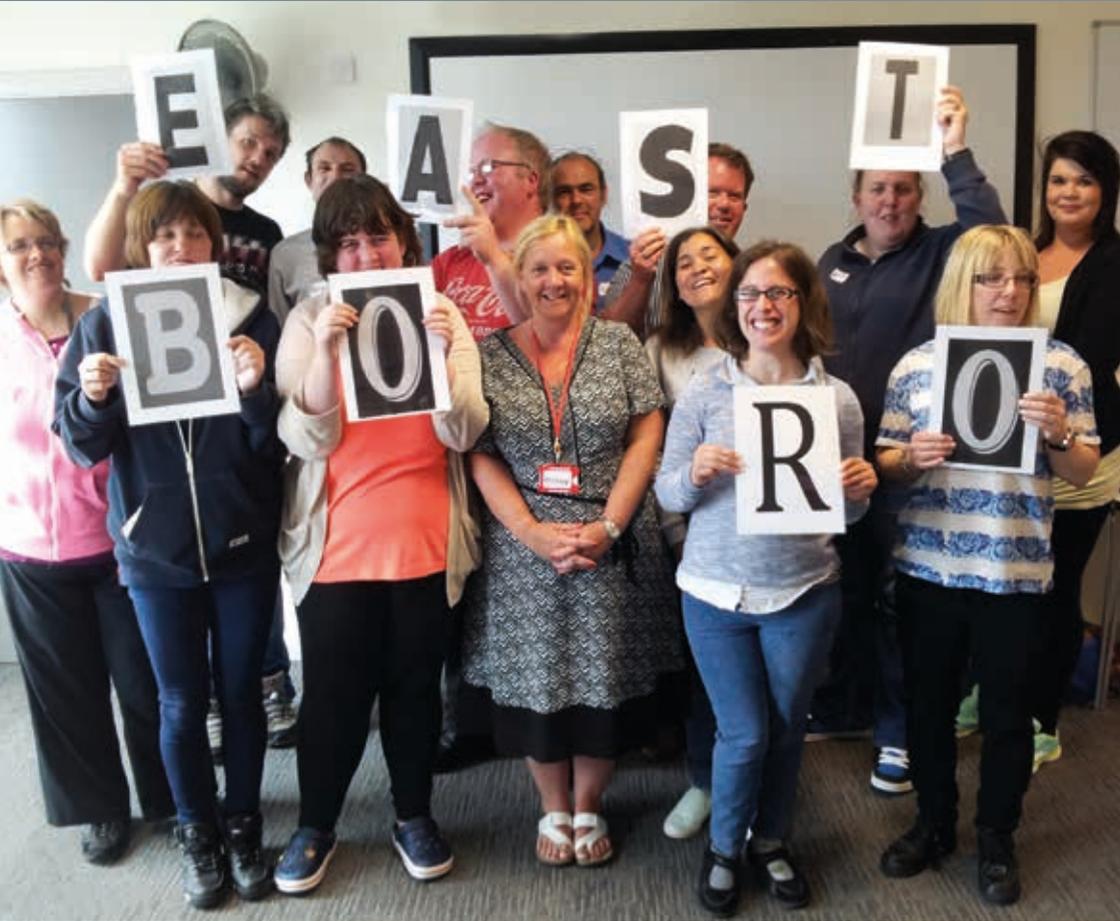




EAST BORO

HOUSING • CARE • SUPPORT



Annual Report
2015

2014/15 has proved to be a challenging year for the Trust, made more so by the increasing pressure on income due to commissioning cost savings made by our Local Authorities due to public sector funding reductions. Our own policy of Value for Money - doing the right thing at the right time in the right way for the right cost - has helped us meet the challenge of ever tighter budgets being set by our Local Authority partners.

