

eldon

2015-  
-2016

ANNUAL REPORT

eldon housing

# Chairman's Report

I am pleased to present the Association's Annual Report and Financial Statements for the year ending 31st March 2016.

The year has seen turmoil in the housing industry caused by Government's policy to increase support for home ownership and reduce support for affordable social housing. The Government's decision that Housing Association's must reduce social housing rents by 1% per annum for 4 years from April 2016 affected only 17 of the Association's flats as the majority of its stock is supported housing which was excluded for the first 12 months.

The Board held a successful 'Away Day' in January 2016 where a new 5-year strategic plan was agreed as shown on pages 5 and 6. The Board of Management and the Senior Management Team are fully committed to achieving the six main objectives of this new strategy.

The Association's Affordable Housing Programme 2010-2015 came to an end with tenants moving in to Allan House, a 14 flat semi independent living scheme, in January 2016. The Association does not intend to stand still and future projects include the redevelopment of our Head Office site in Purley to provide affordable housing and an Extra Care sheltered housing scheme in East Grinstead. These developments will involve working in partnership with local developers, registered providers and agencies working with older people to provide housing and services that meet local needs.

The Board was strengthened with the recruitment of Ms. Anne Chapman and Mr Richard Stokes who bring legal, housing and property experience; they will formally join the Board at the September Annual General Meeting.

The Finance Team has also been strengthened with the appointment of Mr Darren Eade as Head of Finance; Darren has extensive knowledge and understanding of Housing Association finances which is of considerable benefit to the Association.

A challenge for the Finance Team this year has been the changes to Financial Reporting Standards which require Housing Associations to move to accounts based on more standardised international rules after 1st January 2015. The summarised Financial Statements enclosed with this Annual Report are in line with the new FRS 102 directive.

At the 2015 Annual General Meeting the Association's Deputy Chairman, Mr Gerald Ellis, retired. Gerald was instrumental in many of the Association's successful business achievements and in recognition of his 10 year service to the Board, during which the Association doubled in size and diversity, he was appointed Honorary President of the Association.

The Association also lost its valued HR advisor, Mrs Colleen Guy, who retired at the Annual General Meeting after 5 years service. On behalf of the Association I would like to extend sincere thanks to Colleen and Gerald for their time and commitment.

The Association’s Tenant Services Team continues to work closely with the Eldon Tenants’ Panel. The Panel, chaired by tenant Peter Thomas, acts as the voice of tenants within the Association and the Board has established regular contact with this group.

On behalf of the Board I would like to thank all of Eldon’s staff for their commitment and for ensuring that the standard of services and welfare to tenants and the reputation of the Association have been maintained during the year.

Also my sincere thanks to all Board members for their advice, input and support throughout the year and I look forward to working with the Board and the Eldon Staff team to provide management and services of a high standard throughout the organisation in the coming year.



*Alan Catterick*

**Alan Catterick**

Chairman



“I feel safe, happy and help is always at hand if needed”



MARTEN  
HOUSE

ASHDOWN  
HOUSE

ALLAN  
HOUSE

JOAN NIGHTINGALE  
HOUSE

LINDSAY  
COURT

30A  
RUSSELL  
HILL

GARDEN  
COURT

FELLOWS  
COURT

BARDSLEY  
COURT

CLAREMONT  
COURT

WESTDENE

169-171  
COOMBE ROAD

# Chief Executive's Report

Through its 35 years life Eldon Housing Association has embraced challenges and successfully survived changes in funding support, rent controls, Local Authority Strategies and changes in the needs of people within its area of operation and have 'stepped up to the plate' to respond and provide solutions to local needs as they arose.

I would like to take this opportunity to recall some of the milestones in our 35 year history.

Back in 1993 Croydon Council needed to rehouse 6 extended families from their homes in Coulsdon South to make way for the Coulsdon Bypass. We redeveloped our land bank site in Coombe Road to provide 4 x 3 Bedroom flats and 2 x 4 Bedroom flats. 5 of the 6 the families rehoused at that time have remained our tenants.

In 1998 Croydon Council changed its Social Services care delivery to private Extra Care Schemes (we had two such schemes at this time). We responded by registering as a Domiciliary Care Agency and training our existing Home Help staff team to provide the care to our tenants. This not only changed our approach to management and service delivery it provided an opportunity to grow our business in another direction.

