

Sussex Housing & Care

65 YEARS  
1946–2011

# Sussex Housing & Care

A NEW OUTLOOK ON LATER LIFE



**Annual Review** 2010–2011

# About us

Sussex Housing & Care provides high quality, good value accommodation and services for older people.

Established in 1946 as a not-for-profit housing association, today we offer a range of properties across Sussex to suit a variety of needs, ranging from independent living and sheltered housing to residential care.

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Cover illustration: *The Bluebell Woods at Bates Green Farm, Arlington* by Joanne Fontanazzi, resident of Church Bailey leasehold housing scheme, Pevensy.

# Chairman and Chief Executive's joint statement



2010/11 was a year of significant progress for Sussex Housing & Care.

In contrast to the previous year and the well-publicised difficulties of some care providers, the Association made a healthy financial surplus which means that this year we will be able to invest a record amount in the improvement of our properties, ensuring that we continue to provide accommodation of the highest standard for residents. Nevertheless, local authority spending cuts will continue to put pressure on the finances of our care homes.

Whilst investing in our existing properties we are also making progress with the development of new homes for older people in Sussex. The scheme at The Rowans in Crowborough will be completed in October 2011. As well as providing homes for 19 older people it will free up under-occupied family accommodation leading to 19 families currently on the housing waiting list being re-housed in Wealden.

Good progress has been made with our plans for a new "state of the art" extra-care scheme in Seaford but this has meant the closure of the Association's oldest scheme, Cheneys, in early 2011. Cheneys had become outdated with poor space standards and the cost of refurbishment was simply not economic. The closure was a difficult time for all concerned, particularly the residents and staff employed in the scheme.

An organisation like SHC is only as good as its governance and in February 2011 the Board held an awayday to review progress and plans for the future, including succession planning. This has resulted in a very successful recruitment campaign for new Board Members and you will read later in the Annual Review of the five new colleagues who will be joining us in September 2011.

Finally, we must thank the Board, staff and Friends Groups for the way they all go the extra mile to ensure that we continue to provide good quality housing and care for all of our residents.

*Brian Porter* 

# A caring, stimulating and safe environment

Sussex Housing & Care offers a range of housing and care options, all designed to provide a stimulating and safe environment where older people can retain their independence and support is available when needed.

Our properties include “independent living” accommodation, where residents live completely independently in their rented home, whilst repairs and maintenance are taken care of by Sussex Housing & Care (SHC); rented and leasehold sheltered housing schemes which offer the added security of a scheme manager available on site; and residential care homes providing a secure environment, companionship, beautiful grounds and a higher level of expert care, including help with personal care, such as dressing and supervision of medication if required.

Our services are designed to facilitate residents’ independence and respect their views and lifestyle. For example, we continue to be recognised by the RSPCA for our pet-friendly approach, having achieved their gold award in 2010. We continually review our services to ensure that they meet the highest standards and last year, for example, all four of our residential care homes achieved high scores in external assessment of their food handling and hygiene.

Steve Passenger, Chef Manager at Saxonwood residential care home, receiving the five star Food Hygiene and Handling award said “This is a proud moment for me and my team. We’ve all worked hard to maintain the high standards and this award proves that Saxonwood’s kitchen is as good as it can be”.





**“I wouldn't have moved to Oakwood if I couldn't have brought my dog. I think life without pets is lonely so it's very important for me to have my dog as I've always had a pet.”**

**Jenny Cook, resident,  
Oakwood sheltered housing  
scheme, Haywards Heath**

## A caring, stimulating and safe environment

Noreen O'Sullivan has been a Care Assistant at Saxonwood residential care home for six years.

"I really enjoy looking after people, talking to them and spending time listening. I enjoy helping them in any way I can. The team here at Saxonwood are great and we have an amazing manager. We work together and help each other out.

I have been properly trained by Sussex Housing & Care and I am able to deal with situations in a professional manner. The most valuable training, which goes alongside my experience in the role, has been learning to communicate effectively with people so you can listen carefully and understand people's needs and respond in the right way.