Our achievements during this past year are:

Developments

- **We gained approval and began redeveloping our Abbotsbury Road property into two 2 bed and four 1 bed units.** Work is being undertaken by our Direct Labour Organisation (DLO) team apart from some specialist work which will be handled by contractors. Work will be completed in 2015/16.
- **June 2014, completed refurbishment of 2 bed unit Cologne Road in Bovington, in partnership with Purbeck District Council.**
- **In Wimborne, our Pheonix Lodge property underwent development to produce a larger 2 bed unit that can flexibly be adapted to form a self contained 1 bed unit and a studio flat should this be required.** Again the work was completed by our DLO team.
- **We purchased a property at Carlton Road South (Sunflower Cottage) which was extensively modernised by our DLO to create 2 bed and 3 bed living accommodation areas on each floor of this split level bungalow.** This work was completed in November 2014.
- **At the rear of this property there is space for a further two bed bungalow. We recently received the necessary planning permissions and the development will proceed in the 2015/16 financial year.** The property will be used as a 'safe haven' facility by Dorset County Council (DCC) for adults with Learning Disabilities. DCC received a Government grant of **£120,000** which has been passed on to the Trust to assist with the build cost.

Support Contracts

- **The Trust was successful in being selected to the Poole Council Care & Support Framework** - which is a prerequisite for applying for Support and Care contracts within the Borough of Poole.





Support Contracts (cont)

- **Previously reported in the 2014 Annual Report was our success in winning two new Support Contracts from Dorset County Council covering Dorchester and Weymouth.** The Dorchester contract commenced in December 2013 and the Weymouth contract in July 2014. Both contracts necessitated staff to be TUPED from Dorset County Council and a move from a residential home provision of service to Supported Living Services.

These contracts have been challenging in transfer and implementation as well as financially and are being reviewed with our Council partners.

- **We reached an agreement with the Soroptomists (Poole) Housing Association by way of a Service Level Agreement providing them with Housing Management, Accounts, Governance, Repairs and Maintenance Services on their properties in Poole.**
- **We took over the Homes4Let social letting agency that covers Bournemouth and Poole.** Homes4Let provides some 150 homes to both Bournemouth Borough Council and the Borough of Poole via agency agreements with private landlords to help accommodate families in urgent need of housing.



Financial Performance

Our actual surplus for the last financial year was marginally ahead of original budget estimates, but less than the actual achieved in the 2013/14 financial year. Our total borrowings are comfortably within the various covenants set by our Bankers and we continue to monitor these covenants closely.



Maintenance

The Trust has invested £458,396 in response repairs and refurbishments as well as the sum of £82,000 in planned maintenance into its housing stock during the year. We have brought gas servicing works in-house. In doing so, we are now well placed to achieve excellent value for money with the boiler replacement programme that is planned to be undertaken over the next three financial years.



Information Technology

We continue to explore opportunities to use Information Technology to improve efficiency within our operation. Recently we have had a new system installed for Client Services Management/Staff Rotaring to interlink with our training database and accounting systems. We also completely redeveloped our web site and introduced a new 'VOIP' telephone system within all of our offices throughout the county.




Trust Governance

The Trust is compliant in all areas of the Good Governance Code for the Voluntary and Community Sector apart from partial non-compliance in relation for setting targets for diversity. At present the Trust accommodates and recruits applicants with a full equality of opportunity approach as would be expected of a specialist supported living housing association and employer.

At last year's Annual General Meeting **Michael Butler** stepped down as Vice Chair of the Trust and the Board appointed **Mrs Eileen Hayward** as the new Vice Chair. **Mrs Margaret Turner**, who has been a most loyal and valued Board member for 24 years, has decided to stand down as a Board member effective from this year's AGM. We thank her most sincerely for her truly valued contribution over these many years, most especially in relation to her involvement with our Tenants.

We continue to recruit new Board Members and have a good response from quality applicants to the Trust for Board Member positions. The Board has now also set maximum length of service terms for Board Members in line with its adopted code of governance.

We have continued to establish the **Faulkner Fund**, the Trust's internal charitable fund named in honour of former Board Member Mr Ray Faulkner. We will continue to explore how the fund can help and benefit vulnerable adults in the future.

