 369 responses;
- 1,227 residents that digitally received our monthly residents' newsletter.





Community events

Working together for a better, healthier, safer, more sustainable community.

During the year we held Community Action Days in Epsom, inviting residents to meet the team who were available to answer any questions. Residents were encouraged to come along and improve their digital skills, gather advice on anything they needed to know, from repairs and fire safety to issues relating to their tenancy, welfare matters, grounds improvement and cleaning.

Our repairs operatives were on hand to carry out small jobs on site for residents. Our contractors, Groundscapes and Cleanscapes, were also available on site, working on small improvements to the grounds and communal areas. We were also joined by our local partners.



Opportunities for residents

Supporting our residents to explore their potential is at the forefront of our work. We invest in a variety of projects and services to deliver this support, such as the Ethos Project – an organisation which helps residents search for employment and assists them in applying for jobs and training, drafting CVs and providing guidance on interview techniques.

For the past four years, we have worked closely with four other local organisations to stage the Epsom & Ewell Employment and Skills Fair, a free event for people living in the Borough. It gives them the chance to meet potential employers face-to-face to discuss job opportunities.

The 2019 event was another great success, as we welcomed employer organisations including BP, Quality Care, Sky Guard and Kier. The event was also attended by NESOCOT Adult Skills 4 Life and the Workers' Educational Association (WEA), offering training and education to help people into employment.

Highlights:

- We welcomed around 245 members of the public to the Skills Fair.
- We offered these visitors the opportunity to network face-to-face with 47 potential employers.
- A series of job interviews were directly set up at the event, giving visitors the chance to apply for a range of local jobs.



Customer experience

Supporting tenants and reducing arrears

Welfare reform continues to bite and we are constantly monitoring the impact that Universal Credit (UC) is having on our residents. Some have already been transferred over to UC and we are providing them with guidance on what is often a complicated process.

We employ two Tenancy Sustainment Officers to offer a support service for residents who need it. It focuses on early intervention, with advice and guidance for people struggling to keep their tenancies. Eviction has always been a last resort.

As a result of our effective partnership with the Ethos Project, from April 2018 seven of our residents achieved a job interview, six gained employment over 16 hours per week and seven registered on training programmes to increase their skills levels and enhance their employment prospects.

There are a number of strands to our service, which include:

- The support of two in-house Tenancy Sustainment Officers.
- The provision of 60 hours per week of specialist money and debt advice delivered by Citizens Advice.
- The provision of employment advice by the Ethos Project.

Throughout 2018/19 we achieved some outstanding outcomes for our residents, which demonstrate our commitment to keeping people in their homes and making a positive difference to their lives.

- Work undertaken by the Income Team helped six residents sustain their tenancies and avoid eviction, saving Rosebery an estimated £39,114.
- The Citizens Advice money and debt advice service which we fund has secured £347,699 in additional income for our residents, of which £141,319 was for the organisation.
- Our Tenancy Sustainment Officer (TSO) service has secured additional income of £436,529 for our residents, of which £303,539 was for the organisation.
- The total cost of funding all of these services during 2018/19 was £132,343.
- During 2018/19, we secured additional income for residents of all supported services, gained income, delivered savings and social value amounting to £867,667.



Performance

Rosebery strives to be a high performing organisation and this is evident in all areas of our operation; it drives our service delivery and is reflected in the way we manage our people.

Performance in our main service areas remained very high in 2018/19, with 104.6% of income being collected during the year, rent arrears consolidating at 2.11% of annual rent roll, 99.6% of repairs appointments being kept – up from 98.32% last year – and 95.03% of repairs being ‘right first time’, compared to 93.86% in the previous year.

Reducing our turnaround times means we are able to house residents in need of a home more quickly. Our ongoing commitment to maintaining low void turnaround times is a key area of our performance and in 2018/19 we surpassed the average 10.85 days we recorded in the previous year. Our average turnaround

time is now in single figures, measuring just 9.76 days and making this a ‘best in class’ performance. Benchmarked against our peers we achieved high performance ratings for our void turnaround times and we were one of the highest ranked for rent collection performance (Source: HouseMark).



Repairs

Customer feedback has evidenced that repairs is the most important service to our customers. We have responded by investing time and money in the service, ensuring we take close control of quality with the introduction of our in-house repairs service, which is just over three-years old.

We are pleased that residents’ satisfaction with our repairs and maintenance service continues to be communicated positively. Repairs satisfaction figures dipped slightly from 96.50% in 2017/18. Although a slight drop, we are still proud of the 95.32% we recorded in 2018/19. During the year, the percentage of appointments kept against appointments made rose to almost 100%.