In 2004 Croydon Council successfully obtained financial support from Central Government in the form of Private Finance Initiative credits to enable them to fund the closure of 7 outdated residential care homes and build 3 modern Resource Centres providing residential accommodation, day centre facilities and offices.

The Association responded to this change in the Authority's provision by forming a Consortium

with a large PFI funder and experienced housing developer, now known as Caring 4 Croydon, and successfully tendered for the 30 year contract which included the addition of an Extra Care sheltered scheme. In 2006 the contract was finalised and the Association embarked upon its first Facilities Management contract, a new venture providing yet another business opportunity for future expansion.

2011 saw the Association achieve Investment Partner Status with the Homes and Community Agency and the Greater London Authority enabling us to continue accessing Government Grants to respond to local requirements for general needs housing.

In the last 12 months we have responded to Croydon Council's urgent need to relocate tenants in its Mental Health Service by transferring our newly built 14 unit step-up accommodation (Allan House) to the new Mental Health Supported Housing provision.

These key points in our history, together with an on-going development programme, have seen us grow from a 21 bed nursing home and 18 flat sheltered housing unit in 1981 to 242 units in 12 housing schemes in 2016 (their names are shown opposite).

We continue to look at ways to strengthen our diverse business as a housing and service provider for the local community.



**Elizabeth Rangé**  
Chief Executive



# Strategic Objectives

The Association has recently updated its Strategic Objectives for years 2016 – 2020 and its Senior Management Team have produced an action plan to ensure the desired outcomes are achieved within the 5 year time frame.

## Finance and Compliance

To ensure we remain financially viable with sufficient resources to meet our mission, contractual commitments and regulatory requirements by:-

- continuing to maximise income through rent and service charges and partnership contracts
- investing in our properties to ensure they continue to meet the needs of our present and future stakeholders
- maintaining compliance with Loan Covenants, Regulatory Standards and the National Housing Federation's Code of Governance

## Sustainability

To strengthen our business and maintain our position as an independent Housing Association by:-

- reviewing the future of our Domiciliary Care Agency
- considering the expansion of our Facilities Management services
- considering the expansion of our Administration services
- considering possible mergers or acquisitions
- identifying partners to work with to meet our objectives and agree how we will work with them

## Life Chances

To enhance the life chances of our tenants by:-

- continuing to encourage and support tenants to remain independent including signposting tenants to groups, clubs and providing information and support on volunteering
- empowering tenants to be involved, as much or as little as they wish, with the running of their home and the services they receive
- assisting our tenants to access benefits in order to enhance their economic wellbeing

“We are very happy tenants - thank you”



“I am very happy and the staff are great”

## People

To attract and retain skilled and motivated staff and continue to invest in our people to maintain our performance by:-

- retaining an aspirational and motivated leadership team
- continuing to recognise and acknowledge the value of our staff
- continuing to provide tailor made training and development programmes
- providing the best possible working conditions

## Services

To be a high performing Housing Association which delivers services that are valued by its stakeholders and the wider community by:-

- constantly reviewing our services and contracts to ensure high standards are maintained
- continuing to assess through consultation the level and quality of services our stakeholders need
- achieving a Customer Services Excellence accreditation

## Governance

To maintain high standards of governance by:-

- adopting the National Housing Federation's Code of Governance (2015 Edition)
- ensuring the voluntary Board of Management comprises people with relevant professional skills and expertise to manage the current business and support our desired objectives
- enabling our Board of Management to take responsibility for policy, the overall management of the Association and to plan and direct the Association's strategy effectively

# Facilities Management Team

The Association's Facilities Management team comprising Facilities Manager, Assistant Facilities Manager, Administrator, Maintenance Officers, Premises Manager/Officers, Catering, Laundry and Domestic staff makes up 60% of the Association's 100 plus staff complement.

The majority of the team are based in 3 Croydon Council Resource Centres through the Association's Facilities Management Contract, which is part of the Council's Homes for the Future (New 4 Old) PFI Project, the remaining staff work in our own sheltered housing schemes or Head Office.

In 2015 the Association commenced a programme to future proof fire alarm systems within our sheltered housing schemes to provide more detailed information to the Fire Brigade in the event of an emergency. Also to upgrade warden call systems to enable our tenants to continue to remain independent through assisted living technology such as aids for the hard of hearing and fall sensors.