We started by saying this has been a challenging year. The future ahead is likely to equally be as challenging. May we, however, thank all of our Board Members and our staff team whose efforts and dedication has enabled the Trust to rise to and meet the challenges put in front of us. We would also like to thank our staff for delivering such a focused and committed service to our tenants and our customers across all the areas of our operations.

We now look forward to the year ahead and to continue to be a progressive charitable supported living housing association and to continue assisting vulnerable adults with their housing, care and support needs throughout all of the communities in which we are established.


David Cawdery
 Chairman


Kevin Hodder
 Chief Executive



East Boro provide over
370 properties with more
 than **400** tenants and
 deliver daily **Care & Support**
 to over **550** customers

East Boro has an excellent record for involving customers in the assessment and improvement of quality of support, staffing and management of the sheltered housing service. Continued high satisfaction rates have been received from local authorities and our customers. The sheltered service remains popular because of the person centred approach which ensures that customer support needs are met. East Boro management services have now expanded and since 2014, now includes the **Soroptimists** (Poole) Housing Association retirement schemes in Poole.

East Boro owns and manages sheltered accommodation in **14** schemes throughout Bournemouth, Poole and Dorset. The Trust promotes independent living whilst ensuring its tenants benefit from:

- Well maintained and secure self contained accommodation
- Person centred support
- 24 hour personal alarm systems
- Communal facilities in most schemes
- Social activities including fund raising days for charities, trips and events

Our Sheltered Housing Officers are there to ensure the safety and wellbeing of customers and provide a link with doctors, families and friends, the housing team and any other support agencies. Believing in continuous improvement, East Boro in consultation with its customers has made a number of **Service Promises**. Their delivery is ongoing and involves all departments. For Sheltered Housing this will mean improved communication and opportunity for greater involvement. By responding positively to changes in sheltered services, East Boro will strive to meet the challenges of the future for the benefit of our tenants/customers.

 We support over **300**
Sheltered Tenants

 Our Sheltered Tenants
received over **75,000**
visits in **2014/15**

 We have an **Overnight
Reassurance telephone line**
direct to our Sheltered Housing Officers
**each weekday night, 24 hours all
weekend** and during **Bank Holidays**

 **Keysafe and Careline Units**
provided to **every** East Boro
Sheltered Tenant



East Boro's **Always Help At Hand** service provides care and support throughout the County of Dorset and the Borough of Poole to people living in their own homes in the community. Customers are able to self refer for this service and we have both privately funded and Local Authority commissioned packages of care and support. We are a preferred provider for the Learning Disability frameworks for Dorset and the Borough of Poole and the Old Persons' framework in Dorset.

This last financial year from April 2014 to March 2015, has been an extremely busy one for the Always Help At Hand service.

July 2014 saw the commencement of the Always Help At Hand Service Weymouth providing Care and Support Services to **twenty** individuals moving into new accommodation in Weymouth.

In December 2014 our **Lynch Lane** office in Weymouth was accepted by the **Care Quality Commission** as our second 'Registered Office,' from which we now operate our **Domiciliary Care** service for the west of Dorset.

Our service provision is always expanding and during the financial year from April 2014 to March 2015, the Always Help At Hand service had delivered over **97,000** hours of care or support. Our services are currently based in Dorchester, Weymouth in the West of the County but, with the imminent introduction of our new **Always Help At Hand Poole** service from 1st April 2015, the year ahead looks like it is going to be just as busy as the last.

 **East Boro** provided over **97,000** hours of care during the financial year **April 2014 to March 2015**

We have **over 59** customers receiving **Domiciliary Care**

 Our **Physical Disability Support Hours** delivered are **over 9,900**



The Supported Living Service promotes, encourages and assists adults who have a Learning Disability and/or Autism to live independently. This service provides both accommodation and support services. We provide guidance and support to each person to sustain their tenancies and maintain or learn new daily living skills. We are commissioned by Dorset and Poole Local Authorities, with nominations made to the Trust by the respective Local Authority Social Work Teams.

This year the **Supported Living Service** has provided 153 homes for adults living in Poole and Dorset, with 127 of these clients directly assisted by our Supported Living Services. The team in the Borough of Poole have utilised unallocated commissioned hours to provide a floating support service to individuals living in their own homes where short term assistance was required.

