

Annual Report

& ACCOUNTS 2010-2011



ELDON
HOUSING ASSOCIATION LTD



BOARD OF MANAGEMENT

David A Scott – *Chairman*
Gerald Ellis, JP – *Deputy Chairman*
Andrea Cannon, BA, FCIH
David Clark, JP, C.Eng., MICE, MIWEM
Ethel Dixon – *Tenant Member*
Martin P Doughty, BSc., MRICS
Colleen Guy, MA., HRS
Piers J S Hubbard, FCA
Maria Linford, RGN
James McClelland, MA *retired September 2010*
Warren Myles, MCIH
Eileen Nutting, MCIH
Joyce E Trotman, BA ARTS (London)
Kevin Wheeler, MA, MCIH

AUDIT COMMITTEE

Piers J S Hubbard – *Chairman*
Andrea Cannon
Gerald Ellis
Maria Linford
Eileen Nutting
Kevin Wheeler

FINANCE & GENERAL PURPOSES COMMITTEE

Gerald Ellis – *Chairman*
Martin P Doughty
Piers J S Hubbard
Warren Myles
Eileen Nutting
David Scott
Kevin Wheeler

REMUNERATION COMMITTEE

Gerald Ellis – *Chairman*
Colleen Guy
Piers J S Hubbard
Kevin Wheeler

TENANT SERVICES COMMITTEE

Andrea Cannon – *Chairman*
David Clark
Ethel Dixon
Colleen Guy
Maria Linford
Joyce E Trotman

SENIOR MANAGEMENT TEAM

Elizabeth Rangé MRICS – *Chief Executive*
Deborah Mitchell ACCA – *Finance Manager*
David Nixon – *Facilities Manager*
Janice Hughes – *Registered Care Manager*

Profiles of our Board Members and Senior Management Team can be found on our website:
www.eldonhousing.co.uk

Chairman's Report 2011



The publication of our Annual Report and Accounts for the financial year 2010/11 marks the end of another period of achievement for the Association.

This Report shows that we continue to maintain a sustainable financial position as we work to provide high quality accommodation, support and services to the community in the London Borough of Croydon.

As well as looking after our tenants and their homes, we have always felt a responsibility to be an active partner with Croydon Council in meeting the growing housing needs of people in the Borough. This is demonstrated by the final completion and handover of the remaining Private Finance Initiative schemes, Addington Heights and Langley Oaks, which took place in May and June 2010.

These schemes bring new homes and services for the physically frail and people with dementia, and complete the ambitious programme which we embarked upon in 2006 with our partners in the Caring 4 Croydon consortium.

The Association's entire staff team works hard to ensure the smooth integration of our partnership responsibilities into our activities, while continuing to run the core business efficiently and keep our reputation with stakeholders.

Although this Report mainly deals with our achievements and other matters of interest relating to the past year, the Association will always look forward as well as back. During the year, we identified two existing schemes, which no longer meet modern standards of design or energy efficiency, for potential re-development. With these and other development opportunities in mind, the Chief Executive began discussions with Croydon Council with a view to a further partnership to assist in meeting the Borough's current needs.

I am very pleased to announce that Croydon Council have supported our proposed five-year development programme, resulting in an offer of over £1.15 million in grant from the Homes and Communities Agency. At a time when public sector funding is in short supply, only the most cost-effective bids for grant succeed. So this is a huge achievement for an Association of our size.

I am confident that, with the innovation, commitment and enthusiasm of the Board of Management and all our staff, the Association will continue to play a big part in meeting the housing needs of our community.

A handwritten signature in dark ink that reads "David A Scott". The signature is written in a cursive style and ends with a long, horizontal flourish.

David A Scott
Chairman





Our New Mission Statement

- To provide housing, support and services for people in housing need
- To work in partnership with Croydon Council in the provision of housing and services
- To maintain our performance and position as a Registered Provider
- To extend our Domiciliary Care Agency services within the community
- To maintain a high standard of management with a commitment to quality of service and tenant empowerment
- To assist small providers in maintaining independence
- To achieve the Government's Customer Service Excellence standard
- To invest in staff encouraging and promoting staff development and career progression



A New Mission Statement

An Excellent Future

The exciting achievements of the year have resulted in the review of the Association's Mission Statement which has in turn set more challenging aims and objectives to ensure we don't stand still and continue to grow whilst meeting the existing and future local needs.

Its priorities not only address maintaining its achievements in both accommodation and service provision but also demonstrate its desire to continuously improve to achieve excellence throughout its business.

This drive for excellence is embraced by the Board of Management and the entire complement of staff throughout and has begun through the recent restructure of the Head Office management team including the introduction of two new posts.