Domestic staff working in the Croydon Council Resource Centres were trained to clean to BICSc (British Institute of Cleaning Science) standards during the last 12 months. This programme of training resulted in all these staff members receiving the BICSc Licence to Practice accreditation. The Association's training methods and procedures are assessed on an annual basis by BICSc to ensure our standards are maintained.

A total of 4015 calls were received by the Association's Help Desk in the 12 months up to 31st March 2016 - 98% of calls from the Association's own schemes and 99% from the Homes for the Future schemes were responded to within the laid down rectification times. In the 7 years that the Help Desk facility has been in operation the team's response times have never dropped below our 97% target.

A programme which will see WI-FI installations at all of the Association's schemes commenced in 2015. This installation allows the tenants to connect their devices and browse the internet either in their own flat or the communal lounge area with no requirement for their own broadband connection. A PC is also provided in the communal lounges for the tenants to use if they do not have their own device.

In addition to the ongoing programmes detailed above the capital expenditure and cyclical works in the next 12 months will include upgrades to access control equipment and replacement lounge furniture at one of our Extra Care Schemes, redecoration of the communal areas at another Extra Care scheme and replacement carpets at two sheltered schemes.

**David Nixon**  
Facilities Manager



## Facilities Management Help Desk 1st April 2015 – 31st March 2016

Our Freephone Help Desk facility is available 24 hours a day 7 days a week. During office hours it is manned by our Services Administrator based at Head Office and out of hours, including weekends and Bank Holidays, by our Maintenance Officers on a rota basis.

The majority of reports received by the Help Desk from our own tenants or staff are maintenance based whereas the reports received from Croydon Council’s Homes for the Future Schemes include maintenance, domestic and catering issues where the contract requires everything no matter how small to be reported through our Help Desk.

The Facilities Management Team’s target is to respond to 97% of reports within the laid down rectification times and once again we have exceeded this target for both Eldon Schemes and Croydon Council’s Homes for the Future Schemes.

	2014/2015	2015/2016
Total number of reports to Help Desk	4306	4015
Reports from Eldon Schemes	1286	1260
Reports from Eldon Schemes responded to within laid down rectification times	1280 99%	1246 98%
Reports from Homes for the Future Schemes*	3020	2755
Reports from Homes for the Future Schemes* responded to within laid down rectification times	3015 99%	2739 99%

\* The Homes for the Future Schemes where the Association provides full Facilities Management services comprise  
 40, 50 and 60 Bed Registered Care Homes  
 40 Flat Extra Care Sheltered Housing Scheme  
 Day Centres and office accommodation

“ maintenance staff are top notch - always helpful and courteous to me ”



“ pleasant environment, friendly helpful staff and a well maintained complex ”

# HR Team

The Employee Forum , which comprises 7 members representing all areas of the Association's business, continues to meet quarterly and 2015 saw the successful implementation of the HealthCare Cash Plan and 24 hour Employee Assistance Programme as a direct result of suggestions from the Forum.

Employee Welfare remains a key part of the Employee Forum's agenda and the introduction of further cost effective welfare benefits for staff will be discussed during 2016.

Feedback from the Employee Forum also suggested an appetite for some team building bringing frontline staff and the Head Office Team together. This resulted in an agreement to host an Eldon Housing Christmas Party, this was a huge success giving everyone the opportunity to 'put a face to the name' and generally have a good time.

2015 saw the introduction of the National Living Wage which effectively replaced the National Minimum Wage for employees over the age of 25. The Association is proud to say that all staff are paid above this amount and that we continue to uphold our commitment to pay at least the UK Living Wage which is £8.25ph.

We continue to maintain a highly demanding training schedule for all our operational staff, ensuring each staff member is correctly trained for the job they do, therefore enabling the Association to continue to provide high levels of service delivery whilst continuing to develop our staff team.

In January 2016 we started the consultation process with both staff and tenants at Lingfield Lodge in East Grinstead regarding its proposed closure. The building was old with several extensions and no longer fit for purpose and it had operated for some months with a high level of voids.

Following the consultations the decision was made to close the scheme which after further consultations unfortunately resulted in 5 staff being made redundant as the Association could not offer them alternative employment. We were however able to retain the House Manager, Caretaker and Domestic who are now based at Joan Nightingale House in Haywards Heath. The Association is extremely grateful to all the staff at Lingfield Lodge for their support during what was a difficult time for both them and the tenants.