This service constantly responds to changes in need and has undergone substantial consultation with clients who, due to the development of their daily living skills and confidence, feel they would like to move on from shared accommodation into self contained or two bedroom shared flats. As a result, we are redeveloping some of our current housing stock to help them on their road to independence.

The year ahead sees the introduction of our **4 Your Independence (4YI)** service, which is a free support service to eligible adults who have a Learning Disability or Autism and are living in Poole.

 **April 2014 to March 2015**

East Boro has over **29** schemes for adults with **Learning Disabilities**

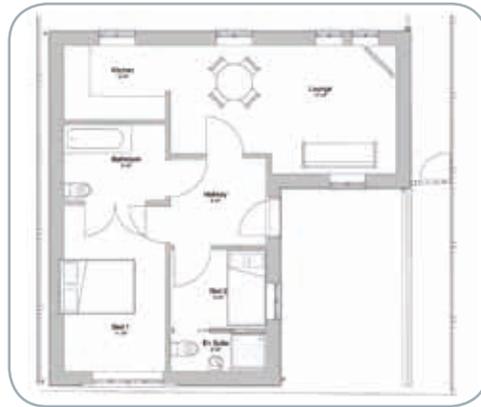
We provided over **53,000** hours of **support** to adults with **Learning Disabilities**

 We have assisted **127** clients with our **Supported Living Services**



Throughout 2014/15 the Trust has continued to develop property and provide more supported accommodation at a continued steady rate. The new schemes developed at **Carlton Road South, Weymouth** and **Cologne Road, Bovington**, are detailed in the Chairman & Chief Executive's Report within this Annual Report. Aside from these developments the Trust has been actively exploring and planning rural exception site opportunities, other supported living cluster flats for adults with a learning disability and looking at opportunities to add further developments/units on its existing schemes.

We obtained planning permission to build a "Safe Haven" two bedroom bungalow in Weymouth and continue to refurbish and remodel our existing housing stock. We are turning one of our shared houses of multi-occupation into six self contained flats with connected communal lounges and staff support facilities. This is part of the Trust's ongoing review of its housing stock with the aim to provide the best possible accommodation to our existing tenants and to ensure that the homes we offer will be in long term demand.



Elevation & Floor Plan
for Proposed Dwelling:
23 Carlton Road South,
Weymouth, Dorset

We continue to work with Local Authority Partners exploring further development opportunities and are looking to develop schemes that offer both social rent and low cost home ownership products that will remain at a reduced market sale price in perpetuity. This will enable us to gain a small income from sales to cross subsidise the provision of the retained rented housing to be let at a social housing rent level (approx. **60%** market rent). This would enable the Trust to deliver schemes without the need for capital subsidy and enable rented units to be let at long term sustainable rent levels.



East Boro's **Direct Labour Organisation (DLO)** continue to provide a response repair and cyclical works service to Trust tenants as well as helping to deliver the Trust's Planned Maintenance programme. The team also undertakes refurbishment works at properties to provide additional and improved accommodation to our current and future tenants. In addition, the Maintenance Department also provide a maintenance service to other organisations via Service Level Agreements and continue to provide the **Handy Van Service** to residents of Bournemouth and Poole.

During the 2014/2015 year, the Direct Labour Organisation responded to over **4000** response repair requests and undertook void works at over **40** properties when they became vacant.

In addition, members of the team continued to provide gardening, caretaking and window cleaning services to over **74** schemes consisting of over **580** units of accommodation. The Trust also visits schemes on a weekly basis to check that all fire equipment is in full working order, to ensure the safety of our tenants and visitors to the schemes.

The DLO completed the refurbishment of Sunflower Cottage in Weymouth which was purchased in September 2014 and provides accommodation to five individuals with a learning disability.

The Handy Van Team responded to over **1200** customer enquiries which led to the completion of over **1150** visits undertaking a range of works including minor plumbing and carpentry, and other general repairs around the home.