The new posts namely Head of Corporate Services and Care & Support Manager bring new skills to strengthen and complement the existing which has resulted in the creation of specialist teams with their own aims and objectives to provide excellent services to their customers.

The Tenant Services Team, Facilities Services Team and the Corporate Services Team have all identified the need to obtain an accreditation applicable to the Association's business and considered those available.

With the demise of the Government Charter Mark the Cabinet Office introduced the Customer Service Excellence Standard which can be applied to both public and private businesses alike and its promotional data states:

"Customer Service Excellence aims to bring professional, high level customer service concepts into common currency with every customer service by offering a unique improvement tool to help those delivering services put their customers at the core of what they do"

This customer focus approach attracted the further investigation into this accreditation and the guidance and recommended processes were considered for appropriateness throughout and it was agreed that this standard not only recognises high standards but provides for continuous improvement.

The ethos of this accreditation is demonstrated in its assessment for the award which is based upon achievement of goals to:

- Set standards and perform well
- Actively engage with customers, partners and staff
- Be fair and accessible to everyone and promote choice
- Continuously develop and improve
- Use resources effectively and imaginatively
- Contribute to improving opportunities and quality of life in the communities served

All of which the Association continues to aspire towards – demonstrated by our current and future commitment to quality customer focused services.



Elizabeth Rangé
Chief Executive



How We Stand Today

1. Allan House

General Family Accommodation
2 x Studio Flats
5 x 1-bed Flats

2. Bardsley Court

Flexible Care Sheltered Scheme
3 x studio flats
24 x 1-bed flats

3. Claremont Court

Ordinary Sheltered Scheme
11 x 1-bed flats
1 x 2-bed flat
3 x 2-bed bungalows

4. Coombe Road

General Family Accommodation
4 x 3-bed Flats
2 x 4-bed Flats

5. Fellows Court

Extra Care Sheltered Scheme
& Day Centre
32 x 1-bed Flats
8 x 2-bed Flats

6. Garden Court

Ordinary Sheltered Scheme
24 x 1-bed flats
9 x 1-bed bungalows

7. Lindsay Court

Extra Care Sheltered Scheme
6 x Studio Flats
23 x 1-bed Flats

8. Westdene

Extra Care Sheltered Scheme
26 x Studio Flats
3 x 1-bed Flats
1 x 2-bed Flats

9. Head Office

13 staff based at
Banstead Road, Purley



The Association provides Facilities Management services to the buildings shown below in the form of Maintenance, Catering, Cleaning and Laundry.

10. Addington Heights

50 – bed Residential Care Home
& Day Centre

11. Heavers Resource Centre

60 – bed Residential Care Home
& Day Centre

12. Langley Oaks

40 – bed Residential Care Home
& Day Centre

Our Performance

The Association implemented a survey of its tenants in March 2011 randomly selecting 10 tenants from each scheme to receive the questionnaire.

The survey in the main produced favourable results with 84% of the tenants surveyed being very satisfied or satisfied with the services provided by the Association and 3% being dissatisfied.

Tenants were asked to indicate the three most important factors in relation to their tenancy, the top five selected were:

Important Factors	Very Satisfied /Satisfied
Keeping tenants informed	80%
Taking tenant's views into account	88%
Repairs and maintenance	60%
The alarm call system	80%
The Scheme Manager	71%

Having reviewed the results result shown above the Association amended its Repairs and Maintenance reporting system and reports are now recorded through the Facilities Management Help Desk facility which has proved to be a useful monitoring tool.

Another result of the survey is that the Senior Management Team plans to implement information sharing presentations within the already established tenants meetings with a view to further involving tenants in the running of their schemes.

These presentations will include Safeguarding Vulnerable Adults, Equality & Diversity, Fire Awareness, Health & Safety, Nutrition & Diet, Dementia Awareness and Repairs & Maintenance.

In addition to the above computers with internet access will be installed in communal lounges throughout the coming year and improvements made to the accessibility of our website.

A revised Tenant's Charter will also be adopted and issued to all tenants and staff reaffirming the Association's continuing commitment to housing excellence and a high standard of support and service.



Facts and Figures

STOCK

The Association's stock did not change during this year and remains at:

13 General Family units

- 2 studios
- 5 one-bedroom
- 4 three-bedroom
- 2 four-bedroom

48 Ordinary sheltered units

- 35 one-bedroom
- 9 one-bedroom bungalows
- 1 two-bedroom
- 3 two-bedroom bungalows

27 Flexible Care units

- 3 studios
- 24 one-bedroom

99 Extra Care Units

- 32 studios
- 58 one-bedroom
- 9 two-bedroom

The Association has 7 units within a purpose built development providing accommodation for the recovering mentally ill which are managed by a specialist housing association.

