

# ANNUAL REPORT

2016-  
-2017

eldon

eldon housing

# Driving Improvement

At our 2016 Annual General Meeting a new Chairman, Eileen Nutting, was appointed. The outgoing Chairman, Alan Catterick, remains a Board Member and we thank him for his time and contribution during his 2 years as Chairman and for his continued support of the Association.

Eileen Nutting has been a member of the Board since 2010 and has a keen interest in quality service delivery, building innovative accommodation for older people and, together with the Chief Executive, has a strong desire to expand the business promoting partnership working and improving services.



## This year sees the first joint report by the Chairman and Chief Executive

### Service Delivery

In January 2016 we commenced a new partnership with Look Ahead Care Support & Housing who are Croydon Council's chosen mental health support provider. The Service Level Agreement details the specialist support services for our tenants at Allan House in Purley, this being our new semi independent scheme for people with mental health issues.

This operational partnership has proven to be a success for Allan House enabling our role as Landlord to dovetail with support services and ultimately give our tenants the tools to achieve independent living.

The care services at our Extra Care Scheme, Fellows Court, are provided by Croydon Council's specialist provider London Care. Our Welfare & Support Officer, Elaine Beveridge, is working closely with the London Care staff team at Fellows Court to provide activities and entertainment for our tenants that help to combat loneliness and isolation.

Both these schemes continue to demonstrate how Landlords and Specialist support providers can work together to improve services and enhance life balances and quality.

Feedback from our quality assurance surveys and liaison with service users shows that our Facilities Management Team continue to provide a caring and high quality service at the Association's own schemes and Croydon Council's Homes for the Future Resource Centres

At our Board Away Day earlier this year we took part in a Dementia Friends Awareness session hosted by a volunteer from The Alzheimer's Society from which the Association has become a recognised Dementia Friendly business with all staff being Dementia aware. This awareness ensures that our services are delivered sympathetically and considerately.

Following an assessment in December 2016 we were awarded a Customer Service Excellence accreditation. We are proud to receive this Hallmark which acknowledges the high standard of customer service to be found in every aspect of our business, to quote the Assessor "Eldon sets the bar high when it comes to customer service". We congratulate our entire staff team for their part in our achieving this accreditation.

We continue to provide professional services to our clients and will be seeking to improve and build on these relationships in the coming year.

By working closely with our partners and stakeholders we are meeting our strategic objective to be a high performing housing association delivering services that are valued by our stakeholders.

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## Development

Our exciting new projects, one in Purley and the other in East Grinstead, reported in the Chairman's Report last year, are both to be redeveloped in partnership with other organisations.

The redevelopment of the Association's offices in Purley will provide social housing in partnership with the Purley Baptist Church, Optivo Housing (nee Amicus Horizon Housing Group), the Greater London Authority, Croydon Council and Thornsett Group PLC.

The redevelopment of the Association's redundant retirement home in East Grinstead will provide extra care housing for older people in partnership with Keepmoat Homes, West Sussex County Council and the Homes & Communities Agency.

Unfortunately, during the year unforeseen planning and environmental issues have delayed progress and both schemes will now not commence until 2018.

Whilst this is disappointing for the Association's business plan goals the lapse of time has enabled us to revisit our business strategy and concentrate upon improving other areas of the business.

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## Board of Management

Having persuaded two long standing Board Members, David Scott and Kevin Wheeler, to extend their service by one year, we retained their knowledge to assist in our review of business risks and future challenges as a result of the changes to our development programme.

We were fortunate to co-opt Hony Premal, an experienced Housing Professional, to our Board in March 2017 and through a skills audit we will ensure the Board has the correct mix of skills to support our Senior Management Team and to drive our developments and improvement strategy.

We thank all our Board Members for their support, their skills and their time which enables the Association to continue to look at ways to drive expansion and improvement.

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## Senior Management Team

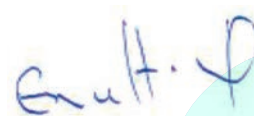
This year has seen the development of the Senior Management Team into becoming the collectively effective 'Leader' of the Association. This change in structure and operational improvement has resulted in releasing us to ensure our aims come to fruition.

On behalf of the Board we thank the Senior Management Team for their management of the business operations and also thank their staff, who sustain and improve our quality services to our customers, for their hard work and loyalty to the Association.

