

Resident Annual Review

2018 - 2019



Contents

Welcome	4
Our Year in Summary	6
Our Properties	10

Services that Inspire

Housing	14
Service Hub	18
C&C Direct	20
Making your Homes Safe	21
Care	22
Innovation and Technology	24
Resident Feedback	26

Homes for Health and Happiness

Managing our Properties	30
Development	34

People Doing their Best

HR and Workplace Culture	39
--------------------------	----

Money to Invest

Finance	42
Governance	45
Money to Invest	46
Fundraising	47
Closing Words	50
Board of Management	52
Key Contacts	54

Welcome

A letter from Julia, our Chief Executive

Dear Residents,

Welcome to our 2018 –19 Residents' Annual Review.



The year 2018 –19 has been a momentous year, where we have completed our changes, set up new services for residents, significantly invested in our homes and achieved some major milestones that make us truly fit for the future. You will be able to read about these through this review.

We have a fantastic team in place now, with so much energy and passion to deliver the best services for our residents. Our staff and resident satisfaction has grown significantly through the year and we have developed new ways for residents to shape and develop our services – co-producing our Fit Future together through our new Resident Assembly.

Our staff have literally worn our values, believing in better and delivering services from the heart. They have shown the courage to act and have invested in each other to be pioneers of service improvement and development.

During the year, we were very proud to have been awarded the top 'G1' governance rating by the Regulator for Social Housing, and a Silver Investors in People Award, demonstrating that the changes that we made to the business have made us stronger.

We have invested significantly this year to make our homes warm and safe. We continue our top priority focus on safety and through the year we have further developed our 'partnership' relationship with the London Fire Brigade who regularly review our fire safety plans and are on hand to support and advise us in the very best fire safety practice.

Following last year's successful 'C&Cycle' Summer event, we have embedded a continuous focus on fitness and wellbeing for both staff and residents. We have recently completed our week long 'Fit Festival' which

was greatly enjoyed by all and which raised £17,000 for fitness equipment and fitness classes for residents. We will now be hosting an annual festival and continue to support residents to be fit and healthy with activities throughout the year.

I am very proud that the team has achieved so much this year and look forward to developing co-produced services with residents and staff in the upcoming year.

I hope to see you all soon and thank everyone for contributing to a successful year.

Kind Regards,

Julia Ashley

Chief Executive



Our Year in Summary

Services that Inspire

C&C Direct

84.6%

satisfied with our in-house repairs service



55 | LONDON

launched - C&C's sister company offering affordable rents to over 55s in London



setting a new direction for inspirational dementia care

Service Hub launched

in January 2018

0207 922 5300

our personalised approach to making every contact count

68% of residents are using this service

92.7%



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

367



residents have a digital online account with C&C

C&Cycle raised

£25,000

for 4 interactive light experience tables for residents in our care homes



456



residents participated in our C&C events and activities

The Resident Assembly has launched, residents & staff work together to co-produce service improvements



Community run events



Engaging diverse groups



'Know your neighbour' campaign



Resident working groups

Our Year in Summary

Homes for Health and Happiness

Dora House is now in contract



170

homes due to start on site in

November 2019

and to complete in

Summer 2022



Partnership with the London Fire Brigade developed



100% free wifi coverage



used by 37% of residents



New digital technology installed at Oldfield Estate for door entry and alarm monitoring

Ridgmount Apartments



20

new homes for over 55s living in Wimbledon for sale including shared ownership

£1.13M invested

in property safety

£5.1M

invested in maintaining and improving our properties



5

commercial boilers replaced



50

domestic boilers replaced

Our Year in Summary

People Doing their Best

Cycle to Work
scheme implemented



Our restructuring phase
has been completed:

131

new staff
have been
recruited in
2018 - 2019



50

staff recognised for a



Wow Award

76.35%

Staff Satisfaction



We achieved

'SILVER'

accreditation
from

Investors In People

New staff benefits
package implemented



Our Year in Summary

Money to Invest



£741,000
operating
surplus
(£151,000
prior year)



