



# Resident Annual Review 2019-2020

**C&C**  
LONDON HOMES  
SINCE 1926





"I'm very lucky to  
be living in such a  
lovely area."

C&C Resident  
(Resident Satisfaction Survey)

# Welcome

Welcome to our 2019/2020 Resident Annual Review. It was a landmark year for C&C and our residents in so many ways. We launched a number of important initiatives as part of our 10-year Fit Future goals such as our 'Out Not In' Care Strategy, our Digital C&C Strategy and a new recruitment and talent acquisition strategy.

These initiatives are about improving the way we offer services for residents and we continue to make great strides; introducing new technology such as the Appello call system at Oldfield Estate, digital care plans in our care homes and many more.

We have embedded and improved new services such as our Service Hub and C&C Direct – both highly regarded by residents. Importantly, the much anticipated construction work got underway on our new Dora House development.

We celebrated reaching our key three-year goals in our Fit Future Strategy. And we continue to commit to quality with a top G1 Governance rating from the Regulator for Social Housing, and CQC 'Good'

rating across all our care homes.

The sheer amount of effort that continues to go into supporting our residents across housing and care has been well received, which is evidenced by the increase this year in resident satisfaction.

Covid-19 has impacted all of our lives – and resident safety continues to be our number one priority. We continue to adapt so that we can best support our residents and communicate how we do this through our Covid-19 Management Plan which you can find on our brand new website. I hope you enjoy learning about some of our highlights from April 2019 – March 2020. A big thank you to all of our residents for taking such an active role in our on-going success.

*Julia Ashley*



**Julia Ashley**  
Chief Executive

Note: This year, as part of our environmental commitment and encouraging residents to engage more with us digitally, this Resident Annual Review is only available in digital format.





Oldfield Estate residents



# Contents

Welcome	2
Our year in summary	5-8
Our properties	9-10
 <b>Services that Inspire</b>	
Housing	14-18
Service Hub	19-20
C&C Direct	21
Making your homes safe	22-23
Innovation and technology	24
Resident feedback	26
Care	27-32
 <b>Homes for Health and Happiness</b>	
Managing our properties	34-35
Development	36
 <b>People Doing their Best</b>	
Empowering our people to make a difference	38-40
 <b>Money to Invest</b>	
Summary of our financial statements	42-43
People department	43
Fundraising and donations	43
How every penny is spent	44
Closing words	46
Board Members	47
Key contacts	49-50



# Our year in summary

Services that Inspire

100%

Fire Risk Assessments and periodic Gas Safety Inspections completed



136

residents attended the weeklong My Fit Festival activities raising £17k



93

residents have joined the Resident Assembly

All four care homes have a 'Good' CQC Rating

86%

of all repairs were completed on time



The Service Hub answered

97%

of calls within

30 seconds

Resident satisfaction in all care homes has increased to 93% from 81%

We refurbished

184

vacant properties

23

of our 55 London properties were let

We held 15 resident roadshows

Let 134 Properties



# Our year in summary

## Home for Health and Happiness



**170** new homes now underway at St John's Wood (Dora House) which helped C&C hit its targets in respect of increasing the number of affordable housing by **153** and private rent by **17**.

**99%**

of homes at affordable rent or shared ownership



**20**

new homes completed at Ridgmount Apartments (which have increased our portfolio of sale, shared ownership and private rented homes).