Saxonwood is a lovely home and everything is set out very well. Visitors and relatives, as well as our residents, tell us how friendly it is. We have a real sense of community."





Rebecca Branson, Scheme Manager at St Thomas of Canterbury Court sheltered housing scheme in Mayfield.

"I like interacting with residents, there is a really friendly atmosphere here. It's nice to be able to help people and be there to support them. I also enjoy doing some of the gardening on our site to make it look good!"

I give everyone a morning call to check they are OK and for those who need it, I visit them. I help residents to fill in forms and support them in liaising with external agencies. I offer them advice too and help them keep their independence.

We have a really close link with Mayfield village. For example, girls from the local school visit every Thursday to help residents learn how to use our computers and they also come and sing at Christmas. Some of our residents go to meals organised every month by the village Age Concern group.

We have lots of activities going on in both our communal lounge and also outside of the scheme. We have regular coffee mornings, indoor bowls, bingo and summer BBQs. I also organise outings to sites of interest around the county, such as a visit to Bodiam Castle. We take the mini bus to garden centres and fish and chips on the beach are always a favourite!"

# Listening and responding

At Sussex Housing & Care, we are committed to improving our housing and services in line with the needs and aspirations of our residents.



There are many ways in which residents can get involved and give us their views and feedback. As well as completing our annual resident satisfaction survey and attending meetings with SHC employees at their property, residents can attend the SHC Annual Meeting, join the newly established Residents' Council or become a resident Board Member.

In 2010, we produced our first annual report to residents to provide information directly to residents on our performance, as well as further editions of New Outlook, our residents' newsletter.

In a 2011 residents' survey at Woodlands residential care home, of residents who responded:

- 100% rated the friendliness of staff as 'good' or 'excellent'
- 95% rated the quality and comfort of their room as 'good' or 'excellent'
- 95% rated the quality and comfort of the communal areas, such as residents' lounge, as 'good' or 'excellent'
- 94% 'agreed' or 'strongly agreed' that food and drink were available when they wanted them.

**“There is little more to add when you have excellent accommodation with an Association who take such an interest in their residents.”**

**Resident from Falfield sheltered housing scheme, Seaford**

At Oakwood Court residential care home, residents and their relatives are invited to monthly meetings to give their views about living at Oakwood Court.

After the first meeting, Diane Knight, Home Manager at Oakwood Court said: "The meeting went really well and residents enjoyed the opportunity to give their views. The meeting proved to be very stimulating and thought-provoking. Afterwards at lunchtime there was a clear 'buzz' around the dining room whilst everyone had a good chat about it.

We've gathered lots of comments including many compliments about Oakwood Court and also some useful suggestions for improvements. One suggestion was to have more films in our communal lounge so already we've shown Titanic and The King's Speech which residents have really enjoyed."

Residents at Oakwood Court have given good feedback about the meeting: "We really enjoyed being able to participate in discussions about the home and it was good to be able to express our views freely" said Hilda Yates. Irene Charleston said: "The issues we raised are not complaints just niggles that we wouldn't normally mention, but it's important for us to disclose these because it gets them off our chest and makes us feel valued."



# Thank you!

Our achievements are thanks to the hard work and commitment of our employees and Board Members and the support of our Friends Groups and partners.



*Bexhill Mayor  
Cllr Stuart Wood  
with Social Club  
Chairman Rosemary  
Kelly and resident  
Pauline Faulkner  
(plus furry friends)  
at the annual  
Yvonne Robertson  
House summer fete.*

We are fortunate to have a number of local Friends Groups made up of volunteers who want to enhance the lives of older people in their communities. Through helping to organise activities, outings and fundraising events, our Friends Groups help create lively communities and provide invaluable support to residents who have few family and friends nearby.

As a charitable housing association we rely on voluntary donations and grants to enable us to provide extra welfare services to our residents that they would otherwise not receive. We are grateful to the many people who have left a legacy in their Will for Sussex Housing & Care. These generous contributions often come from people, or their friends or family, who have received support from Sussex Housing & Care. Every contribution we receive, whether it is a donation or someone giving their time, makes a real difference to our residents.

