

Take responsibility • Open and honest • Listen and respond  
Dignity, fairness, kindness and respect

# Annual Report **2016/2017**

Celebrating 70 years



Sussex Housing & Care

# Welcome from the Chair and Chief Executive

## Garry Martin

This year's Annual Report to customers lets you know how we performed during the 2016/17 financial year. Following significant change at our Senior Management Team level, I am delighted that we recruited a new Executive Team in the New Year. The team is focused on taking our organisation and people forward into the future. During 2017/18 we will be setting out our strategy and updating our Business Plan to ensure we continue to be a strong, resilient organisation and that we put our residents at the heart of what we do. We operate in a challenging climate with pressures on sheltered housing rents (reducing by 1% each year) and pressures to keep fees affordable. We have planned for these challenges and are focused on ensuring the wellbeing of our organisation. We are not complacent; we will continually strive to provide the best possible service to our residents.

Finally, in looking back on the year, I would like to express my thanks and gratitude to the staff and to the Board who have assisted Sussex Housing & Care through a period of change and who have maintained the levels of service to our residents that we would expect. A commitment to strong outcomes for our residents is central to our work moving forward.



## Tracy Evans

I am delighted to have joined Sussex Housing & Care in January this year. Much of my time has been spent meeting residents to understand their priorities. I was delighted that all four of our care homes received 'Good' inspection ratings during the year.

Residents and staff at our schemes and care homes have told us about the services they think we should improve and we will be holding focus groups over the coming year to discuss this in more detail. We know that affordability is an issue for our residents and we will do all that we can to make sure our charges provide value for money.

We have spent time reviewing the information we give to our leaseholders and making sure staff are trained in leasehold management.

We have been re-procuring all our key contracts to get the best levels of service and best value for money. A number of residents have been involved in the process and we welcome their input.

We have been busy making sure we give staff the support they need, making sure policies and procedures are in place, training is available and we do all we can to recruit and retain staff; a particular challenge in the care home sector. In addition to our existing staff we are growing the number of apprentices we help, offering young people opportunities to work and gain qualifications.

We are on a journey of working with residents and staff to ensure that we enhance their lives and meet the changing needs of our residents.



**1948** Brought Old Park Close

**1958** Ardath care home, Bexhill was purchased.

**1980** New homes at Oakwood, Devonport House, Downash Court, Sackville Court, Nevill Court and Close, Waldron Court, St Thomas of Canterbury Court and Downash Court.



**1990** Church Bailey, Bourne Court and St Peter's Mews all opened.

**1999** Woodlands Care Home, Crowborough opened by HRH The Duke of Gloucester.



**2012** New homes at the Rowans in Crowborough and Cheneys Lodge in Seaford.

**1947** SHAA purchases rented accommodation at Falfield in Seaford 1949 – The Rowans care home in Crowborough was donated.



**1975** Opened Oakwood Flats

**1977** Ashleigh Glegg House was opened in Seaford and Yvonne Robertson House, Bexhill was opened by HRH Princess Alexandra.

**1992** Oakwood Court care home, Haywards Heath opened by HRH The Duchess of Gloucester.

**2002** Saxonwood care home in Battle opened



**2016** 70th anniversary

**1946** Sussex Housing Association for the Aged (SHAA) starts with the Cedars in Brighton and Cheneys Care Home in Seaford.

**1952** Lady Churchill opens the new extension at Cheneys care home, Seaford.

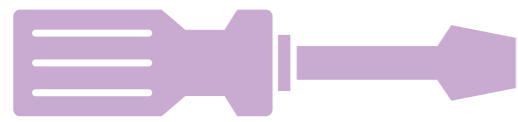


**1993** Martlet Court was built.

**2008** 114 homes transferred from Gundreda Housing Association; Alison Howles Charitable Trust; and Soroptimists (Eastbourne) Housing Association (including Clevedown).



# SHC's year in numbers at the end of 2016/2017



## Repairs

- We carried out 1,050 repairs.
- 91% of residents were satisfied with the repair service they received.

## Planned maintenance

We spent £568,000 on planned maintenance (compared to £388,000 in 2015/16) including:

- 69 new windows
- New outside walkways
- 7 level access shower rooms
- £60,000 on internal decorations
- £34,000 external decoration works
- 2 flat roofs replaced
- 4 new boilers
- 2 new commercial boilers
- 1 lift upgrade
- 1 car park surface

We spent £62,000 on fire safety and have upgraded 4 fire alarm systems.



## Income from rents and fees

We collected:

- 98.7p of every £1 of rent (98.8p in 2015/16)
- 99.4p of every £1 of care home fees (99.2p in 2015/16)

## Occupancy

- Rented properties were occupied **98.7%** of the year (99.1% in 2015/16).
- Care home rooms were occupied **95.8%** of the year (95.4% in 2015/16).

## Compliance

- We were late on gas servicing at 28 properties during the year. At the end of the year we were 100% compliant.
- We have 5\* food hygiene in all of our commercial kitchens.
- All 4 care homes rated 'good' by the CQC.



## Re-let time

- 27 days to let an empty sheltered housing property (39 days in 2015/16).
- 29 days to let an empty care home room (60.8 days in 2015/16).



## Care home activities

- 787 activity sessions took place.
- 5,489 residents and visitors took part and benefitted from the activities.

# Value for money

"I go out with my friends and I enjoy the activities here."

Resident at Oakwood Court Care Home

1

## We always try to achieve value for money in all that we do...

This year we reduced our senior management team structure and made other staffing changes saving £148,000. We saved £17,000 on our IT and telephone contracts, £20,000 on recruitment costs and £20,000 on marketing costs.