ROSEBERY repairs.

PART OF ROSEBERY
HOUSING ASSOCIATION



Satisfaction

Customer satisfaction is a key measure of the value we provide within the community and this is an important driver for Rosebery. Despite dipping slightly by just 1.19%, overall satisfaction levels at Rosebery remained high at 86.27%.

Much of our value is measured by customer satisfaction levels, which we regularly monitor. Our performance during 2018/19 is summarised in the table below.

	2019/20 target	2018/19	Previous year trend	2017/18	2016/17	2015/16
Residents satisfied with landlord services overall	92%	86.27%	▼	87.46%	88.17%	86.88%
Residents satisfied that their views are being taken into account	78%	80.29%	▲	79.88%	81.46%	77.69%
Residents satisfied with repairs and maintenance	92%	95.32%	▼	96.50%	95.09%	92.90%
Residents satisfied with gas servicing	92%	94.84%	▲	90.20%	91.80%	90.27%
Residents satisfied with estate services	85%	77.08%	▼	86.51%	83.85%	84.12%

RESIDENTS SATISFIED
WITH REPAIRS AND
MAINTENANCE
SERVICE

2018/19
95.32%



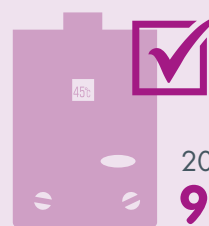
RESIDENTS SATISFIED
VIEWS ARE TAKEN
INTO ACCOUNT

2018/19
80.29%



RESIDENTS SATISFIED
WITH GAS SERVICING

2018/19
94.84%

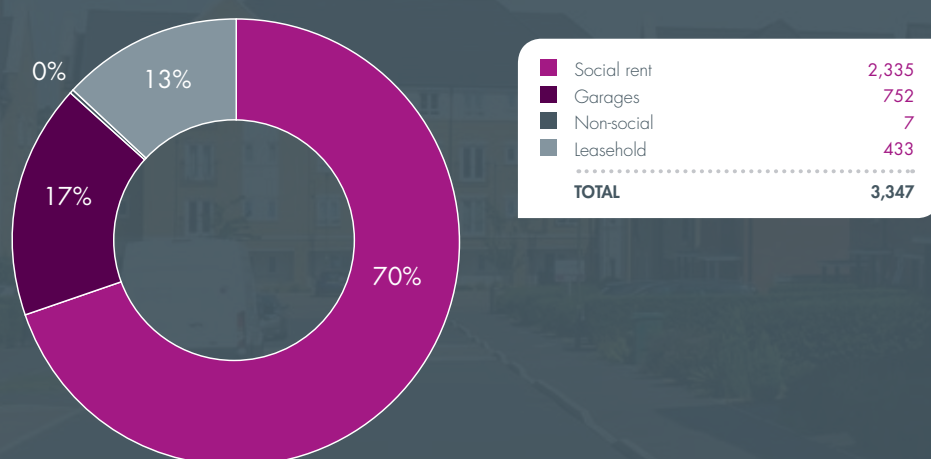
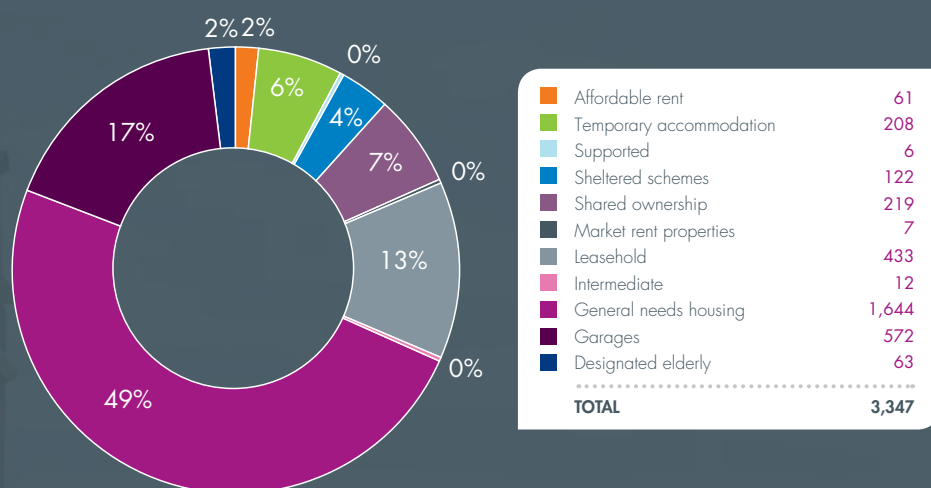


Our property portfolio

Our heartland is Epsom & Ewell, where we own three-quarters of the affordable housing, but we also extend to the neighbouring boroughs.