For many years, we have enjoyed the generous support of the residents of Mayfield village at an annual 'Mayfield Lunch', which raises funds for SHC. The 2011 Mayfield Lunch raised over £1,000 which will be used to provide activities for our residents.

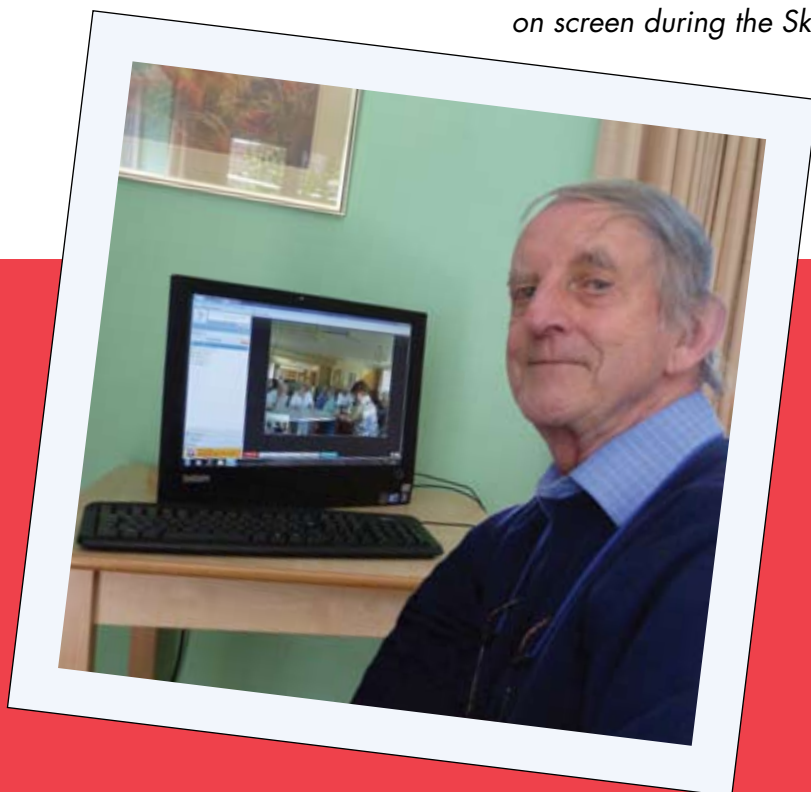
If you would like to give your time and friendship, help us to provide more activities and outings for our residents, or make a financial contribution to our work, please contact us on 01323 875253.

Many of our sheltered housing schemes have benefited from grants aimed at promoting digital inclusion in sheltered housing.

A partnership with BT and Age Concern Brighton, Hove & Portslade provided computers and training for residents of The Cedars in Brighton. Thanks to grants from the National Institute of Adult Continuing Education's Digital Inclusion project, four other schemes have benefited from IT equipment and computer training.

We are also grateful for the support of Chalvington Communications (our telecommunications supplier) who donated two laptops for use by residents. Residents have been making good use of the equipment, including a quiz between four of our schemes using Skype on Silver Surfers' Day.

*Richard Wilkinson, resident of St Thomas of Canterbury Court sheltered housing scheme in Mayfield with residents from Clevedown sheltered housing scheme in Lewes captured on screen during the Skype quiz.*



