



ANNUAL REPORT | 2019-2020

eldon housing
www.eldonhousing.org
passionate professional caring

Onwards and Upwards

Having experienced some obstacles last year the Association showed its continuous resilience and determination by securing the development of Lingfield Lodge, East Grinstead and establishing its Registered Domiciliary Care Agency as an accepted service provider in Sussex.

The Association successfully negotiated and procured a substantial Social Housing Grant from Homes England, a development loan from the Unity Trust Bank and a much needed balancing grant from West Sussex County Council enabling the redevelopment of Lingfield Lodge to commence in July with a completion date of early 2021.

During the year the Association further strengthened its Registered Domiciliary Care Agency service by applying and being accepted on both Croydon and West Sussex County Council's Dynamic Purchase Systems giving tendering opportunities and receiving funds for tenants unable to meet their care costs. These achievements uplifted the team and brought a new enthusiasm for the future of the Association.

The Association underwent a Governance review which confirmed compliance but did highlight some areas requiring updating which were duly addressed thereby strengthening its position for its future growth and expansion.

Unexpectedly the Association, as with the whole world, was thrown into unprecedented and challenging times with the onslaught of the Coronavirus Pandemic known as COVID 19 in March. It was fortuitous that the Association had recently gone through a strengthening of its business continuity plan enabling it to respond immediately to the crisis, with all Head Office staff working from home, resulting in 'Business as Usual'.

All our staff members' efforts to protect our tenants, service users and their colleagues are described on Pages 13 & 14 and our heart felt thanks are extended to everyone.



Eileen Nutting
Chairman

Elizabeth Rangé
Chief Executive

Elizabeth Rangé

After some 30 years the Association was given the unenviable task of recruiting a replacement Chief Executive, following Elizabeth Rangé's decision to retire. This was successfully achieved and we are delighted to welcome Tony Molloy who took up the position in July 2020. He brings a wealth of housing experience and an appetite to continue the Association's strategic plan to deliver high quality services to its tenants and customers and grow and expand to reach others.

Whilst it is with great sadness that we say goodbye, we will remember Elizabeth's personal integrity, her vision, her dedication and her many accomplishments we have reported over the years. Under Elizabeth's leadership Eldon has grown and become a highly respected Housing Association.

We thank you Elizabeth for everything you have done for Eldon and we wish you well in the great adventures that await you in the future.

Happy Retirement



Elizabeth Rangé



Tony Molloy

Board of Management 2019/2020

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

OUR DEVELOPMENT

Lingfield Lodge will bring 40 one-bedroom and 8 two-bedroom self-contained flats over 3 floors, plus indoor social spaces and fully accessible landscaped gardens, to older people living in East Grinstead and the surrounding area.



This project is scheduled for completion in spring 2021 and is being constructed in partnership with:
ENGiE - Developers • GDS Chartered Surveyors • Homes England • MDR Associates – Architects
Mid Sussex District Council • West Sussex County Council • Unity Trust Bank





Our Year

Facilities Management

In the year to 31st March 2020 we have completed improvements to our schemes which have included:

- Bardsley Court, Claremont Court, Garden Court and Marten House - upgrades to communal corridor lighting to energy saving LED light fittings with micro-sensors
- Installed a communal Wi-Fi system at Fellows Court
- The communal boiler was replaced at Fellows Court
- Installed new lifts at Garden Court and Lindsay Court
- Programme to replace kitchens in 29 flats at Lindsay Court commenced with 6 completed on schedule

Our 24hr Help Desk continues to provide a valuable service not only meeting our contractual requirements with Croydon Council but provides an efficient reporting service for our tenants, service users and stakeholders.

With the installation of the communal Wi-Fi system at Fellows Court 100% of our Sheltered and Extra Care housing tenants now have access to the internet via our Wi-Fi installations.



HR

The Employee Forum continues to meet regularly to discuss topics that matter to our staff, such as business updates on our development projects, survey results and the annual pay review. They enjoy reviewing the Employee Excellence Award nominations and getting to learn about all the amazing work our staff do within their daily jobs.

