

# ANNUAL REPORT

2017–  
–2018

eldon housing

passionate  
professional  
caring

# The Future Is Bright

Following their joint report last year Board of Management Chairman, Eileen Nutting, and Chief Executive, Elizabeth Rangé, decided to continue their united drive for the future of Association.

## Development

2017/18 saw slow progress on the redevelopment of our old offices in Banstead Road, Purley due to the planning permission for the Mosaic Place development, which includes our buildings, being called in by the Secretary of State. This resulted in the start on site and subsequent completion being delayed by a more than a year.

This period also saw a delay in the redevelopment of Lingfield Lodge, in East Grinstead, due to planning challenges and changes to the company structure of our 'Turnkey' construction partner and

the Association found itself considering alternative procurement routes to achieve this much needed Extra Care Sheltered scheme.

It is good to report that the Secretary of State's decision on the Mosaic Place development is due in September 2018 with start on site at end of year. With the help of our partners we found ourselves changing the procurement route of Lingfield Lodge to that of a traditional Design & Build Construction contract with a proposed on start site due 2018/19 bringing us a **bright future**.

## Facilities Management

During the year our Head of Operations, responsible for the Caring 4 Croydon Private Finance Initiative contract's Facilities Management, has benchmarked the Association's Catering, Cleaning, Gardening, Linen & Laundry and Waste Management services against the industry normal. Joint discussions and negotiations resulted in a mutually agreed uplift to the annual Unitary Payment to the Association for these services whilst remaining value for money.

The Caring 4 Croydon contract includes a 5 yearly Customer Satisfaction Survey and the results of this survey confirmed that our high quality services at the Croydon Council's Homes for the Future Resource Centres continue to be achieved.

These two successes ensure the Association's continuance of its Facilities Management Service bringing with it a **bright future** in this area of business.

## Care Service

The Association's Domiciliary Care Agency Service retained its CQC 'Good' rating which is being considered as an expansion opportunity in

accordance with our strategic 'Vision, Mission and Values' bringing with it a **bright future** to those we care for and serve.



“I see Eldon  
as one in a  
million”



## Customer Service

Following our Customer Service Excellence accreditation award last year we are proud to report that the Association, through the continuous improvement required by the accreditation, retained our award in December 2017.

This could not have been achieved without the hard work, devotion and caring delivery of all our services to our customers. We congratulate our entire staff team once again for their part in our retaining this accreditation. Such an accreditation enables us to provide a **bright future** for our customers.

## Board

The Board changed its dynamics with the retirement of our two long standing Board members David Scott and Kevin Wheeler, whose commitment and hard work was recognised at the last Annual General Meeting by members electing them both as Vice Presidents for the Association.

At the annual Board Away Day members began the process of considering all realistic and appropriate opportunities available to the Association to enable its business to grow and remain secure. Its strengths and reputation gives it a **bright future**.

## Senior Management Team

The Senior Management Team was strengthened by the additions of our Business Support Partner/ Company Secretary and, following the restructure of the Association's Finance Team, our Senior Finance Manager who brings technical and analytical expertise to the team.

The team are seeking appropriate technology systems to improve efficiencies and value for money services as well as their own effective management of the business. The team has grown

into the required strategic thinking body and will be actively participating in the Association's determination of its **bright future**.

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.

## Tenants' Panel

The Board will continue to work with the Tenants' Panel and would like to thank the members of the Panel for their on-going

commitment to represent our tenants which gives the continued development of our services a **bright future**.



*E. Nutting*  
**Eileen Nutting**  
Chairman



*E. Rangé*  
**Elizabeth Rangé**  
Chief Executive

# Tenant Services Team

Our Interim Housing Manager left us in October and a decision was made not to replace him but to look at how the experience within the existing Tenant Services Team could be utilised. As a result our Housing Officer's role was enhanced and with support from the Welfare & Support Officer and the recruitment in November of a part time Operations Administrator (a new post) the housing management workload has been re-distributed.

The change has had a positive effect on the team and we are now starting to see the fruits of our labours with improvements in our approach to lettings with the Welfare & Support Officer having a greater input in tenant selection which has resulted in an improved service to housing applicants.

Our Housing Officer has taken a pro-active approach to tenant arrears resulting in a reduction in the number of arrears cases and, together with the Welfare & Support Officer, offers support and advice to tenants experiencing financial difficulties.