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## Tenants Panel

We would also like to thank the Tenants' Panel for their hard work and commitment to being the voice of the tenants of Eldon and working with us on developing our Charter. We look forward to continue working with them to ensure that Eldon continues to grow and develop whilst providing a high quality caring service.



**Eileen Nutting**

Chairman



**Elizabeth Rangé**

Chief Executive

# Annual Tenants' Survey 2017

The Annual Tenants' Survey document was reviewed this year by our Tenants' Panel who agreed percentage targets for each question. The percentage target set for 'Very Good/Very Satisfied' was 30% and 'Good/Satisfied' 60%.

193 surveys were distributed to our sheltered housing tenants compared with 199 in 2016. The response rate increased from 55% to 61% and exceeded the 60% target agreed with the Tenants' Panel.

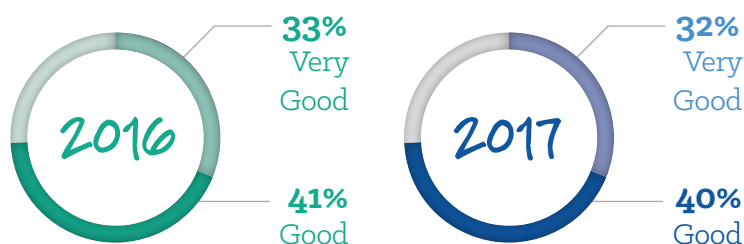
We also exceeded the 'very good/very satisfied' targets in respect of satisfaction with security, condition of the buildings, information sharing plus our domestic, catering, and care services.

We did not achieve the satisfaction targets in respect of our rating as a landlord, value for money for rent/services, dealing with enquiries, overall support services and help accessing other services.

The targets were ambitious and we knew these would not be easily met, our Senior Management Team are reviewing the results and will look at ways of working with our staff and the Tenants' Panel to improve results going forward.

The following extract from our survey shows the results in 4 areas that tenants feel are the most important.

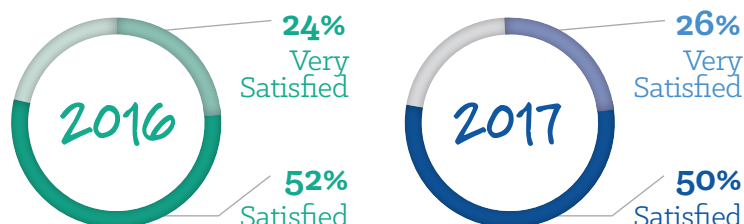
## Keeping Tenants Informed



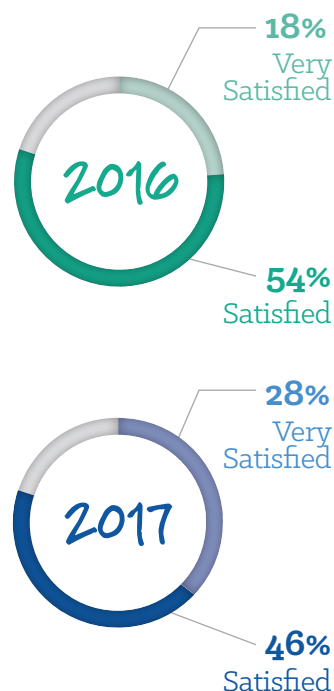
## Taking Tenant's Views Into Account



## Repairs & Maintenance



## Overall Support Services







GARDEN COURT



CLAREMONT COURT



BARDSLEY COURT



169-171 COOMBE ROAD



FELLOWS COURT



ALLAN HOUSE



JOAN NIGHTINGALE HOUSE



ASHDOWN HOUSE



30A RUSSELL HILL



MARTEN HOUSE



WESTDENE



LINDSAY COURT



# Facilities Management Team

69 members of the Association's 124 strong workforce are employed within the Facilities Management Team comprising Head of Operations, Facilities Manager, Assistant Facilities Manager, Administrator, Maintenance Officers, Premises Manager/Officers, Catering, Laundry and Domestic staff.

We continue to look at ways to improve the services provided to our tenants and the service users at Croydon Council's 3 Resource Centres and in the spring of 2017 our Facilities Manager completed a training course to enable her to provide in-house Chartered Institute of Environmental Health training to our Catering team. The Foundation Level in Food Safety provides our catering team with skills and knowledge to prepare and cook food that is safe for our service users. With approximately 444 meals freshly prepared throughout every day the on-going investment in training for our Catering staff is vital to ensure our high standards are maintained.