# Our year in summary

People Doing their Best



Over 63%  
of new recruits were female



We introduced a cycle  
to work scheme

73.1%

staff overall said they  
were happy at C&C

Maintained Silver Investors in People status

**INVESTORS IN PEOPLE™**  
We invest in people Silver





# Our year in summary

## Money to Invest



£132k

received from donations  
and sponsorships



£4.5m

invested into our  
properties





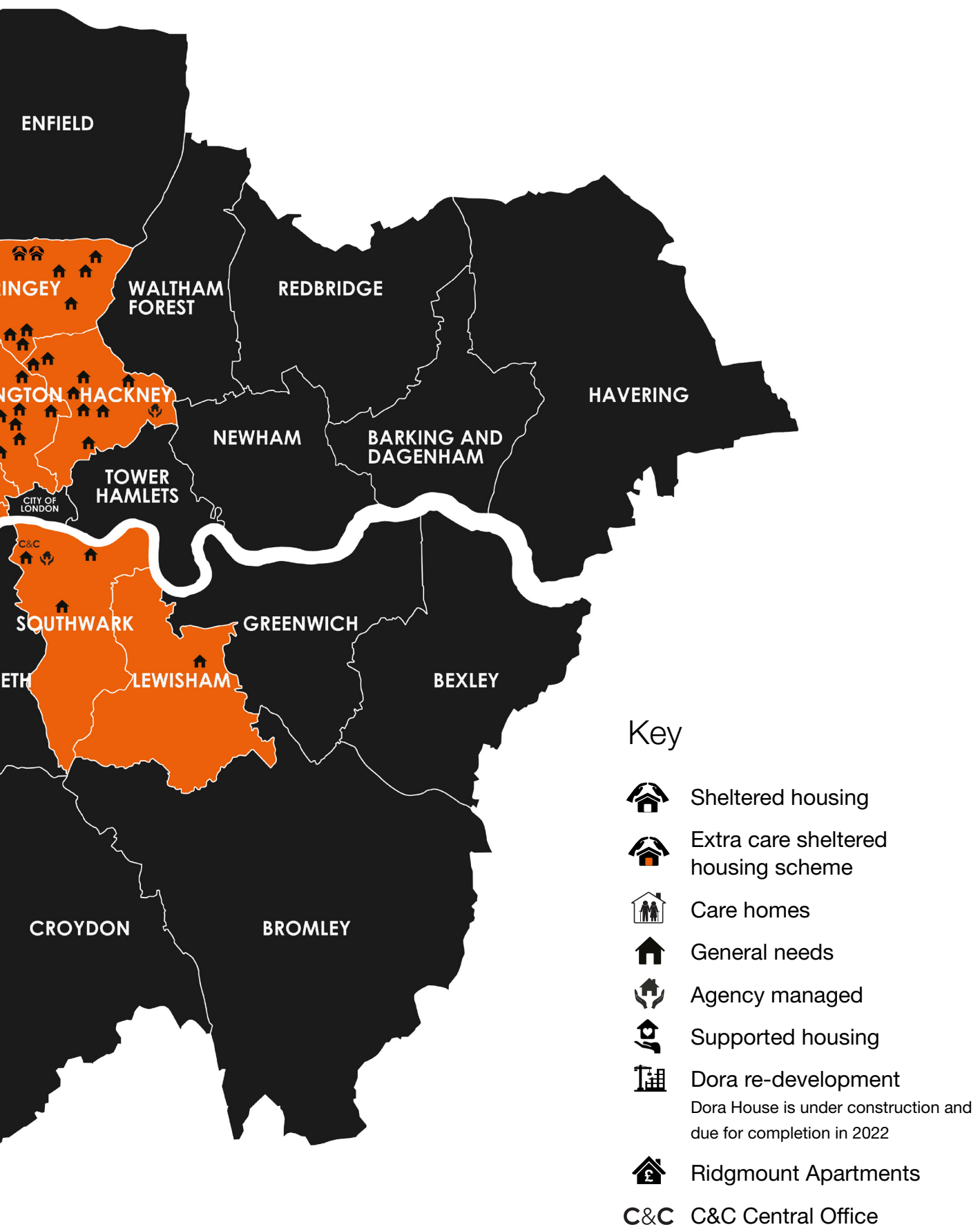
# Our properties

← READING

🏠 Alexandra Place,  
sheltered housing  
scheme









# Covid-19 summary

Both prior to the lockdown and throughout the Covid-19 pandemic, we have worked tirelessly to keep our residents and stakeholders informed, supported and engaged. In March 2020, we developed a Covid-19 Management Plan that is regularly reviewed (available at [www.ccht.org.uk](http://www.ccht.org.uk)), which sets the operating framework for the business through the crisis.

Regular letters, notices and emails have been shared with residents and next of kin. In addition to our housing team offering greater support, a team of 40 staff telephoned all residents to check on their welfare and capture important information. Over 100 of these residents e.g. those who were shielding/medical needs were then called regularly. A resident survey during lockdown revealed that 82% were satisfied with the support they have received from C&C and 84% were satisfied with our communications during this crisis.

We are now running a range of virtual and limited in-person activities for both housing and care residents.

## **Financial impact**

Significant additional investment has been made into ensuring appropriate levels of Personal Protective Equipment (PPE) and infection control across our housing schemes and care. Financial risks are being continually measured, discussed with the Board and mitigations implemented. Central Office staff continue to work from home.

We thank all of our residents and stakeholders for their continued support and patience during this unprecedented time.



**Homemead care home resident and relative**



“During the Covid-19 outbreak, I’ve seen the housing staff regularly. They were here this morning checking on residents to see if they were ok. I’ve known Ricardo, the Portfolio Manager for a long time, he’s very nice to me and is concerned about my welfare.

I have lived at the scheme for 21 and half years. I used to do a lot of volunteering before but I’m not as well now, but I do still enjoy helping to sort out the food parcels we receive from the community into bags for other residents, this has been helpful to the residents who have needed it.”

Jennifer  
(Rackstraw House resident)



**Rackstraw House resident sorts food parcels**



# Services that Inspire

Our services embrace and encourage the significant contributions that our residents make to their communities. Our residents receive services that help them and have opportunities to give their time to help other people

## In this section:

- Housing
- Service Hub
- C&C Direct
- Making your homes safe
- Innovation and technology
- Resident feedback
- Care

“I cannot think of any aspect that C&C have failed me in any way.”

C&C Resident  
(Resident Satisfaction Survey)

# Services that Inspire

We continued to create new ways to capture the resident voice and foster an even stronger community spirit across our housing and care homes. We also put on more free activities, both with our own facilitators and external partners, and launched a new volunteer programme.



**C&C Oldfield Choir and volunteers**



This all resulted in a record-breaking year in terms of engagement in our free activities (29% of all residents) and most importantly an increase from the previous year in both resident satisfaction and residents recommending C&C as a great place to live (up to 85.7% and 93.5% respectively!)

## Housing



134  
let properties

44

new Anti-Social  
Behaviour cases  
were logged

21

Anti-Social  
Behaviour cases  
were closed

We had a full  
complement  
of staff within  
housing



**Sheltered scheme residents and Oldfield Estate**



## The Resident Assembly

Our resident assemblies started in April 2019. These are open meetings where residents and staff can discuss and action important community topics together. These meetings are run on the principle of 'co-production' where residents and staff share power and have an equal say in and responsibility for the work undertaken. The Assembly is open to all residents to attend and encourages representation from all our schemes.