LETTINGS

There were 34 lettings in the year to 31st March 2011

Source of referrals

- 21 Direct Applications
- 11 Croydon Council/Social Services
- 2 Internal Transfers

The type of accommodation let

- 24 Extra Care
- 10 Ordinary Sheltered

The Association aims to let its void properties with 4 weeks of the void date and in the past year 47% of the flats were let within the target period with 36% being let between 5-10 weeks and the remaining 17% in 11 weeks or more.

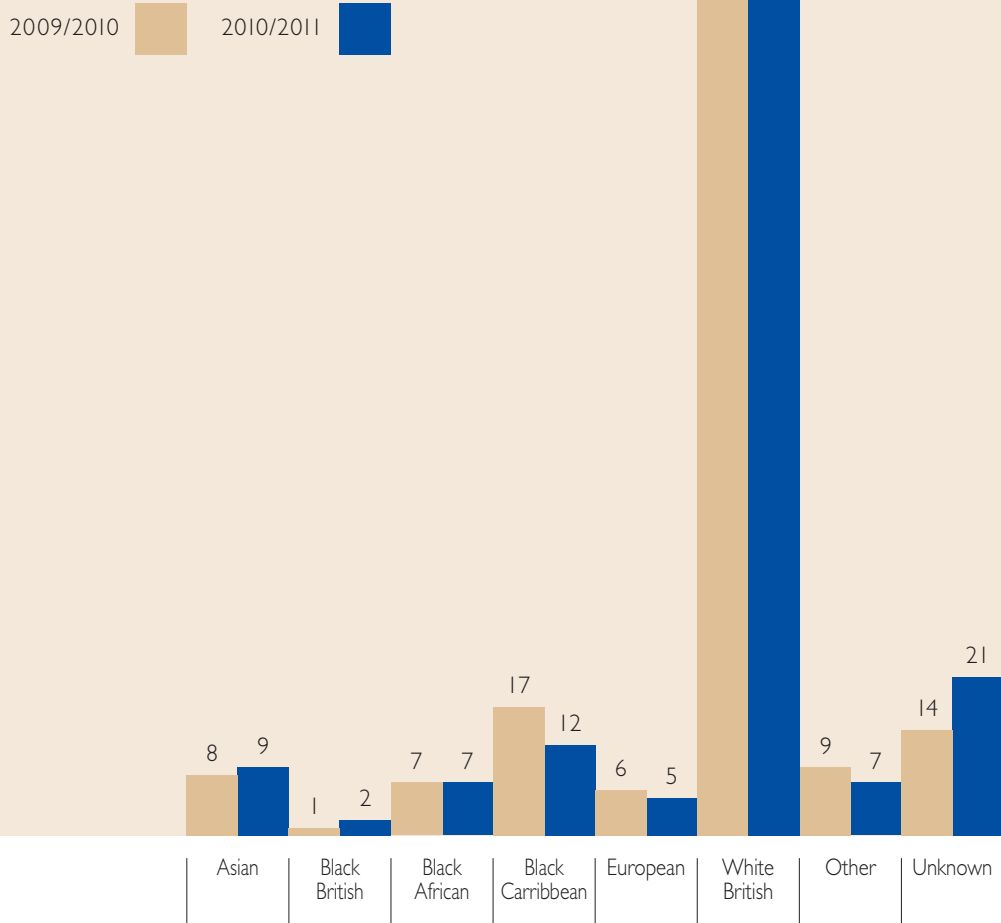
Delays in letting accommodation continue to be due to lack of suitable applicants or inappropriate accommodation i.e. studio flats available and applicants only wishing to consider one-bedroom accommodation. As a result of this the Association is actively looking at the future of its stock in terms of suitability.

The Association held 2 'open afternoon' events at its Extra Care schemes which resulted in void flats being let. These type of events will be held throughout the coming year in order to promote void flats and strengthen the waiting list.

In the summer of 2010 the Association provided assistance to Ability Housing Association by providing temporary accommodation to 3 of its tenants made homeless as a result of a fire.