Handy Van Service

1253 service enquiries

1698 jobs in **1174** visits

100% satisfaction



DLO

Category 1 response repairs **594**

99% completed within timescale

Category 5 response repairs **2375**

96% completed within timescale

Category 3 response repairs **1117**

96% completed within timescale



East Boro is so much more than just a Housing Association. Our services include everything from Domiciliary Care and Support to ground breaking Art & Craft Clubs and Gardening Projects. We also operate the renowned Home from Home service that offers dementia and memory loss sufferers a unique opportunity to enjoy days out and activities in the safe surroundings of a host's home. We have recently added the Homes4Let Social Lettings Agency to our services.

Homes4Let

A new management letting service for linking private landlords with homeless families was purchased by East Boro and is called Homes4Let (H4L).

Primarily set up for the Bournemouth and Poole areas, the agency now provides East Boro with an opportunity to develop this innovative management and letting service across Dorset and surrounding areas. H4L arrange worry-free deposit bonds with Local Councils, offer an emergency helpline and a full property and tenancy management service. The office was recently relocated to Mansfield Road in Parkstone.

Typical customer comment:

Thankyou H4L for helping our daughter to move into her flat. It is very hard for young people in her situation as they have no experience dealing with people in business.

Out of the many places we contacted regarding housing, H4L were the only people who really treated her with respect. I am sure she will be a very good tenant and the flat is already looking very homely.

Parent of young tenant



 **April 2014 to March 2015**

East Boro provided **Art Sessions** which were visited over **1,500** times

 Currently there are **150** properties under management with **Homes4Let**

 **Home from Home** provided **127** sessions to clients



We at East Boro believe that our tenants have a big part to play in the management of their homes. We try to involve tenants in all parts of the organisation, and we hold a wide range of meetings and events that offer the opportunity for everyone to have their say, meet other tenants and have a good time as well! We have four consultative committees that help us shape our services (two 'Tenant Consultative Committees', a 'Repairs and Maintenance' group and a 'Reading' group), and we organise a large number of coffee mornings, boat trips, outings and other events where tenants can meet and give feedback.

For our **Supported Living** residents we have organised visits to **Weymouth Fire Station** for a safety talk, and had a number of day trips. They have their own **Tenants Consultative Committee** and both Weymouth and Poole tenants have an **Annual Tenants Conference**, a **Summer BBQ Party** and a **Christmas Party** every year.

Smaller groups of tenants have visited **Harry Potter World**, **Falconry Show**, **Monkey World**, went to see 'Frozen', joined in with the 'Party in the Park' at Lodmoor and the **Sports & Wellbeing Festival** on the beach, to name a few!

We run a weekly **Arts Group** for Supported Living residents in Weymouth which is well attended. Over the past year, we have produced **East Boro News**, our newsletter giving the residents news, information and feedback on all our tenant events. We distributed a **Tenant Survey** which has been amended after comments received last year, and we will now use this survey annually so that we can compare like for like.

 From April 2014 to March 2015 we held **21** large events:

- 8** Tenant Consultative meetings,
- 4** training sessions on housing subjects, **3** conferences, **2** Summer Parties, **2** Christmas parties,
- 1** Christmas lunch and **1** 'East Boro in Bloom' tea party. Over **100** coffee mornings, **1** boat day trip,
- 10** coach day trips, **6** Fire Safety talks and produced **4** Tenants Newsletters



East Boro's Human Resources provides a pro-active HR service delivered through systems and processes aligned to the Trust's objectives. The department is a critical component of an employee's well-being in any business, no matter how small. HR responsibilities include arranging corporate staff inductions, monitoring annual leave, absences, training and skills development, payroll information, benefits, performance management, keeping up to date with current legal systems, recruitment process, guiding managers and staff welfare.

During 2014/2015 HR played a vital role in a **TUPE** transfer (Transfer of Undertakings Protection of Employment) for **34** staff members from **Weymouth** and **36** from **Dorchester**, all from Dorset County Council and **4** staff members from **Homes4Let**. The purpose of these regulations is to protect employment rights when employees transfer from one business to another. The staff transferred and integrated seamlessly with EBHT.