We spent £27,000 on replacing fluorescent lighting with LED units which should save £6,600 per year at today's energy prices.

3

You can read Sussex Housing & Care's full Value for Money report on our website at [www.sussexhousing.org.uk/valueformoney](http://www.sussexhousing.org.uk/valueformoney)

2

## We use our surpluses to reinvest in our homes

We are putting in place a 30 year plan for improving and maintaining our properties to make sure we improve the quality of life of our residents and that our buildings are fit for the future.

In 2016/17 we helped save energy by replacing single glazed windows with double glazing and made external changes such as new flat roofs to keep buildings warmer."

"My scheme manager is very supportive and understanding."

Resident at Falfield

# Resident satisfaction – what we want to do better

## Housing

Overall, 65% of tenants and 36% of leaseholders are satisfied with our overall service and we recognise there is work to be done to improve their satisfaction.

### Areas where you are most satisfied:

Tenants	Leaseholders
82% satisfied with the quality of their home.	67% satisfied with the quality of their home.
84% satisfied with the accessibility at the scheme.	75% satisfied with the accessibility at the scheme.
82% satisfied with the safety and security at the scheme.	81% satisfied with the safety and security at the scheme.
82% satisfied that their rent provides value for money.	70% satisfied with the scheme manager service.

### Areas where we can improve our service:

**1** 43% of tenants and 46% of leaseholders are satisfied with the gardening.

**You said:** "What do the gardeners do for the money?"

**We're doing:** "We have provided service standards at each scheme which lists the gardener's agreed responsibilities. We got residents' views on what should be included in the new gardening contracts."



**2** 45% of tenants and 13% of leaseholders are satisfied that Sussex Housing & Care listens and responds.

**You said:** "You listen but you don't deliver"

**We're doing:** "We will keep a list of scheme issues which will be reported on in scheme newsletters and scheme meetings so residents are updated with what we are doing to improve services."



**3** 62% of tenants and 26% of leaseholders are satisfied with the repairs and maintenance service.

**You said:** "Repairs and maintenance could be better."

**We're doing:** "We are re-procuring all our contracts including repairs and maintenance, gardening, cleaning and window cleaning so we can get best value for money and are involving you in this process."

**4** 55% of tenants and 58% of leaseholders are satisfied with social activities.

**You said:** "We want more activities and to know what's going on."

**We're doing:** "Our scheme managers are working with residents to identify the activities they would like and a new scheme newsletter will clearly show when activities are taking place."

## Care

We are proud that our care homes were awarded 'good' ratings during the year.

91% of residents said they are happy living in our care homes, compared with 98% last year.

95% said they are satisfied with the overall standard of the care home. Although this is a good satisfaction score, we recognise that there are areas which we can improve on.

### Areas where you are most satisfied:

99% agree the home is clean and tidy.

99% agree they can have visitors when they want.

96% agree they are treated with kindness, dignity and respect.

96% agree staff are capable of providing the care needed.

### Areas where you are least satisfied:

**1** 70% agreed staff have time to talk.  
**You said:** "I'd like staff to have more time to talk to me."

**We're doing:** "We are holding focus groups with residents and exploring options to work with volunteers at our homes who could be involved in a variety of areas including chatting to residents and planned activities. We are also looking at our staffing levels."

**2** 87% agreed they have easy access to a pleasant garden/ outdoor area.

**You said:** "We have lovely grounds here but we'd like to use them more."

**We're doing:** "We are scheduling in an assisted walk around our gardens as part of our activities programme and organising BBQ and outdoor events for the summer season."



"You give me as mum's eldest daughter and responsible for her wellbeing, peace of mind. Thank you all so very much."

Daughter of a resident at Ardath Care Home

**3** 83% agreed the menu offers a good variety of choices each day.

**You said:** "We'd like more variety on our menu."

**We're doing:** "We're holding regular catering meetings so residents can share their views with our Chef Managers. Chefs have already added new seasonal dishes to the menu."

**4** 88% agreed they are satisfied with the way staff dealt with complaints/concerns.

**You said:** "It would be good to know more about the complaints process."

**We're doing:** "Your feedback is important to us and we will involve our regional managers alongside our care home managers to make sure complaints are closely monitored. We will also update our information leaflet about complaints and make sure this is available to you."

# Financial summary

	2017	2016
	£000	£000
<b>Income</b>		
Rent, care home fees and service charges	7,653	7,404
Surplus on sale of housing properties	–	762
Other Income	822	1,521
	<hr/>	<hr/>
	8,475	9,687
<b>Expenditure</b>		
Cost of repairs and maintenance	969	690
Staffing costs	3,141	3,139
Other running costs	4,158	4,496
	<hr/>	<hr/>
	8,268	8,325

"We are so lucky to live here."

**Resident at Ashleigh Glegg House**

You can read Sussex Housing & Care's full financial statement on our website at [www.sussexhousing.org.uk/aboutus](http://www.sussexhousing.org.uk/aboutus)

## Looking to the future

### We will be:

- Dedicating key members of staff centrally to manage contracts such as grounds maintenance.
- Establishing a panel of residents to share views on communications and engagement.
- Re procuring our contracts to achieve best value for money.
- Connecting better with our staff and residents by investing in a new staff intranet and a new website.
- Carrying out a residents satisfaction survey and creating an action plan to make improvements.
- Creating staff consultation groups to encourage employee engagement.



**If you would like this publication in an alternative format please call the Communications team on 01323 875254**

Sussex Housing & Care, Ronald Simson House, 24 Sutton Avenue, Seaford BN25 4LG

[www.sussexhousing.org.uk](http://www.sussexhousing.org.uk)

 @SxHousingCare

 @SussexHousing

September 2017



Sussex Housing & Care