**Jenny Haines**  
HR Business Partner



“ staff and maintenance team are amazing - thank you

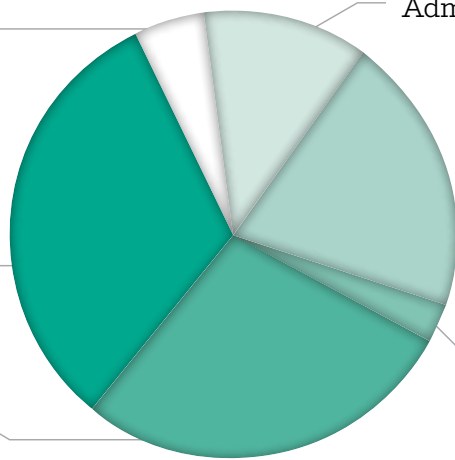


# Our Staff

5% Premises and Maintenance Team

32% Catering Staff

28% Laundry and Domestics



12% Management & Administrative staff based at our Head Office

20% Carers

3% Scheme based Managers

At 31st March 2016 we employed 124 members of full and part-time staff compared with 117 in 2015.

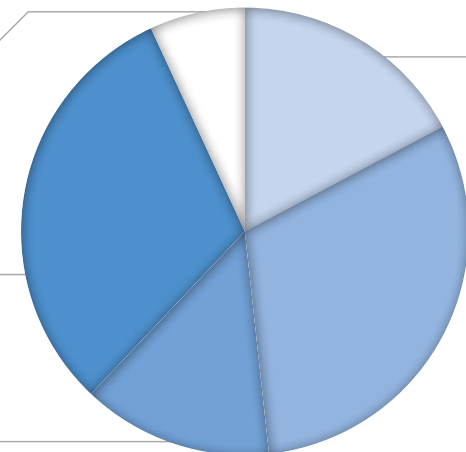
The staff turnover for the year was 18% which is lower than the industry average of 22%.

## 29 posts recruited:-

2 Premises and Maintenance Team

9 Catering Staff

4 Laundry and Domestics



5 Management & Administrative staff based at our Head Office

9 Carers

0 Scheme Based Managers

# Tenant Services Team

The Tenant Services Team is made up of a range of housing, care, support and domestic staff and is led by the Tenant Services Manager.

We have had another busy year with the team focussing on the development and training of staff, new partnerships, empowering tenants and service users and extending our Domiciliary Care service.

This year we have focused on developing our House Managers so that they have the necessary skills and knowledge to lead and develop their teams in readiness for integrated commissioning. We believe that investing in our staff is paramount to maintaining a highly motivated and happy workforce, which in turn ensures that tenants achieve the best possible outcomes through the Association's housing, care and support operations.

Our Domiciliary Care Agency was extended to include specialist care services to tenants with Dementia living at Westdene, one of our Extra Care Sheltered Housing schemes. This increased our care delivery services to just under 400 hours per week across 3 schemes, this is a significant increase for Eldon as our Domiciliary Care provision is currently only delivered to a small percentage of our tenants.

January 2016 saw the opening of the newly built Allan House which resulted in the Association successfully assisting Croydon Council in meeting their strategic objective in relocating their mental health service. This scheme provides 14 one – bedroom flats for semi independent living. The support service is delivered by Look Ahead Care and Support with Eldon providing housing management services. This partnership enables the needs of local people to be met and will reduce the need for residential placements, thus creating efficiencies for all parties.

Our Tenants' Panel (formed in 2014) has evolved even further this year with 8 members and representation from the majority of our schemes. The panel members are now engaging with our Board of Management routinely on strategic matters, service improvement and development. In the coming year, though liaison with the Tenants' Panel, we plan to involve our tenants in all aspects of service delivery such as recruitment and selection and the reviewing of policies and procedures to ensure that Eldon continue to deliver the right services to the right people.