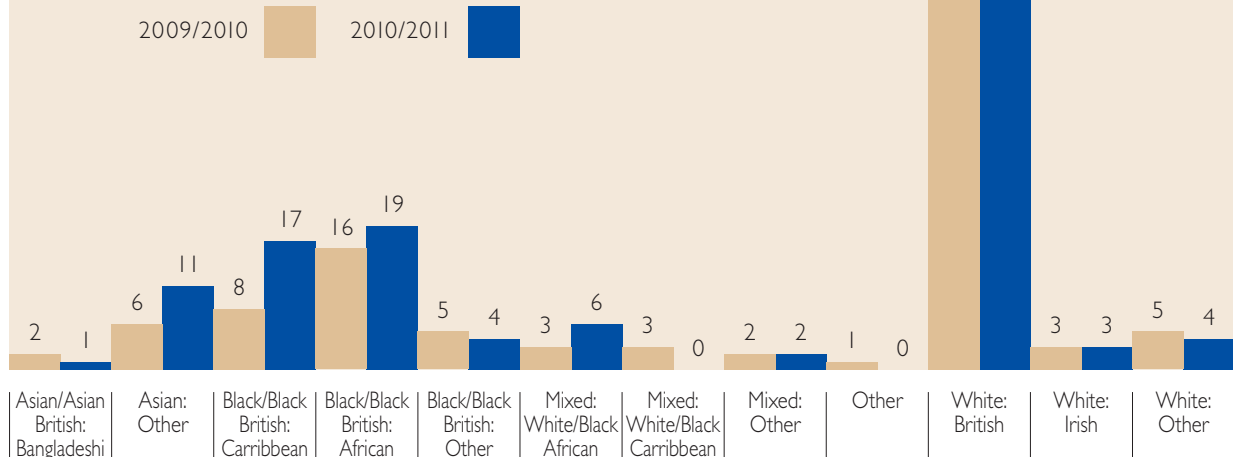
ETHNIC ORIGINS OF OUR TENANTS



OUR STAFF

31st March 2010 – 114 staff | 31st March 2011 – 126 staff

ETHNIC ORIGINS OF OUR STAFF



Financial Statements

INCOME AND EXPENDITURE ACCOUNT

For the year ended 31st March 2011

	2011	2010
	£	£
Turnover	4,217,672	3,585,988
Operating Costs	-3,147,033	-2,536,556
Operating Surplus	1,070,639	1,049,432
Interest Receivable	11,553	4,243
Interest Payable	-782,966	-786,400
Surplus For The Year Before Transfers	299,226	267,275
Transfer to/from Designated Reserves	-246	-1,481
Surplus For The Year After Transfers	298,980	265,794
Revenue Reserves At Start of Year	2,528,575	2,262,781
Revenue Reserves At End of Year	2,827,555	2,528,575

BALANCE SHEET

as at 31st March 2011

	2011	2010
	£	£
Fixed Assets		
Tangible Assets		
Housing Properties	21,074,736	21,199,804
Less Housing Association and Other Grants	-5,772,221	-5,772,221
	15,302,515	15,427,583
Other Fixed Assets	847,375	856,922
	16,149,890	16,284,505
Investments	201,500	2,500
	16,351,390	16,287,005
Current Assets		
Debtors	210,512	169,906
Cash at Bank and in Hand	617,747	438,085
Deposit Account	42,461	227,838
	870,720	835,829
Less Creditors		
Amounts Falling Due Within One Year	-676,340	-541,051
Net Current Assets	194,380	294,778
Total Assets Less Current Liabilities	16,545,770	16,581,783
Creditors		
Amounts Due After More Than One Year	13,707,604	14,042,837
Capital and Reserves		
Called-up Share Capital	124	130
Restricted Reserves	0	0
Designated Reserves	10,487	10,241
Revenue Reserves	2,827,555	2,528,575
	16,545,770	16,581,783

GOVERNANCE AND REGULATION

Excellence in Governance Code

The Association is committed to the spirit and essence of the Excellence in Governance code published by the National Housing Federation and it complies with the Code in all areas except the maximum term of office for Board Members and the creation of a formal document outlining the responsibilities of the Chairman.

Excellence in Standards of Conduct Code

The Association adheres to all aspects of the Excellence in Standards of Conduct Code which is evidenced through its Employment documents, Board of Management Handbook and the work of the Audit and Remuneration Committees.

Formal assessments of both Codes in terms of compliance and breaches will be carried out in 2011/12 and reported to the Audit Committee and thereafter reviewed annually.

Auditors

Beever and Struthers
Alperton House
Bridgewater Road
Wembley
Middlesex HA0 1EH

Bankers

Allied Irish Bank (GB)
St Helens
1 Undershaft
London EC3A 8AB

Barclays Bank PLC
1 Churchill Place
London E14 5HP

Solicitors

Glynis A Johnstone
Gallets
High Street
Limpsfield
Nr. Oxted
Surrey RH8 0DT

Trowers & Hamlins
Sceptre Court
40 Tower Hill
London EC3N 4DX

ELDON HOUSING ASSOCIATION LTD

A Charitable Housing Association

Registered Office

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020 8668 9861

info@eldonhousing.co.uk

www.eldonhousing.co.uk

Registered under the Industrial and Provident Societies Act 1965 – No. 24341R

Registered by the Tenant Services Authority – No. L3262

Member of the National Housing Federation – iN Business to support people

Accepted as a charity for tax purposes by the Inland Revenue under their reference XN 64127

Registered with the Care Quality Commission as a Domiciliary Care Agency