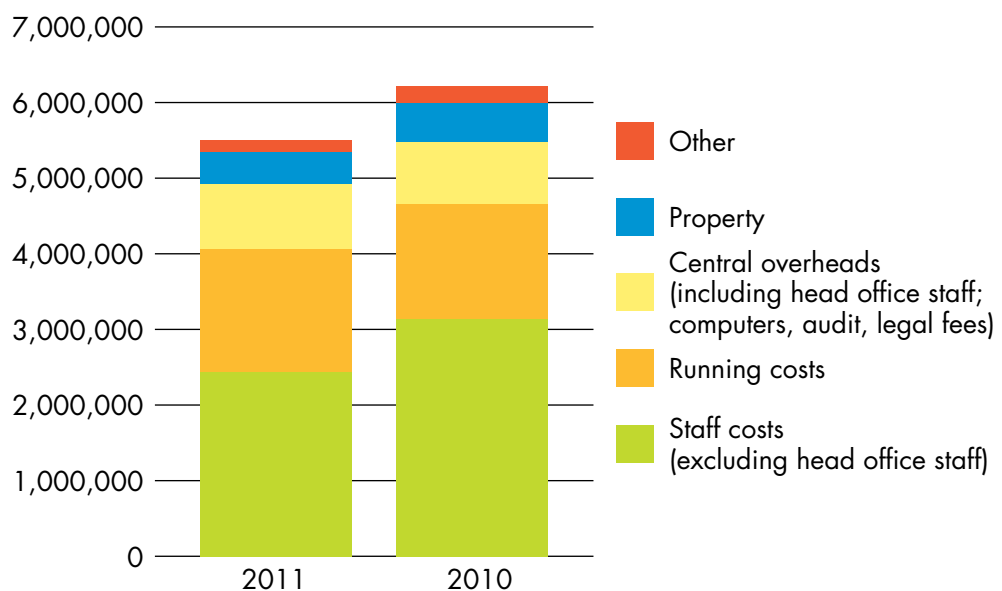
# Money matters

Sussex Housing & Care has managed its affairs in a prudent and careful fashion with a view to ensuring sufficient reserves are available for future maintenance and investment in our properties.

In 2010/11, SHC made an operating surplus (i.e. income from our care homes and housing exceeded our expenditure on these services), following two years of deficits. This was achieved by controlling our costs and making better use of our resources. We undertook a review of staffing arrangements, which reduced our unnecessary costs without adversely affecting our services. Towards the end of the year, our dual-registered care and nursing home, Cheneys, was closed due to unacceptably high losses sustained over a number of years.

In 2010/11, there was also an exceptional item related to our pension scheme. The deficit on the pension scheme has reduced significantly this year and this has had a positive impact on our surplus, although this is purely an accounting or paper entry, i.e. we did not receive any money for this.

## Where the money goes





## Income and expenditure

Extract Income & Expenditure account for the year ended 31 March 2011.

	2010/11 £000s	2009/10 £000s
<b>Income</b>	5,687	5,976
<b>Less</b>		
Operating costs	(5,502)	(6,222)
Operating surplus/deficit before pension credit	185	(246)
Exceptional credit due to pension revaluation	481	-
	<b>666</b>	<b>(246)</b>
Interest receivable	57	54
Interest payable	(41)	(44)
Surplus/deficit on ordinary activities	<b>682</b>	<b>(236)</b>

The value of our fixed assets continues to grow due mainly to the construction costs of our new scheme, The Rowans. The cost of this scheme has to date been met by a combination of grant funding and our own cash resources. Further grant is due and we will take a loan to finance the balance of the construction costs. This will allow us the resources to move onto new projects quickly.

Our investments grew during the year through a combination of good investment and the stock market performing better.

## Assets and liabilities

### What we own

Properties (gross)	22,994	21,571
Other fixed assets	593	671
Investments	1,207	1,161
Debtors & cash less creditors	1,803	2,251
	<b>26,597</b>	<b>25,654</b>

### How it is funded

Social Housing Grant	10,856	10,072
Loans	614	629
Reserves	15,127	14,953
	<b>26,597</b>	<b>25,654</b>

# Investing in our properties

We are committed to providing high quality, good value accommodation and services for people aged 55 and over.

We continually improve and develop our properties to meet the changing needs and aspirations of our residents. We have an extensive programme of repairs and improvement works to ensure our properties continue to provide safe, secure, and comfortable places to live.

All our properties meet the Decent Homes Standard. We re-evaluated the condition of our properties in 2009 to enable us to develop asset plans for the next 25 years.



Grahame Wilkinson, Handyman at Ardath residential care home.

"I'm a handyman at Ardath residential care home and I've been working in this role for 14 years. My main responsibilities are to maintain the home and make sure that all the health and safety checks are completed, including fire safety checks.