The Service Scrutiny Panel (SSP) is made up of residents and staff and has four resident members, representing sheltered, general needs and 55 London housing, and care. It was established to advise the Board on matters relating to the development and performance of its services and this year played a vital role in several areas such as the development of the new Service Hub, the Out Not In care strategy and wider improvements in service quality and resident engagement. The SSP welcomed a new resident panel member this year.

## Resident roadshows

During 2019 we held two weeks of roadshows, one in May and another in October. The roadshows allowed residents to meet with key decision makers to discuss what improvements have been made to resident services, ongoing developments and future planning.

Both sets of meetings provided greater levels of positive feedback than in previous years, with many residents expressing their happiness with C&C as a housing provider and our efforts to improve the services provided to them.



In May 2019 10 meetings were held 74 residents attended

In Sep 2019 8 meetings were held 93 residents attended

In Oct 2019 5 meetings were held 33 residents attended



**Fit Festival activities**

## My Fit Festival

A fabulous week of fitness activities took place in July 2019 to introduce residents to new ways to stay fit and healthy and have fun!

From yoga, ballet and zumba to football, golf and belly dance, residents - and staff - enjoyed lots of new classes. Some residents even devised their own special triathlon!

Thanks to our main sponsors: Regal London, Arc Group and Montagu Evans, along with donations from others, we have been able to fund some new fitness classes at various schemes. We are also planning to purchase new fitness equipment over the coming year.

8.6/10 average event rating  
(resident feedback)

11 sports and 4 music acts

£17k  
raised by My  
Fit Festival

80  
residents completed  
a mini triathlon

55  
staff members took  
part during the week

136 residents participated throughout the week



## Volunteer programme

Our volunteer programme was launched in 2019, and we have already supported a number of volunteer initiatives led by residents - from coffee shops to bingo - as well as through our partners.



**Resident volunteers**

117

volunteers (resident and external)

student placements in care volunteered

50

different types of volunteer activities

480

hours in our care homes

## Arts and events

A diverse arts and events programme is provided across our sheltered housing schemes. Over the year, the events programme has been developed to include projects in partnership with some of London's leading arts organisations including: the Royal Albert Hall and the Royal Opera House, as well as providing music and arts therapy sessions and film clubs for the residents to attend. All classes including the fitness activities are funded by C&C.



**Residents at The Old Vic**





**C&C Oldfield Choir at the Royal Opera House**

These free events help develop friendships amongst residents, which also improves their quality of life, health and happiness, and strengthens their community ties across London deepening their connection to a supportive community.

470

activity sessions  
and events

29%

resident engagement  
across sheltered housing



**Residents' artwork**

21

partnerships with  
organisations in  
London



# Service Hub

A year since launching, our Service Hub has now become the main point of contact for a wide range of enquiries, with the team reporting a high level of satisfaction among our residents.

The Hub demonstrates our commitment to empowering our residents and giving them more control over their home and lives while being a focal point for support, whether enquiries come via telephone, email or in person. And increasingly, our residents are feeling more confident about contacting us via email and finding the information they need on our website.

The Service Hub and Central Office staff moved in March 2020 to remote working following the Covid-19 outbreak. The Service Hub continued to deliver services and

Residents reported

92.3%

satisfaction with  
call handling

(January 2020)



14,500+ calls were received into the Service Hub

97%

of calls answered  
within 30 secs

3

operatives have progressed into other posts across  
the organisation (including joining the housing team)

c20,000

emails were handled  
by the Service Hub



Service Hub Contact Details

Telephone 0207 922 5300 Email [contact-us@ccht.co.uk](mailto:contact-us@ccht.co.uk)



### **Resident at the Isabella Plantation**

support to residents during this period with every effort made to minimise disruption to resident services.

Our Housing Portfolio Managers and housing teams also continued to deliver services to residents. The housing teams visited residents on a daily basis across all schemes, (wearing Personal Protective Equipment as appropriate), to ensure that residents' personal welfare and mental health needs were being listened to, monitored and supported. Also, more vulnerable residents (who were 'shielding' at home during the Covid-19 outbreak, or had other physical or mental health concerns), received weekly well-being phone calls from housing staff with their consent.



"Within our sheltered schemes some of our residents have higher needs and in order to best support them, we maintain daily contact with them, either face to face or through our telecare system. Also, as some of our residents' health may deteriorate over time since joining the schemes; we ensure the best support is given and we also liaise with partner agencies to make sure their needs are met. We also continue to support our residents in general needs properties and provide help and assistance through our Housing Officers and the Service Hub."

**Ricardo Moresco, Portfolio Manager**



# C&C Direct

C&C Direct became firmly established in 2019 with 68% of day to day repairs orders being issued to the team. The team itself remains stable with a very low turnover of staff, which has meant the repairs operatives have built up a good working knowledge of the various buildings we manage, and excellent relationships with staff and residents in our properties, helping to provide residents with continuity.

During the Covid-19 outbreak in 2020, C&C Direct has continued to deliver a repairs service to our residents. During the first few months of the crisis, emergency and urgent repairs were prioritised and contractors wore the appropriate level of Personal Protective Equipment (PPE) and adhered to social distancing guidelines.