Our programme to install Wi Fi at our sheltered housing schemes has continued and is due for completion during the 2017/2018 financial year.

Our Domestic staff working at the Croydon Council Resource Centres are all trained to BICSc (British Institute of Cleaning Science) standards. This training, introduced in 2016, has proved successful and has now been rolled out to the Domestic teams working at our own Sheltered Housing schemes.

Our work to future proof our fire alarms systems has continued with upgrades to fire panels to provide more detailed information to the Fire Services in the event of an emergency. The Fire Brigade complete regular fire safety audits at our sheltered housing schemes to confirm that the Association remains compliant with fire safety legislation.

We are currently working with the Carbon Trust who are looking at possible energy saving opportunities for the Association which could form part of our future capital expenditure programme.

**David Nixon**

Head of Operations

“A pleasant environment to live in - well maintained inside and out”

“Brilliant - work could not have been better - first class”

“First Class food - I love the meals here, always very seasonal”

“The meals are excellent and you have a great choice”

“Very quick response and well explained - 10 out of 10”

## Facilities Management Help Desk

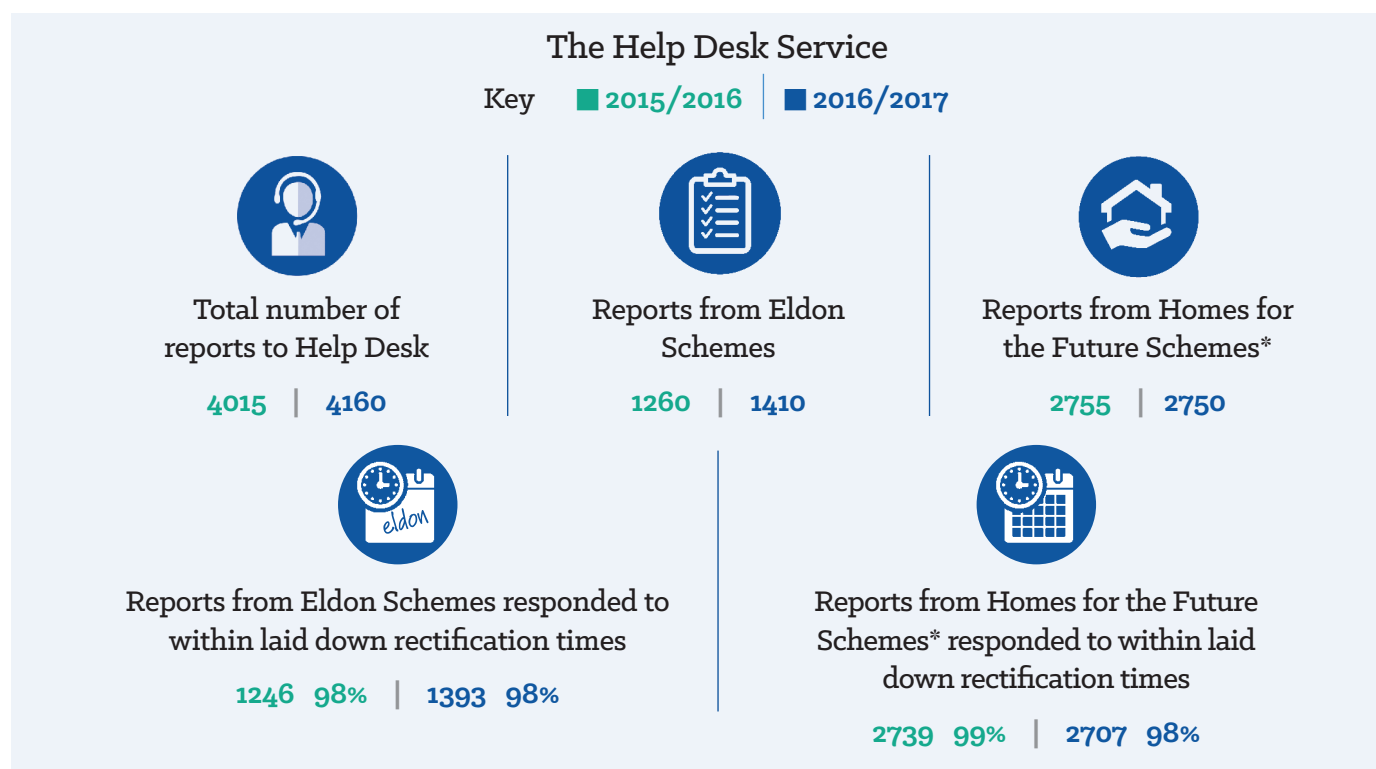
### 1st April 2016 – 31st March 2017

The Help Desk Service is available to our staff, tenants and clients 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 Facilities Management Team's target is to respond to 97% of reports within the laid down rectification times. For the last 5 years we have achieved either 98% or 99% and have never dropped below the 97% target since the Help Desk Service was established in 2009.