The Team continue to move from strength to strength bringing new ideas to improve the housing management processes whilst making new contacts which strengthen the Association's position as a provider of sheltered housing in Croydon and West Sussex.

Garden Court celebrated its 20th Anniversary in December with tenants coming together to enjoy a special afternoon tea organised by Tenants' Panel member Ethel Dixon, they were joined by our Chairman, Chief Executive and one of our Vice Presidents.

Our Tenants' Panel increased in number to 9 and they continue to meet on a regular basis. During the last 12 months they have agreed key recruitment interview questions for Domestic and Care staff and approved the content of scheme specific 'Welcome Brochures' containing useful information for both new and existing tenants. We join with the Chairman and Chief Executive in thanking the Panel for their support.



“I am very happy here and feel safe”



“100% helpful”



## Lettings 1st April 2017 – 31st March 2018

● 2016/17 ● 2017/18

### Number of lettings

39

41

### Source of Referrals

Direct Applications

10

6

Croydon Council/  
Social Services

18

22

Age UK/One Support

3

1

Internal Transfers

6

2

Mutual Exchange

1

1

Look Ahead Care  
& Support

0

9

Other

1

0

### Type of Accommodation

Extra Care

24

24

Flexible Care

3

5

Ordinary  
Sheltered

10

1

General Needs

1

2

Semi Independent  
Living

1

9

### Void Achievements

Let within 4 weeks

51%

39%

Let within 5-10 weeks

26%

31%

Let over 11 weeks

23%

30%

The void achievements for the year to 31st March 2018 show a reduction in the number of voids re-let within our target time of 4 weeks leading to increases in the time to let in excess of 5 weeks, this was in the main due to a lack of suitable Local Authority nominations for our Extra Care schemes.

These results are disappointing and the Tenant Services Team continue to look at ways to improve the letting time of void flats and an agreement has been reached where the Association can use an applicant from its own waiting list or advertise a vacancy when the Local Authority do not have a suitable applicant to nominate.

We have seen a marked improvement in the letting percentages since implementing this new system.

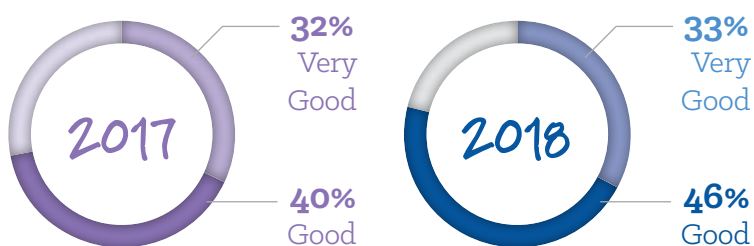
# Annual Tenants' Survey 2018

The response percentage dropped slightly to 58% compared with 61% in 2017, this is disappointing and the Tenant Services Team will discuss with our Tenants' Panel ways to improve the presentation and timing of these annual surveys in order increase the response.

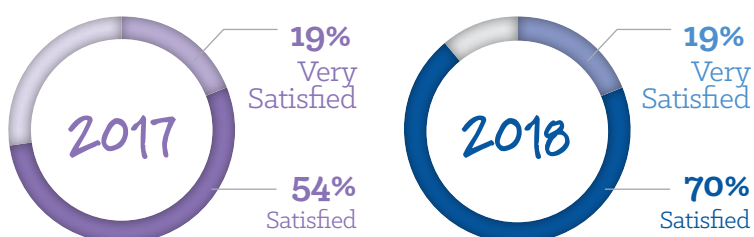
Overall the results remain positive with our targets of 30% Very Good/Very Satisfied and 60% Good/Satisfied being achieved in 42% of the questions asked plus an increase in the positive results in respect of 54% of the questions asked. This is a clear indication that where we are not yet achieving our targets we are moving in the right direction.

The following extract from our survey shows the results in 4 areas that tenants feel are the most important. We are pleased to report improvements in levels of satisfaction in all of these areas.