**C&C Direct staff**

## In the financial year 2019/2020

**71%** first time fix rate achieved

**67%** of all day to day repairs carried out

## Across all contractors (including C&C Direct)

**3,095** day to day repairs completed

**86%** of all jobs completed on time

We refurbished  
**184**  
vacant properties



## Contact Details

Telephone 0207 922 5300 (9am-5pm) Out of hours repairs 0800 533 5719

# Making your homes safe

Providing safe and secure homes for our residents is a high priority. Therefore, the Property Compliance Team continues to ensure that our homes are safe and have achieved high levels of regulatory compliance. As of the 1st April 2020, our compliance position is as follows:

100% Fire Risk Assessments completed

99% periodic Electrical Inspections in date

100% periodic Gas Safety Inspections completed

99% Legionella Water Risk Assessments in date

100% asbestos re-inspections in date

£240k spent in the last year on new fire alarms



**C&C residents enjoying being at home**

The periodic renewal of **Fire Risk Assessments (FRAs)** produces remedial actions (necessary to improve fire safety), which in the past year has been reduced by over 40%.

We also work in partnership with the London Fire Brigade (LFB), with whom we agree any programme of works. This has provided an extra level of assurance that we are committed to improving the safety of our residents.



We have also entered into a five-year specialist safety contract that focuses on the compartmentation in our buildings necessary for reducing the spread of flames in the unlikely event of a fire. Working closely with the LFB and our consultants we continue to make improvements in the way we manage the risk of fire within our residents' homes. We have prioritised our care homes and all properties over 18 metres.

The Property Compliance team have also maintained a robust reporting system based on the system developed in the previous year. The reports are issued and reviewed monthly at Board level to ensure that the safety of our residents and their homes comes under scrutiny.

### **Staff training**

All staff completed a mandatory on-line fire safety training module. Our Head of Asset Management and Head of Property Compliance have completed the first module of a NEBOSH National Fire Certificate.

Also, we have entered into a new water safety management contract with specialist legionella safety contractors to ensure that all water systems are effectively maintained.



**Homemead resident with a C&C staff member**

# Innovation and technology

We continue to invest in technology such as improving access to front door security systems, Wi-Fi and tablets, to increase resident satisfaction, safety and enhance the ability for residents to communicate with their loved ones and the wider community.

A new 'Digital C&C Strategy' providing online C&C services and communication for residents was agreed and initiated.

We embedded the use of two new computer systems to help us work more efficiently.

## Computer tablets

New computer tablets were installed in all reception areas, including our Central Office and sheltered housing schemes. Residents can use the tablets to contact us, provide instant feedback, report repairs and in the future access the resident portal.

Over 100 vulnerable tenants received a free tablet computer during the Covid-19 outbreak so that they could stay in contact with their loved ones and receive copies of the new resident online activities newsletter.



**Philip House resident using free tablet**



**Oldfield Estate Appello door entry system**

## Resident portal

The resident portal is due to go live in November 2020.

## Appello door entry system

New 'Appello' digital door entry and careline services were installed at Oldfield Estate. This technology will eventually allow us to link residents with direct video access to Service Hub operatives, who can access front door entry and security.





Resident Oldfield Estate



# Resident feedback

## Resident satisfaction surveys

Obtaining regular feedback from our residents is essential for us to improve the services we provide and we're pleased to report significant increases in satisfaction from the previous year. The Resident Satisfaction Survey focuses on two main areas (i) how residents feel we performed in the area of carrying out repairs and (ii) service provision.

### Repairs

83.1%

of residents were satisfied with the way C&C handled their repairs

84.5%

of residents were satisfied with the quality of work carried out

### Housing

85.7%

of residents were satisfied overall with our services

93.5%

of residents would recommend C&C as a place to live

“The handy man is very good.”

Resident (Resident Satisfaction Survey)

## Complaints

Every effort is made to provide an exemplary service for our residents but sometimes we do receive complaints about performance.

40

Stage 1 complaints received, 17 upheld and 8 escalated to Stage 2

3

complaints were upheld, 1 was partially upheld and 4 were not upheld

44

new Anti-Social Behaviour (ASB) cases opened, 21 were resolved

100%

of new and existing housing staff attended ASB and housing tenancy training

ASB out of hours outbound welfare call service is available for residents to contact scheme staff or their Housing Officer to be referred to the service.



# Care

It's been a great year for our care team, with all our care homes now rated 'Good' and the launch of our 'Out Not In' care strategy, the principle of which is to encourage residents to fully engage and enjoy their life, as this has positive therapeutic value. Our innovative approach is reflected in the variety of the events and activities programme that we have devised across our care homes.

Consequently, we have increased the number of outings for care home residents to enjoy across London including: Richmond and Syon Park, local green spaces, the London Eye, Kew Garden, Ruislip Lido, outings to garden centres, boat and seaside trips, eating out at local pubs, as well as cultural activities like attending The Old Vic Theatre, the Royal Albert Hall and the turning on of the Christmas lights in London.

We have also increased the amount and the variety of activities within the homes to include music and arts therapy, 'knit and natter clubs' and exercise classes using external facilitators.