The majority of reports received by the Help Desk in respect of our own schemes 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 number of reports to the Help Desk in the last 12 months was 4160 giving an average of 11 reports per day. With 14 buildings to manage containing 235 sheltered/general needs flats and 150 Registered Care Home beds, plus Day Centres and Offices, 294 two course lunches and 300 Breakfast/Suppers prepared daily an average of 11 reports per day is an excellent result and is testament to the high standards set by the Association and the hard work of its staff and contractors.



\* The Homes for the Future Schemes where the Association provides full Facilities Management services comprise

Addington Heights, Milne Park West New Addington	50 Bed Registered Care Home + Day Centre and Office facilities
Heavers Resource Centre, Selhurst Road South Norwood	60 Bed Registered Care Home + Day Centre and Office facilities
Langley Oaks, Langley Oaks Avenue	40 Bed Registered Care Home + Day Centre and Office facilities

# Our Finances

## Statement of Comprehensive Income for the year ended 31st March 2017

	2017	2016
	£	£
<b>Turnover</b>	5,248,595	5,213,982
Total operating costs	(4,268,987)	(4,332,459)
<b>Operating Surplus</b>	<b>979,608</b>	<b>881,523</b>
Dividend receivable	15,852	—
Movement in fair value of investments	130,719	(29,139)
Loss on disposal of investments	—	(4,712)
Interest receivable	8,947	26,806
Interest payable and finance costs	(889,032)	(892,611)
<b>Surplus / (deficit) for the year</b>	<b>246,094</b>	<b>(18,133)</b>
<b>Other comprehensive income</b>		
Actuarial (loss) / gain on defined pension scheme	(203,000)	51,000
<b>Total comprehensive income for the year</b>	<b>43,094</b>	<b>32,867</b>

All amounts relate to continuing activities



# Statement of Financial Position

## as at 31st March 2017

	2017	2016
	£	£
<b>Fixed Tangible Assets</b>		
Housing Properties	18,068,443	18,183,621
Other Fixed Assets	982,569	960,865
Investments	943,879	816,790
	<u>19,994,891</u>	<u>19,961,276</u>
<b>Current Assets</b>		
Debtors	525,271	667,968
PFI Contract Debtor due After More Than One Year	8,401,828	8,658,462
Cash at Bank and In Hand	934,196	953,634
	<u>9,861,295</u>	<u>10,280,064</u>
<b>Less Creditors</b>		
Amounts Falling Due Within One Year	(1,193,169)	(1,183,423)
<b>Net Current Assets</b>	<u>8,668,126</u>	<u>9,096,641</u>
<b>Total Assets Less Current Liabilities</b>	<u><b>28,663,017</b></u>	<u><b>29,057,917</b></u>
<b>Creditors</b>		
Amounts Due After More Than One Year	(21,627,056)	(22,218,038)
<b>Provision for Liabilities and Charges</b>		
Pension Fund Liability SHPS	(544,000)	(594,000)
Pension Fund Liability LGPS	(292,000)	(89,000)
<b>Total Assets Less Liabilities</b>	<u><b>6,199,961</b></u>	<u><b>6,156,879</b></u>
<b>Capital and Reserves</b>		
Called-up Share Capital	114	126
Restricted Reserve	8,365	8,365
Revenue Reserve	6,191,482	6,148,388
	<u><b>6,199,961</b></u>	<u><b>6,156,879</b></u>

# HR Team - Annual Report

This year saw the introduction of the Care Certificate training programme to all our care staff. The Care Certificate was developed jointly by Skills for Care, Health Education England and Skills for Health and covers the core standards that our carers will need during their everyday work.