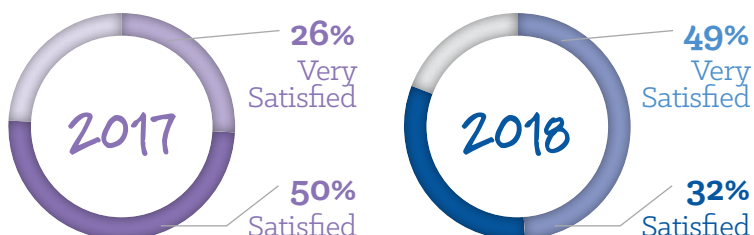
## Keeping Tenants Informed



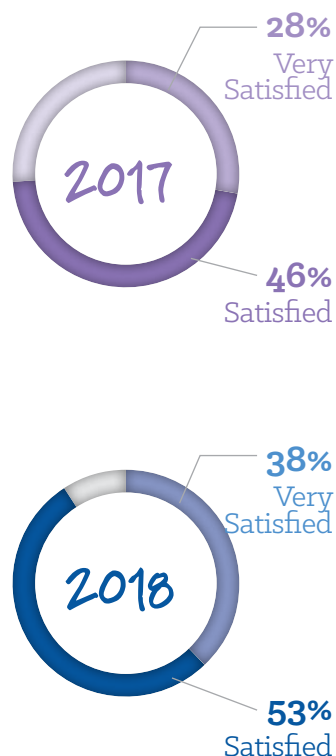
## Taking Tenant's Views Into Account



## Repairs & Maintenance



## Overall Support Services



# What Our Partners Think Of Us

“ The service provided and professionalism in which staff members at Eldon (Housing Officer) communicates with us is great. We know that we can call with regards to housing issues, arrears, maintenance and be listened to and Eldon will do their best to fairly address the problem. From a supported housing perspective Eldon take pride in this business of housing and are easy to work with. ”

**Jaydene Campbell – Contract Manager**  
Croydon Mental Health Service



“ Caring 4 Croydon continues to receive a top quality Facilities Management service from Eldon Housing Association underpinned by an excellent Health & Safety record and pleasing customer satisfaction survey results. ”

**Vasan Govender – Regional General Manager**  
Pario Limited (Caring 4 Croydon Contract Manager)



“ In my 3 years with Croydon Council I have enjoyed a first class relationship with Eldon's Managers, Housing Officers, Team Leaders and Scheme Coordinators. All members of Eldon Housing staff have been proactive, helpful and supportive and I am very happy to continue this excellent relationship between Eldon Housing and Croydon Council. ”

**Debbie Bentley-Ross – Senior Business Support Officer**  
Extra Care Housing, Adult Social Care, Croydon Council



“ I have been pleased with the outcome of all my dealings with Eldon Housing, I have found the process of making a referral straightforward and quick, the staff are very person centred and nothing seems too much trouble. I have placed a number of clients with Eldon and feedback from clients and their families has been very positive. I would have no hesitation in making a referral to Eldon for any client requiring sheltered housing accommodation. ”

**Gill McCaughin – Advanced Social Worker GP Linked Social Work Service,**  
Transforming Adult Community Services Team, Croydon Council



“ The Council recognises the significant contribution that Eldon Housing makes to the local economy through its employment of local people and investment in local businesses through its procurement of local goods and services. This supports the Council's vision for the Borough to become a modern, inclusive economy that gives everyone an opportunity to succeed. ”

**Adriana Costantino – Strategic Contracts Manager**  
Commissioning & Improvement, Resources Department, Croydon Council



# Our Finances

## Statement of Comprehensive Income for the year ended 31 March 2018

	2018	2017
	£	£
<b>Turnover</b>	<b>5,643,880</b>	<b>5,248,595</b>
Operating costs	(4,372,661)	(4,268,987)
<b>Operating Surplus</b>	<b>1,271,219</b>	<b>979,608</b>
Dividend receivable	20,115	15,852
Movement in fair value of investments	9,057	130,719
Interest receivable	7,175	8,947
Interest payable and finance costs	(860,699)	(889,032)
<b>Surplus / (deficit) for the year</b>	<b>446,867</b>	<b>246,094</b>
<b>Other comprehensive income</b>		
Actuarial gain (loss) on pension scheme	8,000	(203,000)
<b>Total comprehensive income for the year</b>	<b>454,867</b>	<b>43,094</b>