The Employee Satisfaction Survey took place in June 2019 with 58% of staff responding, a 10% increase on the last survey. This enabled us to identify the areas where the Association is performing well such as staff being proud to work for the Association and where we can improve such as communication with staff.

Our new HR Management System went live in December 2019, staff can safely and securely access their personal information and Line Managers can monitor staff absence, timesheets, annual leave, training etc all from one central system, creating efficiencies and reducing our paper usage. The system provides an excellent communication platform, addressing an area for improvement noted within the Employee Satisfaction Survey, and gives easy access to key policies and procedures as well as live information updates.



Tenant Services

We have introduced a fitness instructor to visit our schemes to improve the health and wellbeing of our tenants which is proving very popular. This service is currently funded by Croydon Council.

Our tenants have participated in a variety of activities including trips to garden centres, celebrating Black History Month, Halloween, coffee mornings raising funds for Macmillan Cancer Support, Wear it Pink for Breast Cancer Research, knitting blankets for rough sleepers, filling shoeboxes with Christmas gifts for underprivileged children and Christmas Jumper Day for Save the Children.

'Visitors to our schemes included various musicians and choirs, local Brownies, Our Amazing Animal World, students from Trinity School and the North Wood Morris Men.'

We are now a trusted partner with Universal Credit which allows us to provide a service to our General Needs tenants to support them to manage their finances which in turn reduces arrears cases.

The ways that our tenants can pay their rent and services charges have been expanded to include payment by Debit/Credit card over the phone. This has proved a convenient way to pay, particularly with initial payments for new tenants whilst Direct Debits are established, this also reduces potential arrears cases.



Care Services

The cloud based care planning system introduced in February 2019 has proved to be a useful tool for our care team. This system includes the facility to add and update Care & Support Plans and Risk Assessments and record all care visits. The system will also send alerts to our Registered Care Managers if there are any concerns that require additional checking or monitoring.

Tenants and their next of kin can access the system in order to monitor the care provided which has proved beneficial particularly to next of kin living some distance away.



All photographs on pages 5 & 6 were taken prior to the Covid 19 lockdown



Our Finances

Statement of comprehensive income for the year ended 31st March 2020

	2020	2019
	£	£
Turnover	6,506,600	6,196,805
Operating costs	(4,537,740)	(4,370,301)
Gain / loss on disposal of fixed assets	(44,430)	(20,372)
Operating Surplus	1,924,430	1,806,132
Dividend receivable	-	11,768
Movement in fair value of investments	-	3,861
Interest receivable	22,533	44,412
Interest payable and finance costs	(816,990)	(850,755)
Surplus / (deficit) for the year	1,129,973	1,015,418
Other comprehensive income		
Actuarial gain (loss) on pension scheme	376,000	(260,000)
Total comprehensive income for the year	1,505,973	755,418

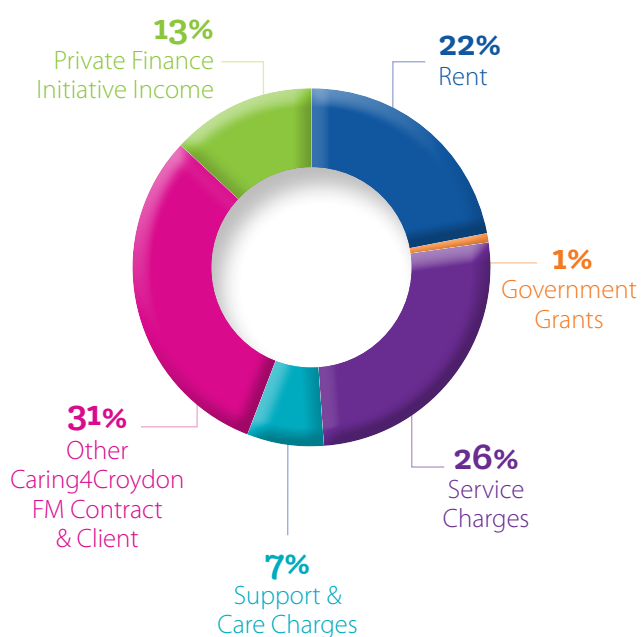
Statement of Financial Position as at 31st March 2020