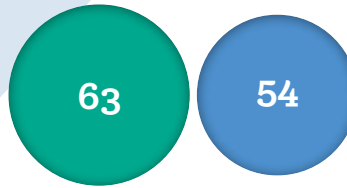
**Carleen Williamson**

Tenant Services Manager

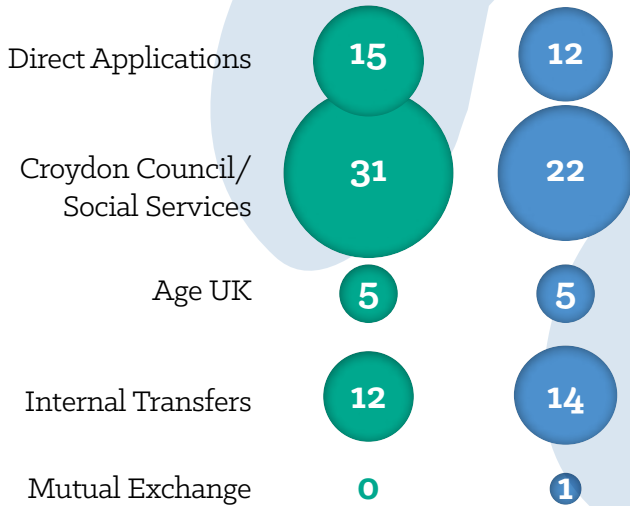
## Lettings 1st April 2015 – 31st March 2016

● 2014/15 ● 2015/16

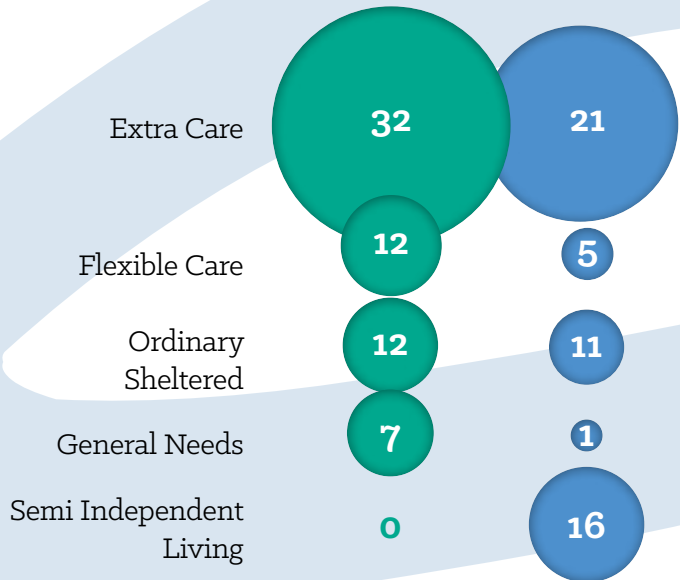
### Number of lettings



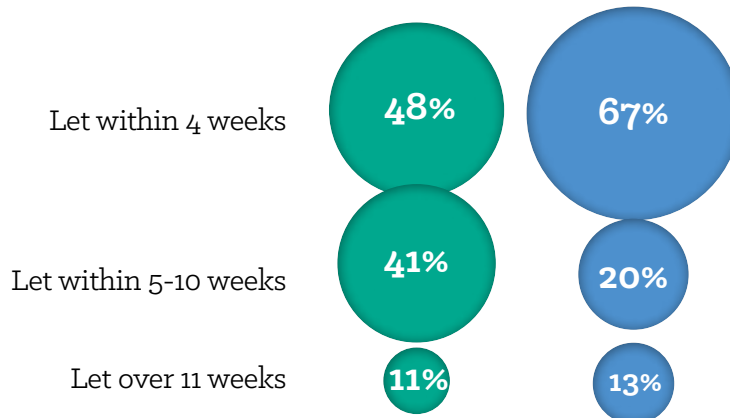
### Source of Referrals



### Type of Accommodation



### Void Achievements



In the last 12 months we have enhanced our levels of communication with agencies working with older people in order to improve our void performance and attract more suitable referrals. This has resulted in an improvement in the number of flats let within 4 weeks which increased to 67% compared to 48% in the previous year.

Waiting lists are held for applicants who are not eligible for inclusion on the Local Authority lists and at 31st March 2016 we had 3 applicants for Extra Care Housing and 7 for Ordinary Sheltered, no list is held for our general needs housing as these have 100% Local Authority nomination rights.

We aim to increase the number of applicants on our waiting list with promotions targeted at day centres, lunch clubs and other older peoples groups plus hosting open days and continuing to expand our network of contacts within agencies working with older people.

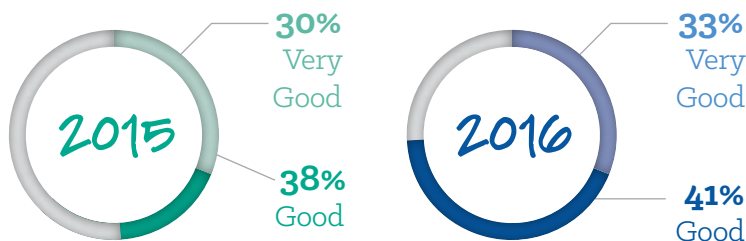
# Tenants Survey 2016

199 surveys were distributed to our sheltered housing tenants compared with 197 in 2015. The response rate of 55% is down from 64% last year and as a result of this reduction we will review the timing and content of the surveys in addition to ensuring that support provided to complete the surveys remains adequate.