All amounts relate to continuing activities





# Statement of Financial Position

## as at 31st March 2018

	2018	2017
	£	£
<b>Tangible Fixed Assets</b>		
Housing Properties	18,057,667	18,068,443
Other Fixed Assets	1,050,787	982,569
	<u>19,108,454</u>	<u>19,051,012</u>
Investments	<u>947,833</u>	<u>943,879</u>
	<u>20,056,287</u>	<u>19,994,891</u>
<b>Current Assets</b>		
Debtors	489,345	525,271
PFI Contract Debtor due After More Than One Year	8,144,328	8,401,828
Cash at Bank and In Hand	<u>987,971</u>	<u>934,196</u>
	<u>9,621,644</u>	<u>9,861,295</u>
<b>Creditors:</b>		
Amounts Falling Due Within One Year	(1,248,979)	(1,193,169)
<b>Net Current Assets</b>	<u>8,372,665</u>	<u>8,668,126</u>
<b>Total Assets Less Current Liabilities</b>	<u><b>28,428,952</b></u>	<u><b>28,663,017</b></u>
<b>Creditors:</b>		
Amounts Due After More Than One Year	(21,022,134)	(21,627,056)
<b>Provision for Liabilities and Charges</b>		
Pension Fund Liability SHPS	(460,000)	(544,000)
Pension Fund Liability LGPS	(292,000)	(292,000)
<b>Total Assets Less Liabilities</b>	<u><b>6,654,818</b></u>	<u><b>6,199,961</b></u>
<b>Capital and Reserves</b>		
Called-up Share Capital	104	114
Restricted Reserve	8,365	8,365
Revenue Reserve	<u>6,646,349</u>	<u>6,191,482</u>
	<u><b>6,654,818</b></u>	<u><b>6,199,961</b></u>

# Facilities Management Team

The Team's work as a sub-contractor to Caring 4 Croydon providing Facilities Management Services to Croydon Council's 3 Resource Centres (Care Homes) was the subject of a substantial benchmarking exercise in 2017 and early 2018. Under the terms of the contract this exercise takes place every 5 years where the Soft Facilities Management Services contract (Catering, Domestic/Laundry and Gardening) is benchmarked against similar organisations and their services.

In December 2017 the Association submitted a formal Benchmarking Exercise Report which demonstrated that that we continue to provide a value for money service below the contract's tolerance levels. This positive outcome resulted in an uplift in the contract income for the next 5 years.

The Facilities Management Team continually reviews the delivery of the services it provides and by utilising a mixture of in-house staff and local contractors is able to provide high quality value for money services. We pride ourselves in supporting the local community and aim to use local suppliers/contractors wherever possible and by reducing travelling time are, in our own small way, helping to reduce carbon emissions.

Currently 52% of our suppliers and contractors are local. These are predominately smaller businesses that have been selected and retained for their excellent services and understanding of our requirements as well as that of our tenants and clients. This understanding along with a good working knowledge of our schemes and the Croydon Council Resource Centres ensures that repairs and maintenance services are carried out to a high standard with minimal re-calls or time wasted trying to familiarise with the buildings and equipment.

During 2017 we registered as a Training Provider with the Chartered Institute of Environmental Health and through this formal contract our Facilities Manager is qualified to provide in-house food handling training. This essential training ensures that our Catering Team have the skills and knowledge to provide a high standard of catering services.

**David Nixon**

Head of Operations

“Nicely maintained gardens and interior - well done team keep up the good work”



“Services Administrator excellent in booking Maintenance Team to work on my bathroom light on the day I called - I was able to relax”