	2020	2019
	£	£
Tangible Fixed Assets		
Housing Properties	21,792,321	18,463,223
Other Fixed Assets	993,448	1,059,247
	22,785,769	19,522,470
Investments	173,276	173,276
	22,959,045	19,695,746
Current Assets		
Debtors	395,267	444,145
PFI Contract Debtor due After More Than One Year	7,712,821	7,953,821
Cash at Bank and In Hand	1,855,778	1,842,017
	9,963,866	10,239,983
Creditors: Amounts Falling Due Within One Year	(1,484,097)	(1,052,867)
Net Current Assets	8,479,769	9,187,116
Total Assets less Current Liabilities	31,438,814	28,882,862
Creditors: Amounts Due After More Than One Year	(21,938,620)	(20,429,635)
Provision for Liabilities and Charges		
Pension Liabilities	(584,000)	(1,043,000)
Total Assets Less Liabilities	8,916,194	7,410,227
Capital and Reserves		
Called-up Share Capital	89	95
Restricted Reserve	9,583	5,943
Revenue Reserve	8,906,522	7,404,189
	8,916,194	7,410,227

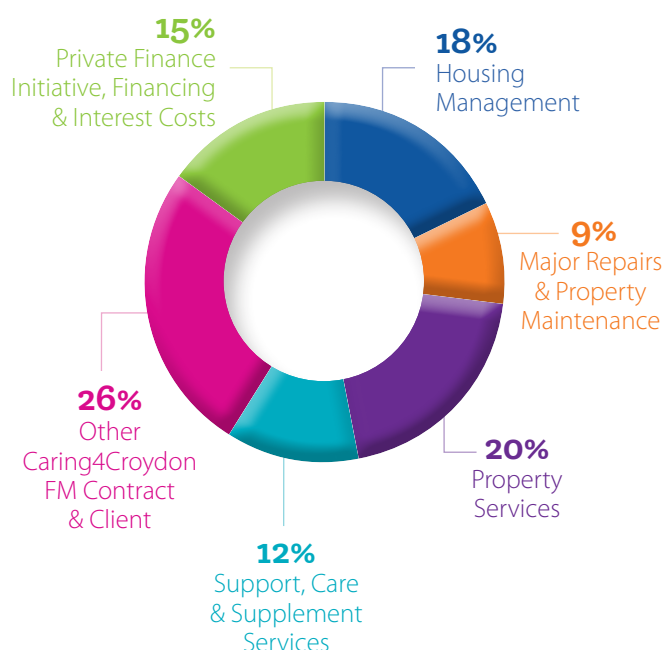
Auditors: Knox Cropper LLP, 65 Leadenhall Street, London, EC3A 2AD

Our Performance

Where our money comes from



Where our money goes



	Eldon	SPBM *	Housemark **
% of repairs completed within target	97	97%	Not available
Average re-let time – ordinary sheltered (days)	43	18	34
% of tenants satisfied with VFM - Rent	86%	96%	88%
% of tenants satisfied with VFM - Service Charges	87%	91%	79%
% of tenants satisfied with overall service	97%	93%	88%
% of tenants satisfied landlord listens to their views and acts	88%	84%	71%

*Acuity – Smaller Providers Benchmarking

** Housemark national median



Value for money

We are committed to delivering a high standard of services to our tenants, stakeholders, partners and clients.

Our Vision

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

Our Mission

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

Our Values

Passionate, professional and operating with integrity
Caring about customers, staff and business
Respectful – listening and approachable
Innovative – always looking to improve

Our Strategic Plan through to 2023 sets objectives within three areas:- to Maintain Customer Focus, Improve Effectiveness & Value and Achieve Growth Through Opportunity.