This certificate is a key part of the continued development of our care staff and gives confidence to all stakeholders that our care and support staff have the right skills, knowledge and behaviours to provide compassionate, safe and high quality care and support. The care staff that commenced the training programme last year are progressing well and are due to complete their training by the end of 2017 at which point they will be awarded their Care Certificate.

In addition to this we continue to maintain a comprehensive mandatory and development training programme for all staff across each area of the business, ensuring that they are correctly trained to provide high levels of service delivery.

The House Managers at our extra care schemes are taking on the responsibility of Registered Manager at their scheme, meaning that each site will be registered with CQC. This change is intended to both enhance the role of our House Managers, but also better reflect the way in which our care services are delivered i.e. within our own schemes to our tenants as opposed to out in the community.

We are excited to launch our new Employee Excellence Award, an initiative designed to acknowledge and reward members of staff who have gone that extra mile, doing great work over and above their normal job. The first nominations will be considered by the Employee Forum at the end of August with the chosen winner receiving a £25 voucher alongside their name in the staff newsletter and Link Magazine.

For a long time we have been keen to offer an Apprenticeship within our Facilities Management Team and in March we teamed up with a local college to recruit to this role. This is a really exciting opportunity for the Association which will not only enhance our Facilities Management Team and support our succession plan, but also provide a great learning opportunity to someone looking for a career in this industry.

Following the Association's success of achieving our Customer Excellence Accreditation we were keen to explore ways in which we could support our community and give something back and an idea was born to choose a charity to support for the year. The Employee Forum suggested The Alzheimer's Society which was given the thumbs up by our Tenants' Panel and plans are progressing to fundraise for this worthwhile cause.

We are already gearing up for this year's Christmas Party. This will be the 3rd consecutive year Eldon has hosted this event which provides a great opportunity to thank all our staff for their hard work and commitment, as well as enabling them to meet other members of the team that they may not otherwise meet.

**Jenny Haines**  
HR Business Partner

“I am very grateful that we have staff to go to and always get a speedy response - can't fault them”

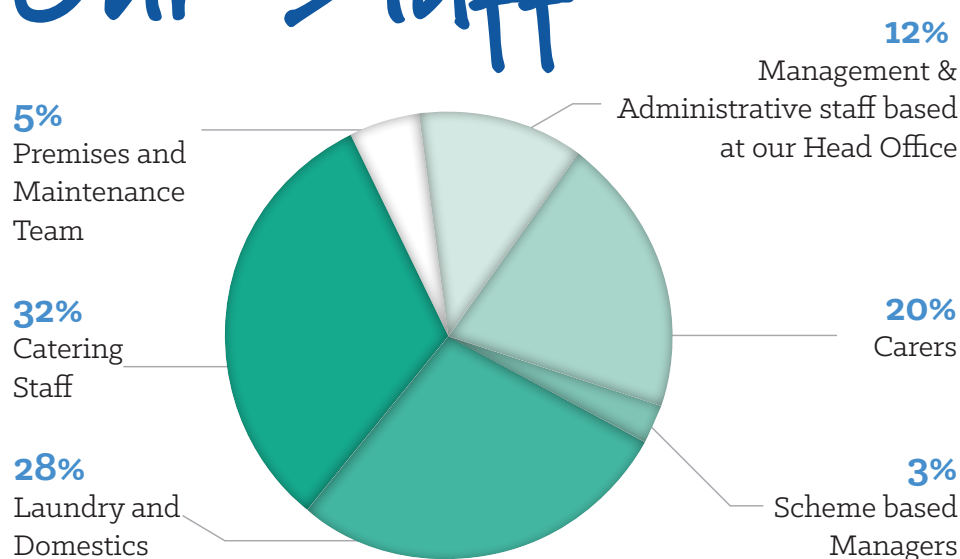
“The staff team are excellent without their helpful and kind ways it would not be the happy home that it is”

“The Carers are very attentive and the Manager extremely good”

“Compliments to all the staff - I am very happy”

“The staff are all very patient with us - it's good to have them around”