## Facilities Management Help Desk

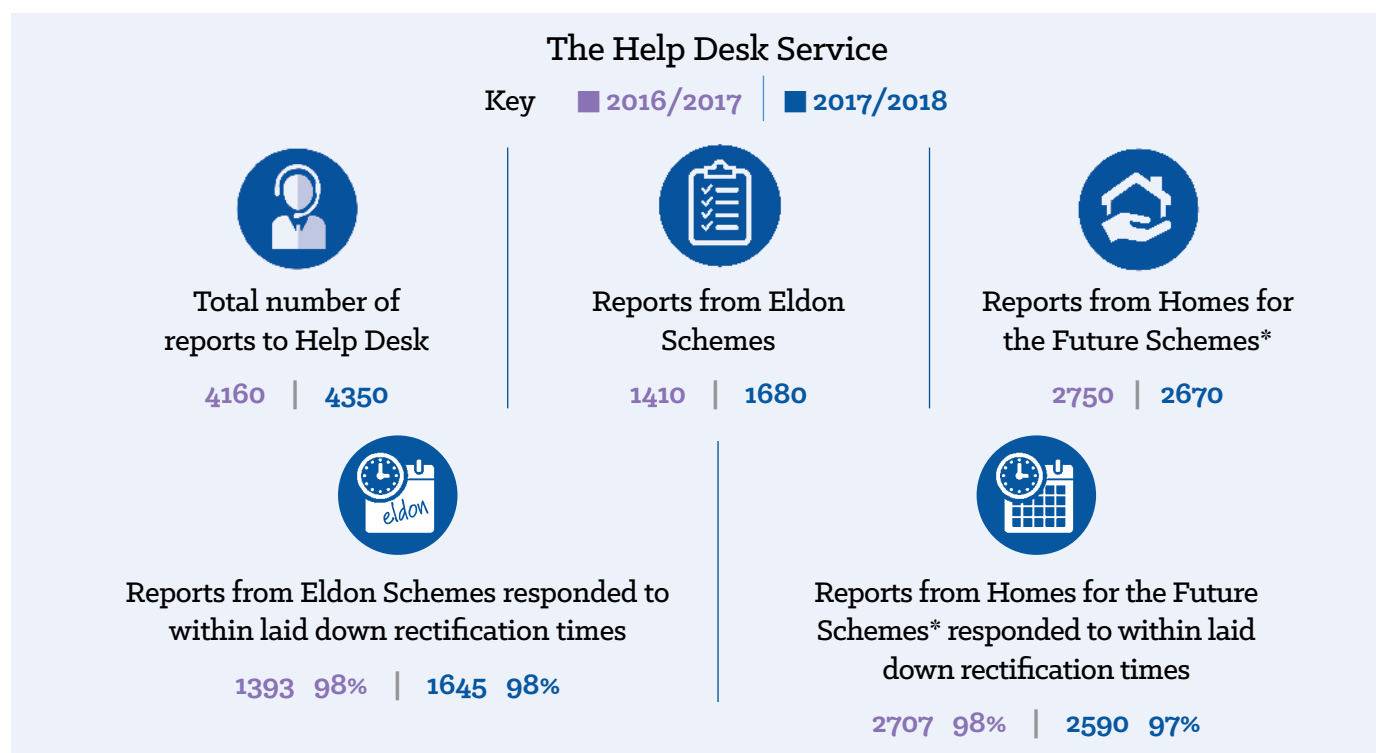
### 1st April 2017 – 31st March 2018

A vital element of our Facilities Management Service is our Help Desk which provides our staff, tenants and clients a means to report maintenance issues 24 hours a day 7 days a week.

We continue to provide an excellent Facilities Management service via our Help Desk with a target to respond to 97% of reports within the laid down rectification times. For the 6th year running we have achieved 97% or above and have never dropped below our target since the Help Desk Service was established in 2009.

Our hard working staff team, supported by reliable contractors, manage 14 buildings containing 235 sheltered or general needs flats and 150 Registered Care Home ensuite rooms, plus Day Centres and Offices; they freshly prepare 290 two course lunches and 300 Breakfast/Suppers daily.

The number of reports to the Help Desk in the last 12 months was 4350 giving an average of 12 reports per day.



\* The Homes for the Future schemes where the Association provides full Facilities Management services are:-

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 South Croydon	40 Bed Registered Care Home + Day Centre and Office facilities

The number of reports received from Croydon Council's Homes for the Future schemes may seem high when compared with those received from our own schemes this is due to the contract requirement to report to the Help Desk all maintenance, domestic and catering issues from the smallest spillage to a major flood.

# HR Team

A staff satisfaction survey was carried out this year and whilst the response rate was lower than we would have liked it has still been a valuable exercise in determining where the Association is doing well and where it needs to improve.

The areas where the Association is doing well are:

- Pride and Motivation – staff are proud to be a part of the Association and generally consider it a good place to work
- Employee Involvement – communication between staff and management is good and staff feel encouraged to come up with new ways of working
- Organisational Direction – staff understand the Associations goals and objectives with a clear sense of direction for the Association

Areas where the Association needs to improve are:

- Management Practices, more specifically work load and job pressure, management not understanding staff problems and team work.