71

different types of  
activities were run with  
16 regular classes

307

sessions  
across the 4  
homes

96%

of our residents  
participate in the  
programme

**Residents with Birmingham Royal Ballet**

“Simply the best care home we could possibly have wished for when my mum was diagnosed with vascular dementia. The care staff are obviously very well chosen - compassionate and friendly. Mum was on the ‘dementia wing’ and we always saw the same carers there who got to know her well.”

Lisa  
(Daughter of resident)



**Homemead care home staff**





**Residents at Ruislip Lido**

## **Digital Care Plan system**

- We successfully implemented a Digital Care Plan system in 2019 which replaced the conventional paper-based care plan. This has allowed our carers more time to spend with residents.
- The Digital Care Plan system has also ensured that records are accurate, compliant, and kept securely so that evidencing the care residents receive is easier to do.

## **Key care achievements**

- Occupancy increased to **93%**, a 2% improvement on the previous year (pre-Covid-19).
- A pay increase in 2019 brought our care teams' hourly rates **significantly above the national living wage**.
- Successful recruitment of staff has **reduced the use of agency staff** throughout the year across all our homes, and in particular both Cecil Court and Homemead have not used agency staff at all.
- All Care Home Managers, Deputy Care Home Managers and Team Leaders successfully completed leadership and development courses in 2019.
- Staff were involved in the consultation prior to launching a programme of improvements within the care homes. Resulting in an increased level of staff satisfaction.



**Chef at Homemead care home**

## Catering service

Improvements within the catering service:

- All chefs completed a new training course to enhance their skills.
- New menus were developed within all care homes.
- Hydration stations were launched throughout all care homes.
- Introduced new equipment to the kitchens to enhance the puree food options for those residents at risk of choking.

## Safeguarding

- There has been a significant improvement in the process of reporting, investigations, closure and lessons learnt of safeguards throughout care.
- Falls by residents continue to be reduced within our care homes. Procedures have been improved and risk assessments are completed, falls are referred to the Falls Teams and as a precaution sensor mats are put in place. Therefore, the overall process for monitoring and preventing falls is robust.
- A new local medication policy was put in place together with an improved weekly audit and checking system, and no medication errors have been reported.
- Our carehome.co.uk rating has improved across 2019/2020, and now averages at approximately **9.4 out of 10** for all four care homes. All four care homes have reached the top two rated homes in their areas.

93%

satisfaction with living in the homes up from 81% in 2019

91%

would recommend living with us, up from 80% in 2019







**Resident dance activity at Cecil Court**

## **Cecil Court**

- Refurbishment of the ground floor kitchenette was completed; we now have a welcoming 'Café' area in the care home.
- The 'My Life' project continues at Cecil Court. This project supports residents living with dementia and provides them with a film accompanied by their favourite music of their lives. This serves as an innovative care tool; the carer is able to build a more meaningful relationship and provide better person-centred care.
- Increased use of technology; FaceTime with residents and relatives, Microsoft Teams for internal meetings within C&C, partner organisations and various NHS colleagues.
- Implementation of the internal

music system within the home. The equipment has been installed, and the project will be finalised after the Covid-19 lockdown ends.

## **Working with the community**

- Integration with the local community has been developed via inter-generational activities with children from the local nursery school, holding weekly sessions.
- Kew College occupational therapy students have been completing their work placements at Cecil Court and have assisted residents and staff with doing activities.
- We received regular donations of flowers, bread and cakes for residents from Marks and Spencer.

## Compton Lodge

- Compton Lodge was inspected by CQC during the year and it achieved an improved CQC rating of 'Good,' and joins our other three care homes who each hold the same 'Good' rating.
- A refurbishment programme started at Compton Lodge including the staff room and first floor.
- A weekly magazine has been implemented.
- More meaningful outdoor activities such as; barbeques, gardening, birthdays, celebrations and garden visits have occurred.



**Compton care home The Old Vic partnership**



**Homemead and Rathmore residents and C&C staff**



## Homemead

- Five staff were awarded and received Dignity in Care certificates from Richmond Borough Council.
- We increased trips for all our residents e.g. river boat trips and visits to Kew Gardens and Bushy Park.
- Increased fitness activities including dance, yoga and general exercise.

## Rathmore House

- We increased social activities for the residents including monthly visits to the pub for lunch, coffee, shopping and theatre trips.
- Development plans are in place for an activities centre in the garden.
- Local Care Strategy Team was set up to raise funds for activities/equipment.



# Home for Health and Happiness

Our homes make sense to people, meeting different aspirations and lifestyles and adapting to support a happy healthy life as people age.

## **In this section:**

- Managing our properties
- Development

"On the whole things are much improved."

C&C Resident  
(Resident Satisfaction Survey)

# Homes for Health and Happiness

We have invested into our properties to protect the health and wellbeing of our residents, not only ensuring that our fire regulations are met and up-to-date, but also to meet our obligations as a housing provider. We have redecorated some of our properties, installed new bathrooms and kitchens where necessary and financially expedient.

## Managing our properties

Significant investment was made in 2019/2020 to provide residents with safe, warm and comfortable homes. Total property related spend for the year was over £4.5m, of which £1.58m was spent on major works (see below) and £2.89m on revenue works, including day to day repairs, cyclical decorations and fire compartmentation works.