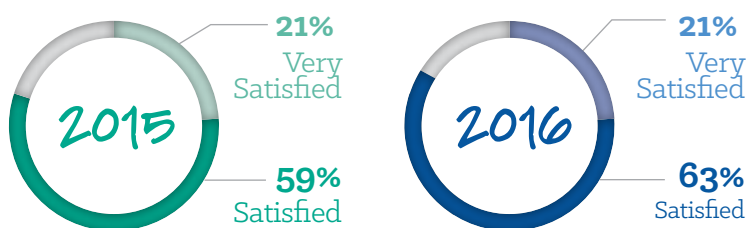
Our ratings as Landlord continue to improve with our 'Excellent' rating increasing from 29% in 2015 to 30% and 'Good' from 51% to 55%.

The following extract from our survey shows the results in key areas that are important to our tenants.

## Keeping Tenants Informed



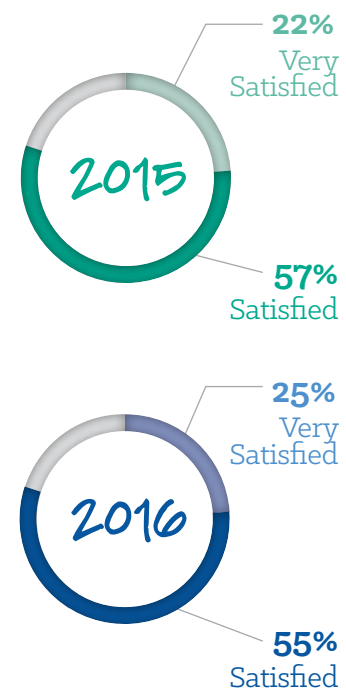
## Taking Tenant's Views Into Account



## Repairs & Maintenance



## Value for Money for rent



Our tenants are provided with the results for their individual schemes and receive a 'You Said – We Did' letter by way of a follow up to the survey.

# eldon housing

## **Eldon Housing Association Ltd** (a Charitable Housing Association)

Registered Office  
7 Banstead Road, Purley  
Surrey CR8 3EB

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e: [info@eldonhousing.co.uk](mailto:info@eldonhousing.co.uk)  
w: [www.eldonhousing.org](http://www.eldonhousing.org)

Registration Number: L3262

Industrial and Provident Society Number: 24341R

A Member of the National Housing Federation

Registered with the Care Quality Commission as a  
Domiciliary Care Agency

Accepted as a Charity for tax purposes by  
HM Revenue & Customs Number: XN64127

## **Our Board**

Alan Catterick. CIHM, MSME (USA) – Chairman

Leslie Clark. CIHM

Gerald Ellis. JP - Retired September 2015

Martin P Doughty. BSc., MRICS

Dan Gower-Smith. CMgr FCMI

Colleen Guy, MA. HRS - Retired September 2015

Warren Myles. BA (Hons), CIHM

Eileen Nutting. CIHM

Aedola Oke. Bsc, MBA, CIHM

David Scott

Kevin Wheeler. MA, CIHM

## **Auditors**

**Nexia Smith & Williamson  
Audit Limited**  
25 Moorgate  
London EC2R 6AY

## **Solicitors**

**Batchelors Solicitors**  
Charles House  
35 Widmore Road  
Bromley BR1 1RW

## **Streeter Marshall**

74 High Street  
Croydon CR9 2UU

## **Bankers**

**AIB Capital Markets**  
St Helens  
1 Undershaft  
London EC3A 8AB

## **Barclays Bank PLC**

54 Lombard Street  
London EC3P 3AH

## **Unity Trust Bank PLC**

Nine Brindleyplace  
Birmingham B1 2HB

## **National Housing Federation codes of best practice**

The Association is committed to the 2015 Code of Governance published by the National Housing Federation. The Association complies with the Code in all material areas.

The National Housing Federation Code on Excellence in Standards of Conduct was published in January 2010 and the Association is compliant with this code.

PASSIONATE

PROFESSIONAL

CARING