



ANNUAL REPORT | 2018-2019

eldon housing
passionate professional caring



ALLAN
HOUSE
20

Reflection and Review

The past year brought both successes and frustrations to the Association in terms of securing the future of its Facilities Management contract and the further delays of its two major developments, one in Purley and one in East Grinstead, both reported in last year's Annual Report as giving a bright future.

After a ten-month period during which the Association compared its costs to provide Catering, Cleaning, Gardening and Laundry services at the 3 Caring 4 Croydon projects and negotiated an appropriate uplift in line with the benchmark requirements under the Facilities Management Contract with Croydon Council a new annual charge was eventually secured.

This substantial achievement has not only secured the appropriate returns associated with these enormous contracts but has demonstrated that the Association continues to deliver value for money services to its customers and protected its contract with Caring 4 Croydon.

On the other hand the planning position on the Association's old offices in Banstead Road, Purley remains uncertain due to a further appeal. Having changed the procurement route for the redevelopment of Lingfield Lodge, East Grinstead its commencement was delayed to October 2018 due to the presence of bats.

These delays however enabled the Board to take stock of the business and consider both the present position and the future challenges of the Association. This led to the appointment of an External Consultant specifically experienced in the world of social housing to provide a detailed review of the Association's current diverse business.

The review included assessing future financial stability to build more housing for older and vulnerable people and explore possible areas of growth within the Association's proven diverse expertise, namely Care and Support, Facilities Management and Business Support Services.

As required by our regulators the Board considered the pros and cons of merging with different sized organisations and partnership working with the conclusion that having successfully merged with 3 smaller housing associations in recent years and having a lucrative Private Finance Initiative contract with Caring 4 Croydon the Association should continue as now.

It was found that we could continue to develop on a one scheme at a time basis and continue to offer services to fellow organisations in need of our services and from this the Association's future strategy was reviewed and updated by the Board of Management and the Senior Management Team the result of which is précised here on pages 3 and 4

EXCITING TIMES!!



Eileen Nutting
Chairman

Elizabeth Rangé
Chief Executive

Strategic Plan 2020-2023

VISION

To be the best provider of affordable housing for older and vulnerable people within our area of operation

MISSION

To meet the individual requirements of people in need by providing accessible and sustainable housing, supported by flexible and reliable services

VALUES

Passionate, professional and operating with integrity

Caring about customers, staff and business

Respectful - listening and approachable

Innovative – always looking to improve

MAINTAIN CUSTOMER FOCUS

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • Maintain high standard of customer service • Empowering tenants to be involved with the running of their home and the services they receive • Constantly reviewing our services and contract performance to ensure high standards are maintained 	<ul style="list-style-type: none"> • Retaining our Customer Services Excellence accreditation • Creation of an effective Tenants' Panel which influences the business. • Increased levels of satisfaction reported within annual Tenants' Survey • Improved Acuity Benchmarking results • Creation of an online rent payment and repair reporting facility

IMPROVE EFFECTIVENESS & VALUE

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • Review and upgrade IT Systems and working methods to drive efficiency and customer service value • Continuing to recognise and acknowledge the value of our staff • A year on year reduction in costs generating an operating surplus to support existing stock investment 	<ul style="list-style-type: none"> • New IT strategy in place resulting in smarter working practices through better use of technology • Reduction in staff turnover • 10% reduction in Headline Social Housing Cost Per Unit by 2023 • Stock investment as determined by Stock Condition Surveys • Modernisation of communal areas to improve functionality and accessibility

GROWTH THROUGH OPPORTUNITY

OBJECTIVES	OUTCOMES
<ul style="list-style-type: none"> • To increase the housing portfolio • Building more housing through finance innovations and stock regeneration • Promote and market our services • Target small mergers or acquisitions by nurturing partnerships to meet our mutual objectives 	<ul style="list-style-type: none"> • Complete construction and mobilisation of the new Lingfield Lodge and implement partnership for the provision of community services within East Grinstead • Secure a lease with a local housing association for sheltered housing property • Redevelopment of an existing scheme • Additional housing association partner receiving administration services • Increase in the Association's portfolio

Value for money

We continually look at ways in which we can effectively and efficiently improve our value for money performance whilst maintaining a high standard of services to our tenants, stakeholders, partners and clients.