I enjoy meeting people as I come into contact with residents, relatives, visitors and staff. Ardath is a nice place to work. I also get great pleasure from helping people.

My biggest challenge is the forever changing health and safety rules. However, I am fully trained and am kept up to date by SHC head office, as well as researching new legislation myself on the internet."



In March 2011 we completed the closure of Cheneys, our residential and nursing home, in Seaford. Reduction in demand for places had resulted in operating losses and there were no viable alternatives to closing the home. We are grateful to members of the Cheneys Friends Group whose support to residents was invaluable in helping them settle into new accommodation. We propose re-developing the Cheneys site as an extra-care scheme, which will offer a home for life through self-contained accommodation supported by a choice of different levels of care as required.

The support of our partners Wealden District Council and Denne Construction has enabled us to make excellent progress with The Rowans, our new development in Crowborough. We are building 16 flats and three bungalows for older people adjacent to our existing housing scheme and residential care home. The high-quality spacious accommodation has been designed to attract older people who are under-occupying larger, family council properties in the area. This innovative approach is aimed at those who are "over-housed" rather than in housing need.

A scheme manager service will be provided from the neighbouring sheltered housing scheme, Nevill Court, and meals and care will be available from Woodlands, our residential care home, on site. SHC was successful in securing £1.6m in grant funding from the Homes & Communities Agency, which part-funded the building costs.

# Senior Management Team



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## Executive Directors

### **Martin Burke**

Chief Executive/Company Secretary  
Length of service: 4.5 years.

### **Yvonne Atkinson**

Operations Director  
Length of service: 2.5 years.

### **James Rann**

Finance Director  
Length of service: 2 years.

## Senior managers

### **Dee Allen**

HR/Information Manager  
Length of service: 1.5 years.

### **Charlotte Carp**

Sheltered Housing Manager  
Length of service: 1 year.

### **Lisa Compton**

Care Services Manager  
Length of service: 6 months.

### **Nina Crump**

Head of Communications & Resident Involvement  
Length of service: 2 years.

### **Bob Taylor**

Estates Surveyor  
Length of service: 2 years.

**1** Martin Burke; **2** Yvonne Atkinson;  
**3** James Rann; **4** Dee Allen;  
**5** Charlotte Carp; **6** Lisa Compton;  
**7** Nina Crump; **8** Bob Taylor

## Annual remuneration of directors

### Directors' emoluments

The Directors are defined as the Board Members, the Chief Executive, and the Operations and Finance Directors.

No salary pension contributions or benefits in kind were paid to the Board Members of the Association. Pension contributions were made on behalf of the Chief Executive, Operations and Finance Directors.

These directors are members of the East Sussex County Council Pension Scheme and no special or enhanced terms apply.

The remuneration paid to the directors of the Association (Chief Executive and Operations and Finance Directors) – see Table 1.

	2011	2010
Total emoluments paid to directors (including pension contributions and benefits in kind)	£232,303	£199,722
Emoluments to Chief Executive (including pension contributions and benefits in kind)	£94,922	£88,690
Emoluments to the highest paid director (the Chief Executive) (excluding pension contributions)	£81,047	£75,740
The number of directors including the highest paid director who received emoluments (excluding pension contributions) in the following ranges were:-		
	2011	2010
	No.	No.
£ NIL	10	14
£1 – £1,000	–	–
£40,001 – £45,000	–	1
£45,001 – £50,000	–	–
£55,001 – £60,000	2	1
£60,001 – £65,000	–	–
£65,001 – £70,001	–	–
£75,001 – £80,000	–	1
£80,001 – £85,001	1	–
Total expenses reimbursed to Board Members	£2,020	£2,248

Table 1

# Governance, advisors and Board Members

## Board Members



**Brian Porter**  
Chairman  
*Retired General Manager, Rentokil Initial PLC.*  
*Joined 1997*



**Peter Grose, MRICS**  
Chairman of Development, Repairs & Maintenance Committee.  
Chartered Surveyor.  
*Joined 1993*



**Christopher Willis, BA (Hons)**  
Board Member and former senior executive, shipping company.  
*Joined 2004*



**Jenifer Barton, BSc**  
Deputy Chairman.  
Formerly Vice-Principal of a Sixth Form College; Trustee, Lewes Railway Land Reserve & Linklater Pavilion.  
*Joined 2008*