The results also indicated an improvement in staff welfare since the last survey which is very positive and a likely outcome of the work in this area by the Senior Management Team together with the Employee Forum. The Senior Management Team continues to work with the Employee Forum to identify ways in which we can improve, focusing on the areas above.

In February this year all our care staff completed their Care Certificate, a well regarded and trusted certificate. This alongside the BICSc training for our Domestic/Laundry staff and Chartered Institute of Environmental Health training for our Catering staff, plus our mandatory training programme,

means that all our staff are fully equipped with the right knowledge to provide safe and high quality services to our tenants.

Our Employee Excellence Award, introduced last year, has got off to a great start with nominations received from tenants, colleagues and family members wishing to nominate a staff member who they feel has gone the extra mile. So far 7 winners have been chosen with each of them receiving a Certificate and gift voucher, you can read about our winners on page 13.

In September staff and volunteers raised funds for the Alzheimer's Society with a Memory Walk starting at our Head Office and visiting all of our sheltered schemes in Croydon plus Croydon Council's Homes for the Future schemes. Staff, tenants, service users, families and our contractors helped us raise an amazing £2,592.07 through sponsorship, raffles, bake sales and donations.

In December we hosted our 4th Staff Christmas Party. It was a huge success with 70% of staff attending – a significant improvement on the year before. This event provides a valuable opportunity for staff to meet as well as being an excellent way for the Association to say thank you for all their hard work.

For the forthcoming year the HR Team are looking at investing in new systems to bring efficiencies such as an online annual leave management system which will enable staff and management to request and approve holiday at the touch of a button.

**Jenny Haines**

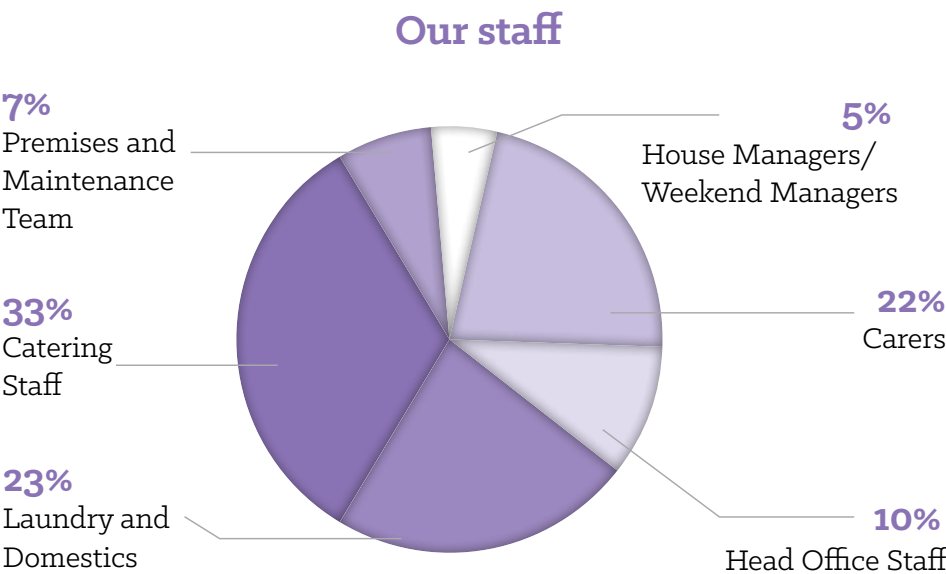
HR Business Partner

“I feel that I am supported well especially by the HR team, other Scheme Managers, Anne and Elizabeth. I also have great employees at my scheme where we work well as a team.”