Corporate staff **induction days** were introduced. They are designed to provide new-starters with everything they need. Induction processes are vital for ensuring that new staff are productive as quickly as possible.

The HR department have linked all staff emails in preparation for our new **intranet portal** enabling staff to log in and access policies and procedures; they define what our organisation does and how to do it.

HR have updated policies and procedures in preparation for uploading onto the new portal.

 From **April 2014 to March 2015**
Average number of **employees 230**

Average number of **employees FTE 131**

 **East Boro employ 231 Female**
staff and **53 Male** staff (figures 31/03/2015)

 **Staff sickness**
figures for the above dates
were **5.64%** (Trust wide)

 Our staff undertook over **2030**
Certificated Courses

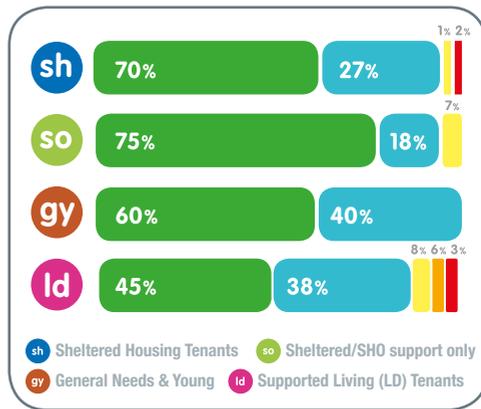


During March 2015 East Boro canvassed the opinions of its customers and tenants including Sheltered Housing Tenants, as well as those who received housing officer support only, Supported Living tenants with Learning Disabilities and our General and Young Tenants by way of a **Satisfaction Survey**. A variety of questions were asked relating to the services provided by East Boro. The survey has been updated from last year following comments made about the length of the previous survey.

The new survey is based on the STAR format and has a number of core questions which are the same for all our tenant groups. Where individuals wanted to complete the questions but were unable to do so independently, support workers were encouraged to assist.

In total, **446 Surveys** were sent out to our customers across Dorset, of which **136** customers received support only. Respondants were given the option of confidentiality, however **98%** were happy to identify themselves. Overall, the results reflect very well on East Boro. As a Housing and Support Service provider, we should be very pleased. Where items were raised by customers who identified themselves, visits have been arranged to try to achieve the suggestions made and/or to offer help and advice.

All the received comments have been separately noted and action taken to address feedback. However, although the return this year was adequate, next year we will be providing more staff support, with enough background information to enable them to assist and encourage all of our customers to complete the survey.



■ Very Satisfied
 ■ Fairly Satisfied
 ■ Neither
 ■ Fairly Dissatisfied
 ■ Very Dissatisfied



Since April 2013 when the Value for Money standard was introduced, the Trust has continued to take steps to ensure it conforms to the standard and provides good value for money to its tenants and other service users. Value for Money is about doing the right thing at the right time in the right way for the right cost.

For 2014/15, the Trust's average cost of management reduced by **13%** compared to last year. This is the result of an efficient workforce and demonstrates the effectiveness of controlling costs. The cost of maintenance has stayed consistent at an average of **£1,260** per unit.

During the year we directly employed a qualified gas engineer instead of using gas contractors to carry out gas maintenance on our properties. We review our costs with not always the aim of reducing costs, but with the view to improving the service to our customers.

As a **Supported Housing Specialist Housing Association** our performance indicators continue to compare with previous years even though we are having to adapt to different commissioning approaches from our Housing and Adult Social Care Local Authority Partners.

Figures from the **2015 Housing Support Survey** show that, where value for money is concerned, **94%** of Sheltered Housing tenants were either very satisfied or satisfied. **100%** of our General and Young tenants felt the same way, as did **92%** of our Supported Living (LD) tenants.