Looking back

- The restructure of our Finance Team resulted in the decision to outsource our higher level of finance requirements on a need basis.
- The implementation of a new purchase order system has improved financial controls, reduced paper and allows for remote authorisation of invoices enabling prompter payments.
- Introducing a facility to accept debit/credit card payments over the telephone has resulted in a reduction in the number of cheques received, offered additional payment flexibility to our tenants and a reduction in arrears
- The introduction of a cloud based care planning system has enabled our care staff to record and access care plans plus other essential tenant information via a tablet; this has made the entire care process virtually paperless.
- Adopting E-learning where ever possible has provided our staff with more flexible learning opportunities.
- We commenced electronic catering satisfaction surveys which provide a more efficient way to compile statistics on our catering service and have given tenants and service users the opportunity to become more digitally aware.

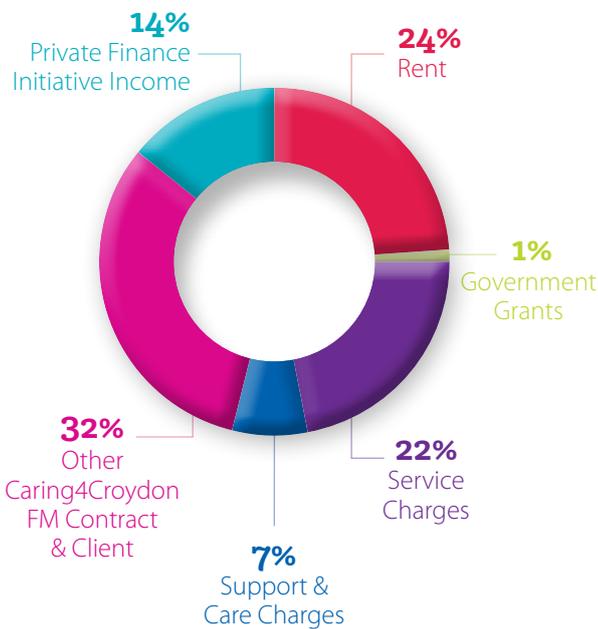


Looking forward

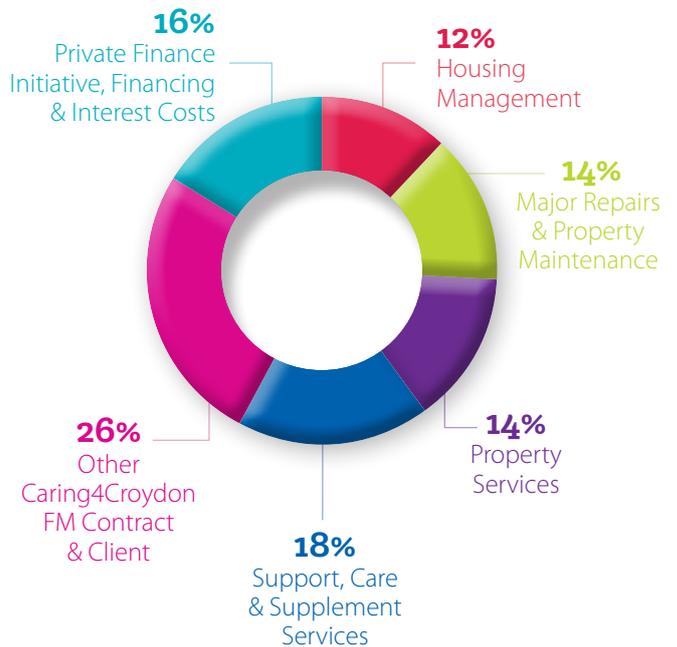
- A new cloud based HR system is scheduled to go live in October 2019; this will improve efficiencies by providing instant information to staff, give greater management of staff rotas and training to Line Managers and will be virtually paperless.
- All of our IT systems and working methods are to be reviewed with upgrades planned to drive efficiency and customer service value.
- Upgrades to our website to enable online rent payments and repair reporting.
- We will work with our tenants to look at ways to upgrade the social spaces at our sheltered housing schemes to improve accessibility and enhance their enjoyment of these areas.
- We will look at ways to develop a 'database' of volunteers.