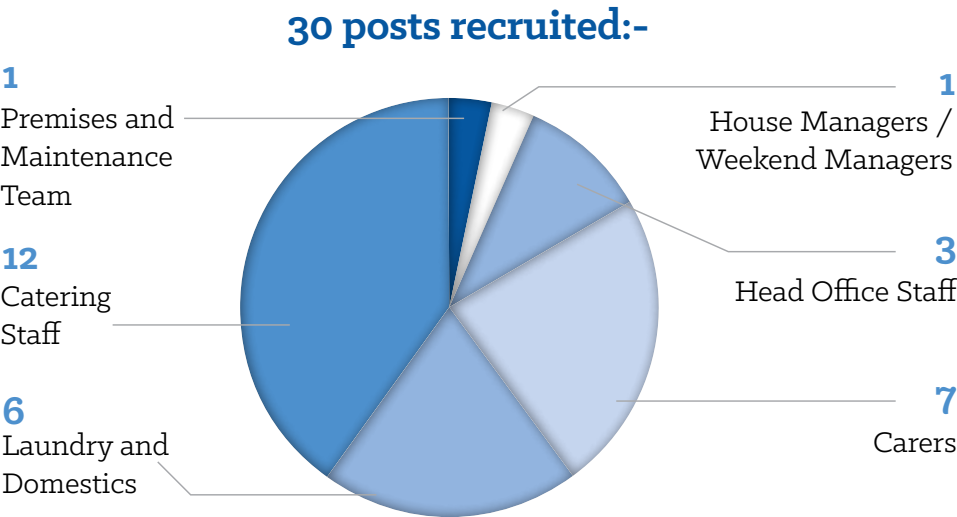
HR Statistics

As at 31st March 2018 we employed 126 staff, full and part time made up as follows:



The staff turnover for the year was 24% which is slightly higher than the industry average of 23%.

Recruited to 30 posts during the year made up as follows:



Where our staff live:

Croydon borough	104
Neighbouring boroughs	15
Other boroughs	7



“ I am proud to be associated with Eldon housing and hope to continue going from strength to strength with support from my line manager. ”





# Employee Excellence Awards

The quarterly Employee Excellence Awards were introduced in the Summer of 2017 with awards presented in September, December 2017 and March 2018.

We are delighted with the success of these awards with 215 nominations for 62 members of staff received from staff, tenants, family members and business partners in the first 3 quarters.

**PASSIONATE**  
**PROFESSIONAL**  
**CARING**

## Our winners were:-

### September



**Elaine Beveridge** – Welfare & Support Officer based at Head Office

Going the extra mile to support a tenant to resolve a long standing problem



**Jackie Cachia** – Senior Care & Support Worker at Joan Nightingale House

Going above and beyond to support a tenant with medical and mental health issues to go on holiday.



**Karen Millard** – Premises Officer at Bardsley & Claremont Courts

Her commitment and patience to ensure the safety and wellbeing of tenants – nothing is too much trouble.

### December



**Ravi Jhummun** – Chef at Langley Oaks

Dedication to his job, always helping his colleagues and taking time to talk to residents who are always happy to see him



**Omar Mohamed** – Premises Officer at Heavers Resource Centre

Hardworking and helpful always happy to help with a smile on his face and a positive attitude

### March



**Hilda Matovu** – House Manager at Westdene

Visiting a tenant in hospital on her day off and setting up a Whatsapp call between the tenant and a relative in Australia



**Jean Parslow** – Carer at Westdene

Her companionship, natural friendliness and attention to detail in her care for the tenant who nominated her.



# Our Board

## Our Board

Eileen Nutting. CIHM – Chairman

Alan Catterick. CIHM, MSME(USA)

Anne Chapman BH (Hons), CIHCM

Leslie Clark. CIHM

Martin P Doughty. BSc., MRICS

Dan Gower-Smith. CMgr FCMI

Paul Jemetta – elected September 2017

Warren Myles. BA (Hons), CIHM

Hony Premlal, MBS – elected September 2017

Aedola Oke. Bsc, MBA, CIHM – retired September 2017

David Scott – retired September 2017

Richard Stokes, LLB (Hons) – resigned December 2017

Kevin Wheeler. MA, CIHM – retired September 2017

## 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**  
1 Churchill Place  
London  
E14 5HP

**Unity Trust Bank PLC**  
Nine Brindleyplace  
Birmingham  
B1 2HB



“ If there is something I don't understand they always try their best to help me ”



# eldon housing

passionate professional caring

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

Registered Office  
2nd Floor (North Wing)  
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.

**NATIONAL  
HOUSING  
FEDERATION**

  
**Homes  
England**

**CUSTOMER  
SERVICE  
EXCELLENCE**