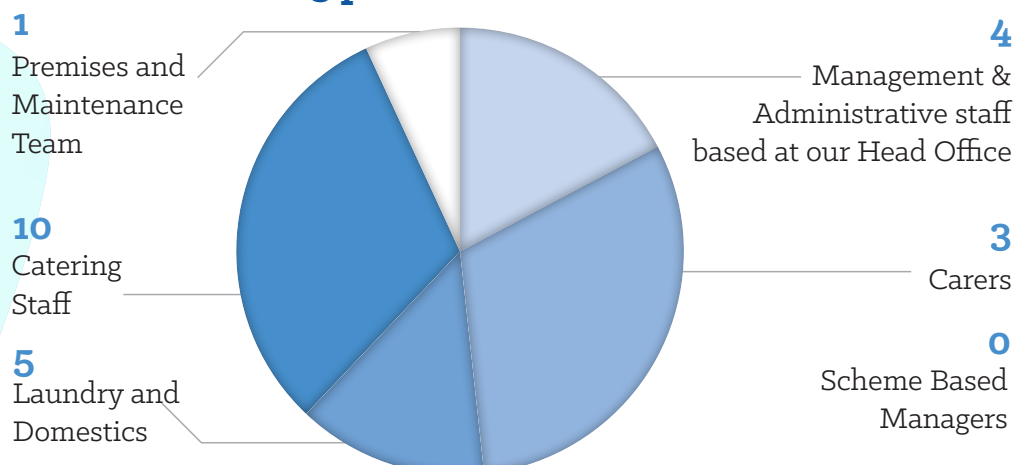
## Our Staff



At 31st March 2017 we employed 118 members of full and part-time staff compared with 124 in 2016.

The staff turnover for the year was 24% which is slightly higher than the industry average of 21%.

### 23 posts recruited:-





# Tenant Services Team

The Tenants Services Team has seen some changes in the past year which included the departure of the Tenants Services Manager in February.

Our Senior Management Team reviewed the staffing requirements for this team and determined that, with our Welfare & Support Officer Elaine Beveridge providing a full-time client facing role, the replacement for the Tenants Services Manager should be a part-time position.

Whilst final decisions were made on the structure of the Tenants Services Team an interim part-time Housing Manager was appointed. Robert Boswell, joined us in February and has spent the spring and summer visiting our schemes meeting tenants and staff and strengthening our partnership with Croydon Council.

The Association has many formal partnerships and the Chairman and Chief Executive have made reference to some of these in their combined report on pages 1 & 2. In addition the Tenant Services Team has many informal 'partnerships' with local people and businesses that help us to provide a high standard of care and support to our tenants.

These include the local pharmacies who deliver prescriptions to our house bound tenants, Croydon Accessible Transport who regularly supply the

minibuses that take our tenants to local restaurants, garden centres and once a year join with Cruisers Coaches to transport our tenants to the coast (this year Brighton), Dial a Ride's weekly supermarket shopping trips, family members who help at events or support us at our fundraising fairs, Age UK's home from hospital services, local voluntary groups providing assistance with shopping, transport to appointments etc.

We could never name everyone here but every week this army of 'partners' combine with our staff team, to go that extra mile to ensure the wellbeing of our tenants - we thank them all.

Our Tenants' Panel goes from strength to strength and this year they have reviewed and updated their Terms of Reference, reviewed and endorsed our new Tenants' Charter and agreed percentage targets on all the Annual Tenants' Survey Questions.