Our Performance

Where our money comes from



Where our money goes



	Eldon	SPBM *
% of repairs completed within target	98%	98%
Average re-let time	25 days	18 days
% of tenants satisfied with VFM - Rent	95%	95%
% of tenants satisfied with VFM - Service Charges	87%	93%
% of tenants satisfied with overall service	91%	95%
% of tenants satisfied landlord listens to their views and acts	89%	89%



*Acuity – Smaller Providers Benchmarking

Our Year

Facilities Management

Throughout the year we have carried out improvements to our schemes which have included:

- Replacement of all double glazed windows and upgrades to all bathrooms at Bardsley Court
- Upgrades to the lift at Claremont Court, the warden call systems at Garden Court and Lindsay Court
- Replaced the corridor flooring, lounge and dining room furniture at Lindsay Court
- Installed a new boiler at Marten House and a new lift at Joan Nightingale House.

Our 24hr Help Desk continues to be a valuable service as it not only meets contractual requirements but provides an efficient reporting service for tenants, service users and stakeholders.

68% of our sheltered housing tenants now have access to the internet via our WiFi installations.

HR

We introduced an online annual leave management system enabling staff to easily monitor their entitlement and quickly process leave applications – the annual leave system is now entirely paperless.

Our Employee Handbook was reviewed and updated to take into account the new GDPR regulations that took effect in May 2018; we also took this opportunity to have it professionally printed, giving it a new modern and more user friendly look.

We are passionate about being a good employer and continue to attract and retain equally passionate staff. We have introduced a fairer and more streamlined pay system for all frontline staff which has been well received.





Tenant Services

Our Extra Care Sheltered Housing scheme Westdene celebrated its 30th Anniversary in August 2018. Board members, staff, family, friends and the Mayor of Croydon, Councillor Bernadette Khan, joined our tenants for an afternoon of music, food, magic shows and laughter.

The Tenants' Panel continue to meet regularly and have received support and guidance from our Board of Management Chairman, Eileen Nutting. The panel have assisted us by encouraging and supporting tenants to complete the annual satisfaction survey, they have been involved with the introduction of new features in our tenants' magazine and members are now joining our Housing Manager, Sharon Johnson, at her regular building inspections.

Entertainment and activities continue with Our Amazing Animal World becoming a firm favourite - their exotic rescue animals have become very popular visitors.

Alongside fund raising activities such as The World's Biggest Coffee Morning for Macmillan Cancer Research and the filling of Christmas Shoe Boxes for underprivileged children we will this year take part in Christmas Jumper Day in aid of Save the Children.



Our Finances

Statement of Comprehensive Income for the year ended 31 March 2019

	2019	2018
	£	£
Turnover	6,196,805	5,643,880
Operating costs	<u>(4,390,673)</u>	<u>(4,372,661)</u>
	1,806,132	1,271,219
Dividend receivable	11,768	20,115
Movement in fair value of investments	3,861	9,057
Interest receivable	44,412	7,175
Interest payable and finance costs	<u>(850,755)</u>	<u>(860,699)</u>
Surplus / (deficit) for the year	1,015,418	446,867
Actuarial gain (loss) on pension scheme	<u>(260,000)</u>	<u>8,000</u>
Total comprehensive income for the year	755,418	454,867