Whilst working to achieve our objectives we will continue to review working practices so that we can effectively and efficiently improve our value for money performance.

Looking Back

- The cloud based HR management system, introduced in December 2019, provides secure instant information to all staff on their annual leave, absences and training plus is a means to share information such as our Staff Newsletter.
- The cloud based care planning system, introduced in February 2019, enables our Care Team to monitor care plans and update tenant records quickly and accurately allowing for more quality time with our tenants.

Looking Forward

- Our care planning system is to be expanded to include staff scheduling which will monitor care hours plus the staff provision and eMARS an electronic system for medication management removing the need for paper records.
- We are upgrading our existing databases through a new cloud based system which will provide additional layers that will enhance our record keeping and improve efficiencies.
- We will continue to work with our tenants to look at ways to upgrade the social spaces, both inside and out, at our sheltered housing schemes to improve accessibility and enhance their enjoyment of these spaces.

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.

These are awarded quarterly and in the year to 31st March 2020 we received 73 nominations for 44 members of staff - the winners were:-



Bennie Borluevie
Assistant Cook at Lindsay Court

Bennie received her award for her part in supporting the kitchen to produce a good variety of meals and standing out for being conscientious in all her duties.



Donna Millward
Carer at Lindsay Court

Donna received her award for taking the time to help with the little things that often matter a lot.



Sally Sales
Head Domestic at Addington Heights

Described by one of her colleagues as "a legend" Sally received her award for making huge progress in building relations between Eldon and Care UK, the care provider at Addington Heights. Her excellent service delivery has greatly improved the resident's experience.



Shelly Ann Thomas
Domestic at Heavers Centre

Shelly received her award for being dedicated, polite, approachable and going above and beyond to make sure that the ensuite rooms at Heavers Centre are cleaned properly.



Terry Walden
Chef working at various schemes

Terry received his award for the good work and rapport that he has achieved not only with the staff team but the service users; in particular he has been a positive influence with one Day Centre service user which has improved the service he receives as a result.



Gerald Ellis Award

In 2019 the Board of Management agreed to create an award to be presented annually to an employee of the Association in memory of Gerald Ellis, a long serving Board Member and Honorary President, who passed away in July 2018.

They agreed that the recipient of the award would be selected from the winners of the Employee Excellence Awards up to the 31st March 2019 and that the presentation of the award would take place at the Annual General Meeting in September 2019.

The first winner of this special award was Bernadette Lewis a Carer who has worked at Westdene, our Extra Care Sheltered Housing Scheme in Chatsworth Road Croydon, since 2014.

Bernadette received the award for her vigilance when caring for a tenant. She discovered a lump on a tenant's breast which was diagnosed as Cancer and as this was discovered early the tenant did not require surgery and completed a course of Radiotherapy and the prognosis is good.

At our Annual General Meeting on 12th September 2019 Bernadette was presented with her award by Gerald's widow, Mrs Sandra Ellis, who said that Gerald would have been delighted with this award and that it was a real honour to present it to Bernadette.

The engraved glass trophy will be held by Bernadette for one year and then presented to the 2020 recipient; Bernadette received a small glass plaque to keep.

The Board of Management see the presentation of this special award as way to recognise the hard work and dedication of the staff team at Eldon and feel that this special award, alongside the Employee Excellence Awards, will mean that this dedication will continue to be acknowledged.



Bernadette Lewis

Sandra Ellis

COVID19

We acknowledge that this Annual Report relates to the year to 31st March 2020 but the unprecedented times that we have all lived through since March 2020 cannot go unreported.

We are extremely proud of our caring professional staff team of 120 who have all worked together as a team to tirelessly deliver all of our services through these challenging times. The safety and wellbeing of our tenants and, working with care providers, that of the residents of the Croydon Council Homes for the Future schemes has remained our priority.