£150k

communal fire door upgrades at Philip House, Vivian Court and Edna House

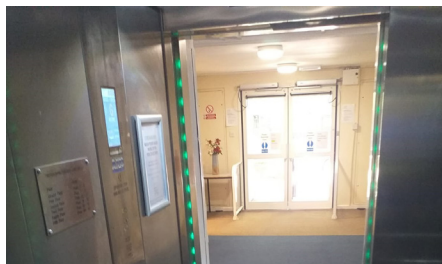
£430k

lift upgrade work completed at Philip House and Vivian Court



48

new bathrooms have been fitted **£144k**



£100k

plant room upgrade works completed at Philip House



54

new kitchens have been installed **£250k**



£100k

phase 2 of the fire alarm upgrade at Oldfield Estate



2

schemes have been fully decorated **£100k**



Start on-site commenced on the 6th January 2020 with construction well underway.

C&C achieved Investment Partnership Status with the GLA on the 10th May 2019.

£4.5m

total property related spend for the year

£1.58m

spent on major works

Successfully secured a grant from the GLA for the C&C Dora House re-development

Ridgmount scheme completed, units marketed, and occupation commenced.

Initiated stock condition survey of all street properties.

Significant investment was made in 2019/2020 to provide residents with safe, warm and comfortable homes.

£2.89m

spent on revenue works including day to day repairs, cyclical decorations and fire compartmentation works.



**Dora re-development and Ridgmount Apartments**

# Development

We are committed to providing more homes for our residents to fully experience health and happiness in later life and enjoy positive experiences within their community. Over the last 12 months we have focused on a number of developments and staff recruitment including:

Ridgmount Apartments, a 20-unit flagship development in Wimbledon, was completed in June 2019. Despite difficult market conditions, flats have been occupied by a mix of private market owners and renters.

## **Dora House re-development**

In November 2019, we received a revised planning approval for 170 apartments, an increase on 14 apartments from the previous planning application, (to be paid for by the developers Regal WL Limited).

Work started on-site in January 2020. Demolition of the Dora House building has now been fully completed, with groundworks ongoing. Residents and key stakeholders were invited to a demolition event on-site in January 2020 to celebrate the milestone being achieved. The sale of part of the land was completed in early 2020 with freehold transferred to Regal WL Limited (C&C remains the landlord of Dora

House). The project was shortlisted for the **New London Architects Awards in July 2019**, under the category of Health and Care. The new building is expected to be completed in late 2022. Previous residents of Dora House will have priority for moving into the new building. Westminster City Council will have nomination rights for the remaining units.



**Southview Dora re-development**

Two new director-level posts have been created, and appointed to, within the Development Team. The new directors will help resource our future development programme and activities.



# People Doing their Best

We invest in the health and happiness of the people that work for us and treat them well so that they can do their best every day.

## **In this section:**

- Empowering our people to make a difference

“All the staff I have had contact with work in a person-centred way.”

C&C Resident  
(Resident Satisfaction Survey)

# People Doing their Best

## Empowering our people to make a difference

At the heart of our organisation are our people, and we have succeeded in developing a new recruitment and talent attraction strategy in November 2019, and an enhanced recruitment and onboarding procedure, so that it strengthens our values and supports our new and current colleagues to 'do their best' and meet their professional goals. Consequently, we have a low staff turnover rate.

Line managers are being supported more closely to address performance issues rapidly and positively, making expectations clear and enabling our colleagues to deliver against those expectations. They are also being supported in any cases where complex employee relations issues arise and where they need additional specialist input and counselling.

We continue to operate our **Living the Values Award** and encourage immediate positive feedback where individuals and teams have achieved outstanding performance or demonstrated excellence in delivering against our values.

We have increased our focus on diversity in hiring at every level and area from Board Members to Care Assistant level.



**Residents & C&C staff**



We made a total of **139** hires in the **2019/2020** financial year

Over **63%** were female colleagues

**120** attended the staff conference



**Staff conference**

### **Technology systems**

HR technology systems have improved during 2020 allowing better capability with Employee Self Service (ESS) and Manager Self Service (MSS) applications. For example colleagues with ESS access can now update their own personal information, and using MSS, line managers can view, record and manage absences. Related to this we have also been reviewing the data we hold, organising it and deleting information no longer required.

#### **The People, Performance and Change Panel**

The People, Performance and Change Panel (PPCP) comprises residents along with Board Members and senior colleagues. The Panel provides oversight, support and guidance on all aspects of how we manage our people, which ultimately benefits our residents. Over the last year, the group has been re-energised with the appointment of two new resident panel members. The Panel helped to critically review a number of papers and new initiatives such as our People Strategy and associated metrics.

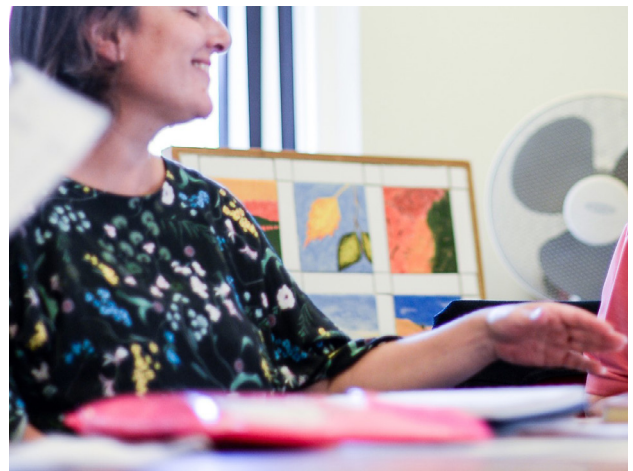
## **Staff conference**

A fun interactive team building event was held at The Lensbury hotel, in Teddington in May 2019 in recognition of staff dedication and contribution to C&C's success.