Statement of Financial Position as at 31st March 2019

	2019	2018
	£	£
Tangible Fixed Assets		
Housing Properties	18,463,223	18,057,667
Other Fixed Assets	<u>1,059,247</u>	<u>1,050,787</u>
	19,522,470	19,108,454
Investments	<u>173,276</u>	<u>947,833</u>
	19,695,746	20,056,287
Current Assets		
Debtors	444,145	489,345
PFI Contract Debtor due After More Than One Year	7,953,821	8,144,328
Cash at Bank and In Hand	<u>1,842,017</u>	<u>987,971</u>
	10,239,983	9,621,644
Creditors: Amounts Falling Due Within One Year	<u>(1,052,867)</u>	<u>(1,248,979)</u>
Net Current Assets	9,187,116	8,372,665
Creditors: Amounts Due After More Than One Year	<u>(20,429,635)</u>	<u>(21,022,134)</u>
Provision for Liabilities and Charges		
Pension Liabilities	<u>(1,043,000)</u>	<u>(752,000)</u>
Total Assets Less Liabilities	7,410,227	6,654,818
Capital and Reserves		
Called-up Share Capital	95	104
Restricted Reserve	5,943	8,365
Revenue Reserve	<u>7,404,189</u>	<u>6,646,349</u>
	7,410,227	6,654,818

Auditors: Knox Cropper LLP, 65 Leadenhall Street, London, EC3A 2AD



Employee Excellence Awards

Our Employee Excellence Awards give every tenant, staff member, service user, business partner or visitor the opportunity to nominate a member of our staff team who has gone that extra mile.

In the year to 28th February 2019 we received 116 nominations for 67 members of staff - the winners were:



Alan Day
Maintenance Officer

Helping tenants with the small jobs allowing them to remain more independent.



Janice Hughes
House Manager / Registered Care Manager at Lindsay Court

Dedicated to providing excellent care and support services to our tenants.



Sharon Johnson
Housing Manager

Always making time to assist in resolving any problems no matter what her own workload is like.



Bernadette Lewis
Carer at Westdene

Identifying a lump on a tenant which led to the tenant receiving medical treatment.



Joanna Leonard
Domestic Assistant in Laundry at Heavers Resource Centre

Solving problems from family members regarding missing items of clothing and being friendly, helpful, kind, approachable and supportive.



Donna Millward
Carer at Lindsay Court

Always being cheerful, talkative and smiling and for her exceptional kindness and willingness to help everyone.



Development

After the closure of the outdated retirement home Lingfield Lodge in East Grinstead in May 2016 there followed a series of delays to the redevelopment of this site from planning challenges to protecting the local bat population.



We are delighted to confirm that work on site commenced with the demolition of the original building in October 2018.

This project sees the construction of an Extra Care Housing scheme with

39 1-bedroom and 8 2-bedroom homes with social spaces, fitness area, hairdressers all built around fully landscaped gardens.

Our partners helping to bring this much needed accommodation for older people in East Grinstead are:

ENGiE - Developers

GDS Chartered Surveyors

Homes England

MDR Associates – Architects

Mid Sussex District Council

West Sussex County Council

Unity Trust Bank



Board of Management 2018/2019

Nancy Adamson B.Sc, Dip Soc. Wk
Anne Chapman BA (Hons), CHICM
Dan Gower-Smith CMgr FCMI
Paul Jemetta
Warren Myles BA (Hons), CIHM
Eileen Nutting CIHM, **Chairman**
Hony Premlal MBA

Alan Catterick CIHM, MSME (USA) - until 7th March 2019
Leslie Clark CIHM - until 7th March 2019
Martin Doughty BSc, MRICS - until 20th September 2018

Eldon Housing Association Ltd

2nd Floor (North Wing), Legion House, 73 Lower Road, Kenley CR8 5NH
t: 020 8668 9861 e: info@eldonhousing.co.uk w: www.eldonhousing.org

Registration Number: L3262

Co-operative and Community Benefits Society Number: 24341R

Registered with the Care Quality Commission as a Domiciliary Care Agency

Eldon Housing Association has adopted the National Housing Federation's Code of Governance and aims to follow the highest standards of governance, accountability and probity.

**NATIONAL
HOUSING
FEDERATION**





eldon housing
passionate professional caring