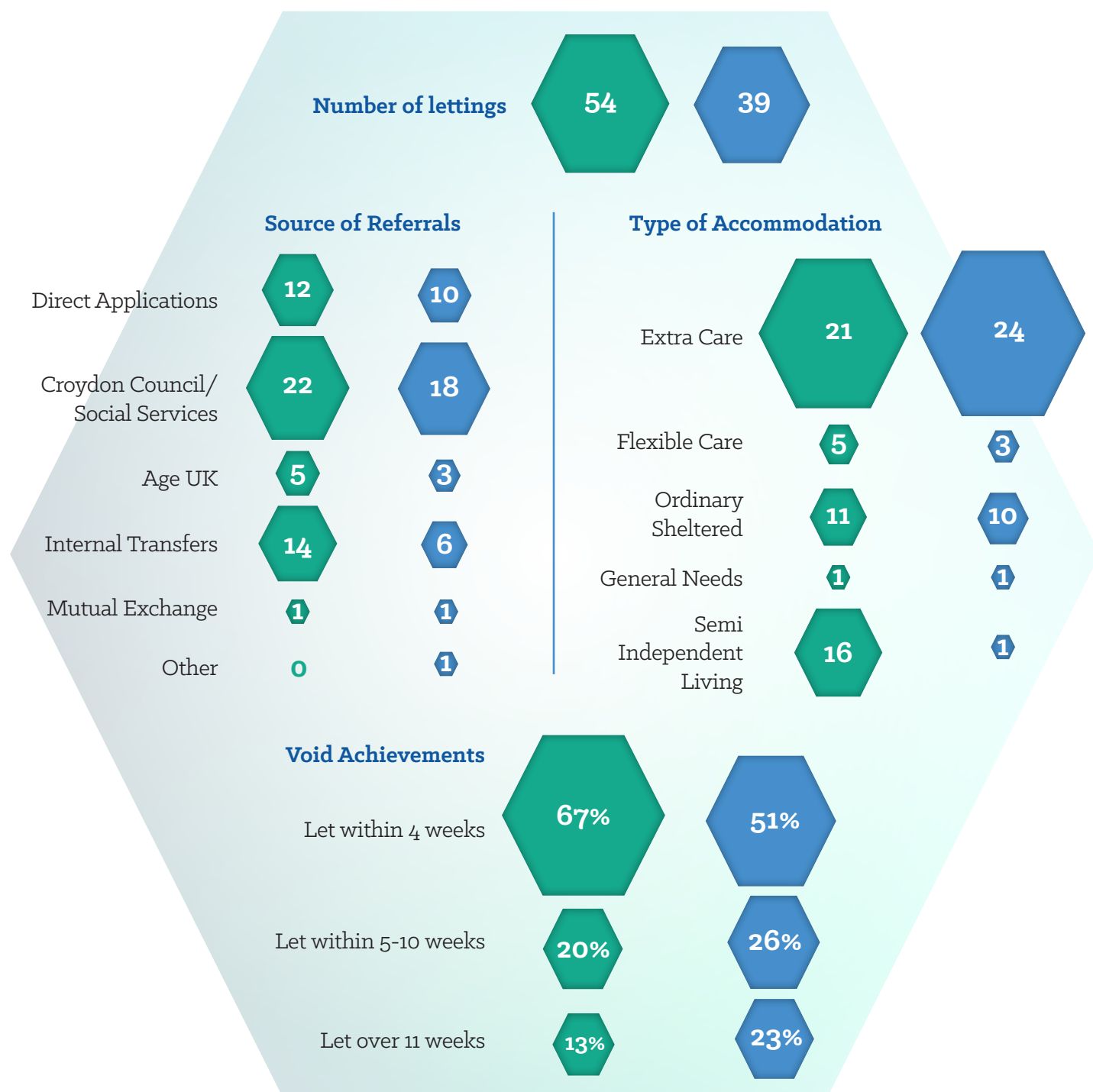
In addition they agreed to support us in our aim to increase the number of tenants completing the annual survey by encouraging tenants to return their questionnaires. This proved successful with the response rate increasing from 54% in 2016 to 61% this year.

We join with the Chairman and Chief Executive in thanking the Tenants' Panel for their commitment.



## Lettings 1st April 2016 – 31st March 2017

2015/16 2016/17



The number of lettings in the year to 31st March 2017 was 39 and is lower than the 54 in the previous year which was enhanced due to the opening of Allan House resulting in 16 additional lettings in that year. For the last 10 years the Association has averaged 35 lettings per annum in addition to any new builds.

The % of voids let within 4 weeks has dropped from 67% to 51% which is disappointing and in the main due delays in receiving Local Authority nominations. Where the Association can let a void flat from its own waiting list the turnaround time from void to let often improves.

We will continue to maintain our own waiting list and improve the levels of communication with Local Authorities and other agencies working with older people.

# Our Board

## Our Board

Alan Catterick. CIHM, MSME (USA)

Anne Chapman BH (Hons), CIHM (elected September 2016)

Leslie Clark. CIHM

Martin P Doughty. BSc., MRICS

Dan Gower-Smith. CMgr FCMI

Warren Myles. BA (Hons), CIHM

Eileen Nutting. CIHM – Chairman

Hony Premlal, MBS (co-opted March 2017)

Aedola Oke. Bsc, MBA, CIHM

David Scott

Richard Stokes, LLB (Hons) (elected September 2016)

Kevin Wheeler. MA, CIHM

## Auditors

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

## 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



# eldon housing

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

Registered Office  
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Legion House  
73 Lower Road  
Kenley CR8 5NH

t: 020 8668 9861  
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

**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.



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# PASSIONATE PROFESSIONAL CARING