## **Covid-19 outbreak**

As a result of the Covid-19 outbreak all departments based in Central Office moved to working fully from home in March 2020. We have been actively considering how activities historically based in Central Office should be managed and whether this provides an opportunity to reconsider our use of the building. Our priority is to continue to protect and invest in the health and happiness of our colleagues so they can in turn perform well and safely in their respective roles across the organisation.

Also, as a result of this, we have increased our communications across the organisation, including a more interactive approach to distributing corporate messages through regular all-employee Skype video calls and MS Team calls. This provides an opportunity for any employee to raise a question and have it answered immediately.



**Residents and C&C staff**



# Money to Invest

We run a strong business so that we have money to invest in new homes. C&C is a not-for-profit provider and all of our surpluses are reinvested for the benefit of our residents.

## **In this section:**

- Summary of our financial statements
- People department
- Fundraising and donations
- How every penny is spent

“Where I live now  
is perfect.”

C&C Resident  
(Resident Satisfaction Survey)

# Money to Invest

We're really proud to have generated a significant increase in our operating surplus of £40.9m during 2019-2020 due to the sale of land. As a not-for-profit social housing provider our purpose is to provide our residents with an aspirational home environment and great value for money. To accomplish this all our surplus is reinvested to benefit our residents and to support them achieve a healthy and happy lifestyle.

## Summary of our financial statements

	2018/2019 (£'000)	2019/2020 (£'000)
<b>Income &amp; Expenditure</b>		
Total Turnover	25,836	21,739
Operating surplus	946	40,864
Operating surplus excluding one-off items	741 (2.9%)	315 (1.4%)
Surplus on disposal of property	205	42,024
Surplus/(deficit) after interest costs	1,644	44,640
<b>Balance Sheet</b>		
Housing properties	95,361	85,125
Other fixed assets	6,625	6,610
Net current assets	54,640	62,776
Other long term creditors	1,281	686
Social housing grant	30,226	36,931
Loans	31,574	18,681
Deferred income	39,720	-
<b>Net Assets</b>	53,825	98,213
<b>Gearing</b>	37.6%	14.4%



We regained our Investment Partner status with the GLA, allowing the Trust to bid for a Government grant in order to help fund current and future developments. A subsequent bid for grant funding in respect of the St. John's Wood Dora House project was successful, with C&C receiving a grant which will be ringfenced for spending on this scheme.

## People department

Substantial savings were made through the development and implementation of a simple yet sophisticated recruitment process. A new and cost-effective talent attraction model was implemented in the later part of 2019 that was more aligned with the current job market and increased our use of digital opportunities.

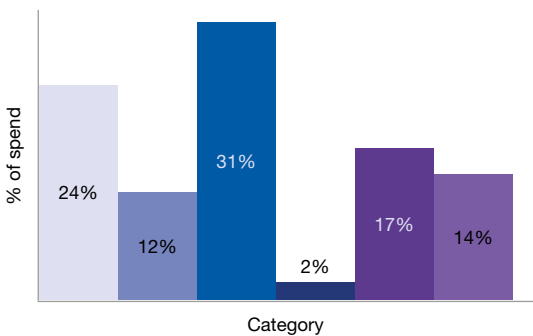
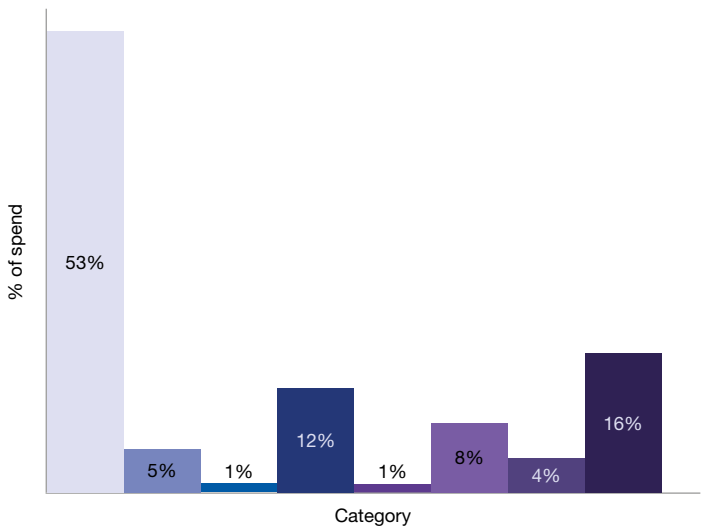
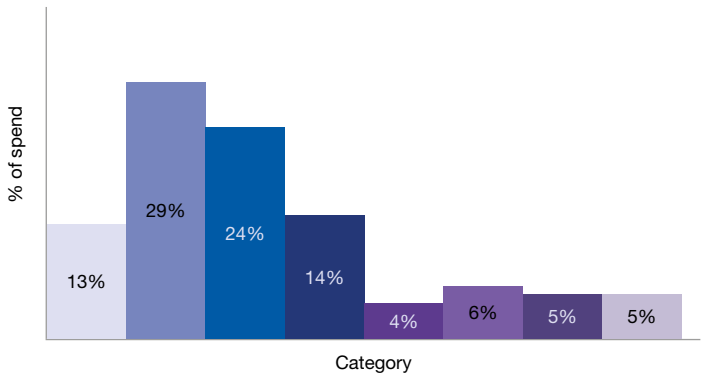
The re-design and development of the People departments' roles, structure and the move to more agile ways of working have also presented cost savings.