As a housing provider, it's vital that the investment in residents' homes remains up to date as this, in turn, ensures quality homes. Therefore, our stock condition data is regularly updated. Our performance in providing quality homes is measured by 'Decent Homes' compliance which remains at 100%. We invested a total of £4.97m in repairing and maintaining our properties in 2018/19.

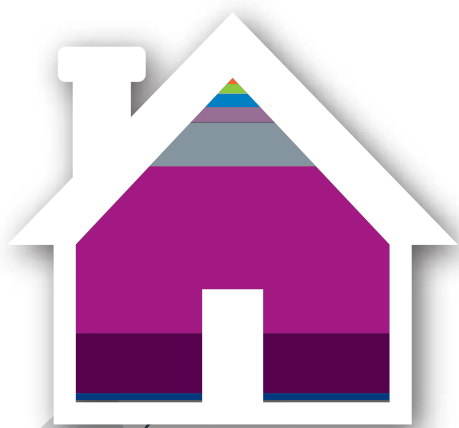
Properties by tenure





Properties by location





- 59 Affordable rent
- 89 Temporary accommodation
- 6 Supported
- 122 Sheltered schemes
- 146 Shared ownership
- 4 Market rent properties
- 407 Leaseholders
- 4 Intermediate
- 1574 General needs housing
- 565 Garages
- 63 Designated elderly

EPSOM
& EWELL



- 24 Shared ownership
- 3 Market rent properties
- 12 Leaseholders



- 4 Shared ownership
- 2 Leaseholders

REIGATE &
BANSTEAD



- 1 Affordable rent
- 29 Shared ownership
- 7 Leaseholders
- 8 Intermediate
- 24 General needs housing

MOLE VALLEY

TANDRIDGE

CRAWLEY



- 66 Temporary accommodation
- 7 Garages
- 1 General needs housing

Sustainability – doing the right things

Rosebery strives to be an environmentally friendly organisation in the way we work, the materials we use and the energy we consume. Our aim is to minimise our impact on the environment, maximise our energy efficiency and continue to develop our green approach in our workplace and our properties.

Environmentally friendly offices

We only source and obtain office supplies that meet our sustainability criteria. 100% of the kitchen supplies that we use have been suitably sourced. These include products that are approved by sustainability organisations such as Rainforest Alliance, Sustainable Agriculture Network (SAN), Common Code for the Coffee Community (4C).

Waging our war on plastic

Plastic is destroying our planet and we have a responsibility to do what we can to fight this. Half of the plastic we use is thrown away after just one single use and enough plastic is thrown away each year to circle the earth four times. If we continue with our business as usual practice, we will see plastic production double over the next 20 years. There are lots of ways we can reduce our consumption of non-degradable plastic in the workplace. Rosebery employees are aiming to reduce personal waste in the office, there is a 'War on Plastic' page on the intranet and a staff Green Team working to push this sustainability agenda.

A staggering 250 million plastic bottles are thrown away every week in the UK alone, which is 13 billion per year. In previous years we threw away 16 plastic milk bottles every week, that's in the region of 800 plastic bottles a year. In September 2018 we made the switch to glass bottles. Glass is 100% recyclable and can be reused over and over again – on average they are reused 15 to 50 times. This means glass milk bottles are a more energy efficient choice and help to save the planet.

Waste and recycling

100% of our general waste is diverted from landfill. We contributed to the achievement of zero percent to landfill, measured over the year. We provide clearly labelled recycling bins throughout our office space, both in the work areas and in the communal kitchen. We recycle approximately 4 kg of waste per working day. As much as 29% of our office waste is recycled and 100% of our confidential secure shredded waste is recycled.

100%

OF KITCHEN
SUPPLIES ARE
SUSTAINABLY
SOURCED



SWITCHING TO GLASS
MILK BOTTLES SAVING

16
PLASTIC
BOTTLES
EVERY WEEK



100%

OF GENERAL WASTE
IS DIVERTED FROM
LANDFILL



Environmental approach to our properties

Part of our investment strategy is to ensure affordable warmth over the winter months, including an insulation programme and other schemes to help reduce our residents' energy bills. This environmental approach has had a positive impact on our energy efficiency and continues to deliver to our sustainability programme.