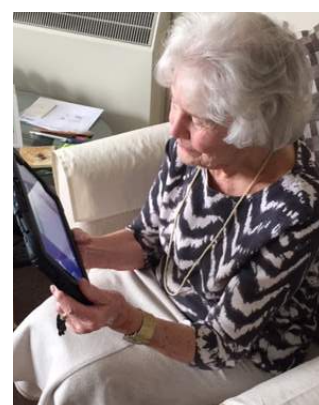
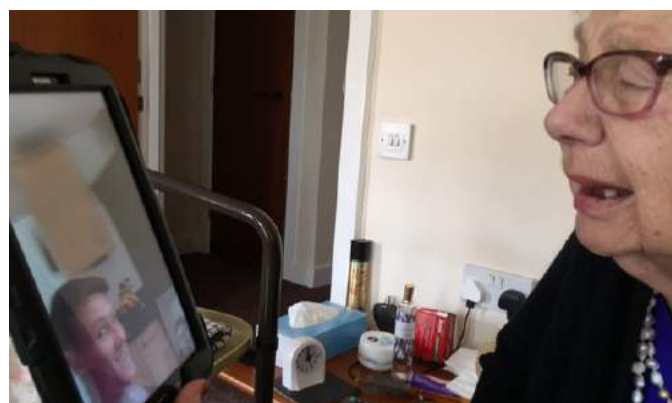
We have maintained all of our services throughout the pandemic; no services were removed or reduced. Our Head Office closed on 20th March with staff working from home, again with no break in the services provided, a skeleton staff team has operated from Head Office since July. Information has regularly been shared with our tenants through our on-site staff, letters and posters.

Our already robust cleaning regimes were upgraded to enhance the protection against the virus and in some areas this has involved the temporary relocation of some Domestic staff members to ensure we have the right staff in the right places at the right time. The currently unused catering kitchen at Bardsley Court was identified as a substitute kitchen should a virus outbreak cause the closure of one of our kitchens.

We were fortunate that our Care Quality Commission (CQC) registration gave us access / priority to government approved PPE suppliers which allowed us to maintain stock. We continue to hold 3 months supply in stock.

Staff at Joan Nightingale House, Lindsay Court and Westdene kept the morale of our tenants up with supporting them to keep in touch with their families and friends through Facetime/WhatsApp/Zoom. They also ensured they regularly visited their tenants just for a chat and a cup of tea and at the same time checked they were well stocked with groceries and general supplies.

For the majority of lockdown we were able to have our tenants continue to have lunch in the dining rooms at Joan Nightingale House, Lindsay Court and Westdene by operating a rota system. This meant that our tenants were able to leave their flats for some daily exercise and to socialise whilst following all of the Government guidelines.





Our more independent tenants at Bardsley, Claremont and Garden Courts and Marten House have received regular welfare and reassurance telephone calls from our Welfare & Support Officer and visits from our Premises Officers at Bardsley & Claremont Courts and Garden Court. Tenants have also supported one another, often by telephoning their neighbours during the height of lockdown. Our Welfare & Support Officer registered tenants who were vulnerable and eligible for the Government's essential food boxes.

Since the start of lockdown a weekly quiz has been produced and distributed to over 130 tenants per week, this has been a 'Covid 19 free' publication with trivia and messages. Some tenants were telephoning one another to complete the quizzes and also sharing these with their families.

As we have moved out of lockdown and into our 'new normal' our staff have facilitated socially distanced visits in our gardens with all the current safety measures in place.

Socially distanced activities have re-commenced including the popular word searches, bingo, memory games and the return of the Croydon Council funded Fitness Instructor.

The dedication of our staff has never been in doubt and that dedication has been reaffirmed every day throughout this pandemic.

We are grateful, not only our staff, but to our tenants, their families and friends who have helped to keep everyone safe by adhering to the restrictions in place.





Eldon Housing Association Ltd

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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**



**CUSTOMER
SERVICE
EXCELLENCE**



eldon housing
passionate professional caring