## Fundraising and donations

Donations and sponsorships were received from **26 Trusts**, foundations and companies as well as from several individual supporters, totalling just over **£132,000**. This included a generous legacy donation of **£100,000** by Elspeth Gordon, a long-time supporter and a former member of the Trust between 1992 and 2006.

Our week-long **Fit Festival** in July 2019 proved immensely successful with **£17k** being raised from **12 organisations**. Money raised will be invested in purchasing fitness equipment and laying on additional fitness activities in 2020/2021 (as soon as it is safe to do so). In particular, we would like to thank its gold sponsors Regal London, Arc and Montagu Evans for their generosity in supporting this initiative. These funds will be used to improve access to fitness activities for sheltered housing residents.

# How every pound is spent







Oldfield Choir at the Royal Opera House

# Closing words

I have enjoyed over 40 years in various roles in the housing sector, and this is my first as Chair at C&C.

What I've witnessed in the past months has been nothing short of inspiring. C&C is uniquely placed in London to support those in later life with the very best housing and care services.

Our commitment to residents is clear - and it has been encouraging to see such progress made with the plans set out in our long-term Fit Future Strategy demonstrating how the future of independent living and personalised care can be far better realised.

C&C is driving not just change but true innovation across all aspects of its operations – from the front-line services to the new homes we build, and to central services such as finance and HR.

Clearly C&C's residents are responding positively to the on-going transformation – even in these challenging times. We received some great feedback as well as constructive suggestions as to how we can improve yet further. Thank you and do keep letting us

know how you feel about our services. We always welcome your views.

I thoroughly enjoy my role, and that is made all the more possible by a fantastic Board of Management. This year we said goodbye to Alison Carver (the previous Board Chair), Abhishek Agrawal and John Richardson – many thanks to them all for their help and support during their time with C&C. We also welcomed some new Board Members; Nicky Wilden and Stephen Burns.

Last but definitely not least we have a great team of staff: with their enthusiasm and commitment to delivering high quality services to you, I'm feeling very inspired about the future. Reading through this Resident Annual Review, I hope you are too!

Best wishes

*Peter*



**Peter Walters**  
Chair of the Board



# Key contacts

## Meet our Board Members



**Peter Walters**  
Chair of the Board



**Julia Ashley**  
Board Member  
Chief Executive



**Mike Basquill**  
Board Member



**Stephen Burns**  
Board Member



**Janine Desai**  
Board Member



**Phil Insuli**  
Board Member



**Bruce Matthews**  
Board Member



**Trevor McClymont**  
Board Member



**Paul Shipley**  
Board Member



**Jo Teare**  
Board Member  
Group Chief  
Financial Officer



**Nicky Wilden**  
Board Member

“Very happy here, C&C  
are on the ball and  
quick to action when  
there are issues.”

C&C Resident  
(Resident Satisfaction Survey)



# Key contacts

## Meet our Management Team

We always welcome hearing from our residents. If you have a general enquiry, please contact us at [contact-us@ccht.org.uk](mailto:contact-us@ccht.org.uk) or on **020 7922 5300**. If you are contacting us to give feedback or to register a complaint, please send us an email to [feedback@ccht.org.uk](mailto:feedback@ccht.org.uk).



**Julia Ashley**

Chief Executive



**Tony Bacon**

Development Director



**Fiona Brand-Logue**

Head of Procurement



**Richard Burden**

Head of Development Finance



**Craig Burton**

Head of Projects



**Michael Byrne**

Director of Care (Interim)



**Neil Crockett**

Development Director



**Howard Dawson**

Director of Housing &  
Customer Service (Interim)



**Liam Dawson**

Head of Governance &  
Business Support



**Matt Ewan**

Head of Resident Services



**Stuart Harper**  
Head of Innovation & Technology



**Kate Hoskins**  
Head of Finance



**Tim Michaelsen**  
Head of People & HR  
Technology Systems



**Ian Robinson**  
Head of Property Compliance



**Marco Scarola**  
Head of Marketing and  
Engagement (interim)



**Derrick Singleton**  
Head of C&C Direct



**Maynard Stevenson**  
Head of Asset Management



**Jo Teare**  
Group Chief Financial Officer



**Sasha Theophanous**  
Head of Organisational  
Development & Change



**Deb Thomas**  
Director of Property &  
Development



**Steve Tree**  
Director of People



**C&C**  
**LONDON HOMES**  
**SINCE 1926**

**Central & Cecil Housing Trust**  
**Cecil House**  
**266 Waterloo Rd**  
**London**  
**SE1 8RQ**  
**United Kingdom**

**Tel: 020 7922 5300**  
**Email: [contact-us@ccht.org.uk](mailto:contact-us@ccht.org.uk)**

**INVESTORS IN PEOPLE™**  
**We invest in people Silver**

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

 [@Central.Cecil](https://www.facebook.com/Central.Cecil)

 [@Central\\_Cecil](https://twitter.com/Central_Cecil)