Ecological enhancements

A total of 136 of our general needs properties have been provided with renewable energy equipment for heating and hot water services. All common area bin stores are provided with recycling facilities. Low energy lamps are provided at all new tenancy sign ups and we are actively promoting energy efficiency. Heat reflectors are installed behind all central heating radiators as part of our void process to decrease heat loss.

Our grounds maintenance company recycles our grass cuttings and vegetation. The compost that is generated is then used as part fertiliser by local farm producers and is provided free to staff and residents. Our new build properties are provided with bike sheds to promote the use of this sustainable form of transport, which also offers health benefits to cyclists.

One of the projects we started in 2018 was to improve the energy efficiency at Norman Colyer Court, a 48 flat sheltered scheme. We invested in a complete refurbishment of all shared corridors and stairwell lighting modules, providing each fixture with a motion sensor that automatically increases the light levels when needed. As a result, these light fixtures are not only extremely efficient but also have a life expectancy of up to 50,000 hours with 90% lumen maintenance (L90) and low wattage. This provides equivalent light output to typical compact fluorescent luminaires, while giving energy savings of up to 50%.

Rosebery Repairs

We procure all of our materials from local wholesalers which reduces our environmental CO₂ impact. In addition, all our materials hold a registered KITE mark and are BS approved. We operate a fleet of vehicles which meet environmental standards and regulations on CO₂ emissions.

Venturing into modular construction

The construction landscape is changing and modular building methods are becoming increasingly popular with developers, contractors and architects.

The structures are made up of multiple prefabricated sections. Each of these modules is manufactured in a factory, before being transported to the building site, where they are then assembled. The benefits of modular construction include:

- Faster construction time than traditional methods (30-50% time saving).
- Less costly to construct (up to 35% cost reduction).
- Lifetime carbon footprint up to 90% lower than comparable traditional buildings.

In 2018, our Investment Committee recommended to approve a trial of modular construction as a method of construction alongside traditional methods, depending on the requirements of each particular scheme. The Committee went on to approve modular construction at two relatively small development sites, as pilot schemes.

Valuing our people



We deliver good results because we have good people and we invest in their skills and development. We strive to be a high performing organisation, working with people who share this ethos.

For all our staff, we continue to build a culture of trust and we encourage our people to focus on five fundamentals:

- Openness
- Communication
- Decision making
- Integrity
- Competence

Making the most of our talents

Making the most of what we have is a commitment that extends to all areas of the business. We launched our 'Emerging talent' programme, a management development initiative designed to identify a group of staff members who were ready to take on manager-level responsibilities and to prepare them for that next stage in their personal development. Several members of staff stepped forward to join the programme and set out their personal objectives.

We delivered the programme between January and October 2018, culminating in a final ceremony where participants delivered their presentations, showcasing what they had taken away from the programme and how they had benefited from it.



- Eight of the ten participants successfully completed the programme – two left the company during the training to take up other roles.
- All participants overcame personal and business challenges to successfully deliver on several corporate projects, including an ITN video project and the production of a series of 'How To' videos.
- An increase in confidence and self-belief, demonstrated by the participants' ability to challenge upwards, ask for and constructively act on 360° feedback, deliver presentations to a variety of audiences and fully participate in the programme.

As the first in-house training initiative we have co-created, we are proud of our Emerging Talent programme and the outcomes it achieved. As a direct result of the training, we now have a pool of ambitious managers who have been upskilled for the future of our company. Recently, the Emerging Talent programme was shortlisted for a management development award and a housing industry award.

From left: Natalie Barton, Siân Phillips, Rhiannon Mills, Natasha Stanley, Jeanette Thompson, Lisa Byrne and Quintus van Rooyen.

Financial highlights

We are pleased with the results for the year. We met all of our financial targets and met all of our funding covenants. We exceeded our budget outcomes overall and have reduced our central overhead costs while maintaining performance levels.

We spent more on maintenance works this year than in 2017/18 as we carried out additional preventative cyclical maintenance projects to improve our homes.

Our operating surplus was slightly higher than in 2017/18 (£5.966m compared to £5.953m) while income was lower due, in part at least, to having to absorb the impact of another year of 1% rent cuts surplus.

Our net surplus, before actuarial adjustments to pension liabilities, was £2.010m compared to £2.388m in 2017/18.

We continued to focus on improving our operating efficiency and increased our overall operating margin from 34.22% in 2017/18 to 35.13% in 2018/19, benchmarking well against the social housing sector as a whole which is an indication of efficiency. Our digitalisation strategy has contributed to this outcome.