From **April 2014 to March 2015**

Voids 3.8%

Arrears **12.7%**

Average **RELET** time
(including all major works)

13 weeks

Total **LETTINGS** made **66**

Average rents (per week)

Studio Bedsit **£80.92**

One Bed Flat **£91.84**

Two Bed Flat **£111.79**

Supported Living (LD) **£73.79**



ASSETS

Consolidated Balance Sheet as at 31st March 2015

	2014/2015	2013/2014
Housing Properties		
- Gross Cost Less Depreciation	19,107,264	18,834,050
Less: Housing Association Grant	(9,205,489)	(9,205,489)
	9,901,775	9,628,561
Other Assets	153,288	168,799
Negative Goodwill	(4,916)	0
	10,050,147	9,797,360
CURRENT ASSETS	1,310,176	1,253,010
CREDITORS FALLING DUE WITHIN ONE YEAR	(841,356)	(633,940)
Net current assets/(liabilities)	468,820	619,070
Total assets less current liabilities	10,518,967	10,416,430
CREDITORS FALLING DUE AFTER ONE YEAR	(3,635,334)	(3,784,081)
Net Assets	6,883,633	6,632,349
CAPITAL AND RESERVES		
Called up share capital	62	63
Reserve Bfwd	6,532,286	6,176,853
Income and expenditure account	251,285	355,433
Designated reserve	100,000	100,000
Total captial and reserves	6,883,633	6,632,349

INCOME

Consolidated Income & Expenditure Account for year ended 31st March 2015

	2014/2015	2013/2014
Rental Income	1,526,330	1,411,741
Service Charges	595,318	540,139
Supporting People Grant	1,112,500	1,173,162
	3,234,148	3,125,042
Less: voids	(197,824)	(157,961)
	3,036,324	2,967,081
OTHER INCOME		
Donations and bequests	5,045	2,229
Other Income	2,210,944	1,225,295
	2,215,989	1,227,524
Total Income	5,252,313	4,194,605
EXPENDITURE		
Repairs, maintenance and refurbishment costs	(458,396)	(454,064)
Management and sundry costs	(3,069,816)	(1,926,951)
Service costs (Excluding maintenance services)	(1,322,973)	(1,308,093)
	(4,851,185)	(3,689,108)
OPERATING SURPLUS	401,128	505,497
Surplus on disposal of property	0	0
Interest Receivable	0	1,609
Interest Payable	(149,843)	(151,673)
Total surplus	251,285	355,433

A full copy of the Trust's accounts are available from the Trust Offices on request.



Our mission statement at East Boro is very simple... 'To satisfy our customers every day'

It is what our team of dedicated staff strive toward every minute, every hour, every day, every week and every month of every year.

Our values are equally straightforward and underpin our commitment to support and assist our customers every step of the way. These include:

- To be a person centred organisation
- To enable independence & dignity
- To provide security & quality
- To be approachable & to listen
- To be honest & reliable
- To offer choice, opportunity & value



Team

East Boro prides itself on being **'big enough to cope, but small enough to care'**. Much of its ability to do so is down to the outstanding commitment and dedication of its staff. There are many aspects to East Boro, from housing to human resources, support services to maintenance - and everything in between.

This means our team is diverse and varied too, with our employees boasting many different skills and qualifications. Collectively they combine to ensure an outstanding service and **'Satisfy our Customers Everyday'**. East Boro is led on a daily basis by its Senior Management Team.

East Boro... in touch with you



East Boro Housing Trust Senior Management



Kevin Hodder
Chief Executive



Mary Stepin
Deputy Chief Executive
Dir. of Housing,
Care & Support



Cara Lewis
Maintenance
& Compliance
Manager



Sarah Ball
Finance Manager

East Boro Housing Trust Board Members



David Cawdery
Chairman



Eileen Hayward
Vice Chairman



Nigel Spencer
Finance Chairman



Andrew Lanham
Chairman EBHS Ltd.



Patricia Pitkin



John Garvin



Richard Teather



Reg Grimston



Michael Soper



Michael Butler



Margaret Turner



Michael Carhart-Harris



Desmond Fowler
Retired Oct 2014



Gillian Slade



David Poynton
Retired Feb 2015



to satisfy
our customers
everyday

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