**Marjorie Lambert, BA H Dip Ed (formerly RGN RM MTD RNT)**  
Chairman of Battle, Hastings, Pevensey & Rye Friends of SHC.  
Retired Royal College of Nursing Lecturer and Director of Care Homes.  
*Joined 2000*



**Colin Adams, CPFA**  
Chairman of Finance & General Purposes Committee.  
Retired Finance Director of Shaftesbury Housing Group.  
*Joined 2009*



**Gwyneth Norman**  
Former Treasurer of Soroptimist (Eastbourne) Housing Association.  
*Joined 2009*



**Michael Corp, MSc Gerontology**  
Former Chief Executive of Anchor Trust and Chair of Housing 21.  
*Joined 2009*



**Michael Sechiari**  
Retired Head of Legal Services, Trustees Savings Bank.  
*Joined 1997*

### Retired from the Board in 2010/11

SHC would like to thank the following for their invaluable contributions over the years:

Gwynneth Watsham (stood down September 2010)  
Pauline Faulkner (stood down 2010)  
Betty Towner (stood down 2010)

Board Members give their time and expertise without remuneration or personal gain and perform to professional standards of expertise and conduct.

### Functional committees

The Board has appointed a number of functional committees to advise or act on its behalf. Membership is made up of Board Members and volunteers with expertise or experience to offer that committee.

- Finance & General Purposes
- Housing Management
- Development, Repairs & Maintenance
- Marketing & Communications
- Care & Support
- Friends Groups

## Recruitment of new Board Members

The composition of the Board is reviewed every year and when vacancies arise. We endeavour to maintain a balance of skills and experience appropriate to our changing business. Members are valued solely for the contribution they make and no upper age limit is set for their appointment. Two places on the Board are reserved for Sussex Housing & Care residents.

In 2011, we began the process of recruiting new Board Members and were delighted by the response we received. Following a selection process, five new members will join the Board later in the year, bringing considerable experience and expertise:



**Neil Blanchard**  
Executive Director of Operations at Southdown Housing Association; member of the Chartered Institute of Housing and the Royal Institute of Chartered Surveyors.



**Bob Dorey**  
Retired Development Director of London Underground; non-executive director of London Underground, London Regional Transport and Metropolitan Housing Trust.



**Dave Hill**  
Corporate Development Director at Moat Homes.



**Esme Hilliard**  
Telecare Project Manager for East Sussex County Council; former tutor at the Centre for Sheltered Housing Studies and Head of Lifeline and Retirement Housing Services at Eastbourne Borough Council.



**Tony Lyne**  
Retired Director of Age Care; registered nurse.

### President

Lady Lloyd of Berwick, DL

### Vice-Presidents

Mrs P Stewart-Roberts, CVO  
OBE  
Dame Vera Lynn, DBE  
Mrs G F Robertson, SRN  
RSCN

### Professional advisors

#### Solicitors

Blaker, Son & Young, Lewes

#### External auditors

Nexia Smith & Williamson, Southampton

#### Internal auditors

Chantrey Vellacott, DFK LLP

#### Stockbrokers

UBS, London

#### Bankers

Natwest PLC, Lewes  
Clydesdale Bank, PLC, Brighton

#### Human Resources

Insight HR

### NHF Code of Governance

SHC has adopted the National Housing Federation's Code of Governance 2004 relating to competence and accountability. Taking into account the size of the Association, we comply with the code.



Sussex Housing & Care

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A Housing Association registered under the Industrial and Provident Societies Act 1965 (No 12871R) and the Housing Act 1996 (No LH0079).

A charity exempt from registration under the 2nd schedule of the Charities Act 1960.

Accepted as a charity for tax purposes by the HM Revenue & Customs under their reference No X74581.

Member of the National Housing Federation.

Member of English Community Care Association.

Member of the Independent Housing Ombudsman Scheme.



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please call 01323 875255.