We are also focused on reducing our management cost per unit and our headline social housing costs per unit in line with the Regulator's VfM metrics. Our management costs per unit have decreased from £1,450 to £1,354 between 2017/18 and 2018/19 and our adjusted headline social housing costs per unit, excluding exceptional items of expenditure, have reduced from £4,281 to £4,064.

Rosebery continues to be financially viable in a volatile economic environment and we will continue to contribute to the overall supply and development of new homes.

Balance Sheet at 31 March 2019

	2019 £'000	2018 £'000	2017 £'000	2016 £'000	2015 £'000
Tangible fixed assets					
Housing properties at cost less depreciation	134,185	130,037	128,005	127,633	129,122
Less Social Housing Grant	–	–	–	–	–
Other fixed assets	355	252	409	506	534
	134,540	130,289	128,414	128,139	129,656
Current assets					
Debtors	1,010	595	633	883	1,201
Stocks	0	352	108	310	528
Cash at bank and in hand	6,837	8,901	8,428	5,343	10,237
	7,847	9,848	9,169	6,536	11,966
Less Creditors					
Creditors – Amounts falling due within one year	(5,698)	(4,589)	(3,658)	(3,485)	(4,092)
Net current assets	2,149	5,259	5,511	3,051	7,874
Total assets less current liabilities	136,689	135,548	133,925	131,190	137,530
Creditors					
Amounts falling due after more than one year	106,649	107,309	107,846	108,509	116,982
Provision for pension liability	3,307	2,462	2,745	2,542	2,748
Revenue reserves	26,733	25,777	23,334	20,139	17,800
Total assets less current liabilities	136,689	135,548	133,925	131,190	137,530

Income and Expenditure Account for the year ended 31 March 2019

	2019 £'000	2018 £'000	2017 £'000	2016 £'000	2015 £'000
Turnover	16,981	17,396	17,971	16,976	18,221
Operating costs	(11,016)	(11,443)	(10,988)	(10,982)	(11,731)
Operating surplus	5,966	5,953	6,983	5,994	6,490
Surplus on sale of housing properties	22	434	874	1,792	876
Interest receivable	19	12	15	24	41
Interest payable	(3,997)	(4,011)	(3,909)	(5,686)	(3,159)
Surplus on ordinary activities before taxation	2,010	2,388	3,963	2,124	4,248
Taxation					
Tax on surplus on ordinary activities	0	0	0	0	0
Surplus for the year	2,010	2,388	3,963	2,124	4,248
Actuarial (losses)/gain in respect of defined benefit pension scheme	(1,053)	55	(768)	215	(135)
Total recognised surplus relating to the year	957	2,443	3,195	2,339	4,113
Retained surplus brought forward	25,777	23,334	20,139	17,800	13,687
Retained surplus carried forward	26,734	25,777	23,334	20,139	17,800



Advisors

External Auditors

BDO LLP
2 City Place
Beehive Ring Road
Gatwick
West Sussex RH6 OPA

Internal Auditors

Mazars LLP
(to 31 March 2019)
Tower Bridge House
St Katherine's Way
London E1W 1DD

RSM Risk Assurance
Services LLP
(from 1 April 2019)
25 Farringdon Street
London EC4A 4AB

Legal Advisors

Devonshires LLP
30 Finsbury Circus
London EC2M 7DT

DMH Stallard
Gainsborough House
Pegler Way
Crawley
Sussex RH11 7FZ

TLT LLP
20 Gresham Street
London EC2V 7JE

Batchelors
Charles House
35 Widmore Road
Bromley
Kent BR1 1RW

Bankers

National Westminster Bank
115 The High Street
Epsom
Surrey KT19 8DX

Funders

The Royal Bank of Scotland
Level 7, Premier Place
2½ Devonshire Square
London EC2M 4BA

Santander
2 Triton Square
Regents Place
London NW1 3AN

M & G Investment
Management Ltd
5 Laurence Pountney Hill
London EC4R 0HH

Valuers

Jones Lang Lasalle Limited
45 Church Street
Birmingham B3 2RT

Financial Advisors

Centrus Advisors LLP
Mermaid House
2 Puddle Dock
London EC4V 3DB



Rosebery Housing Association
3rd Floor, Newplan House
41 East Street
Epsom
Surrey KT17 1BL

Telephone: 01372 814 000
Freephone: 0800 068 7664
Text: 07736 592260
Email: customerexperience@rosebery.org.uk
www.rosebery.org.uk

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