> We were awarded top
G1 regulatory status <



£1,644,000

surplus
after disposals



£30m

Funds
in place
for growth

37,000
people
visited our
website



Our 3
nursing care
homes in the
borough of
Merton were
sold



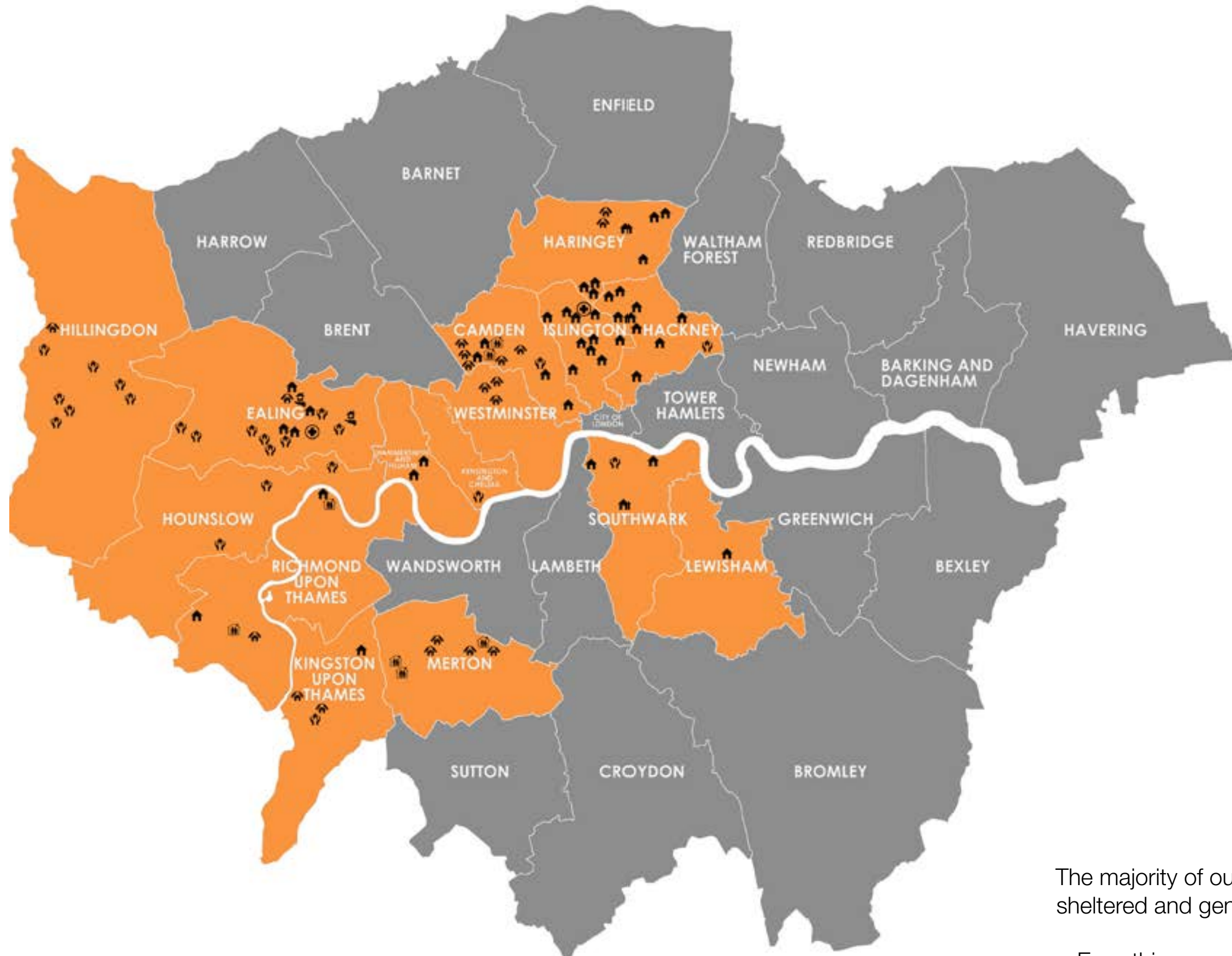
C&C are now providing
exclusively Residential
Care

New operating systems
installed

Housing Management
Purchase Ordering
Office 365



Our Properties



The majority of our residents live within sheltered and general accommodation

Everything we do is for the benefit of our residents in our housing schemes and care homes

Services that Inspire



Services that Inspire

Last year, we introduced a number of new services to better deliver our Fit Future goals.

Housing

Inclusive of our Resident Engagement, Housing is a core element of our service offer. Our Service Scrutiny Panel and People Performance and Change Panels have been working closely with the Board to further develop our services and deliver a highly rated housing service.

2018 - 2019

We introduced our new Resident Engagement Strategy in **April 2019**



Co-production Workshops

We launched our Resident Assembly where residents and staff work together on projects and service changes, focussing on the topics:

1. Know your neighbour
2. Resident groups
3. Community-led events
4. Engaging our diverse community

East Asian Spring Festival

A weeklong event, filled with various activities and performances exploring various East Asian customs and practices whilst celebrating our diverse community across our sheltered housing and care homes



Emelita at the East Asian Spring Festival

Arts & Events

Our Arts & Events team delivered a programme of free events for residents

27% of housing and over **50%** of care residents have attended these events



What's On

We introduced our monthly events bulletin called What's On, promoting our programme of activities for residents living in care and housing. The What's On is available on scheme digital screens and through staff

For more information, contact: artsandevents@ccht.org.uk

C&Cycle

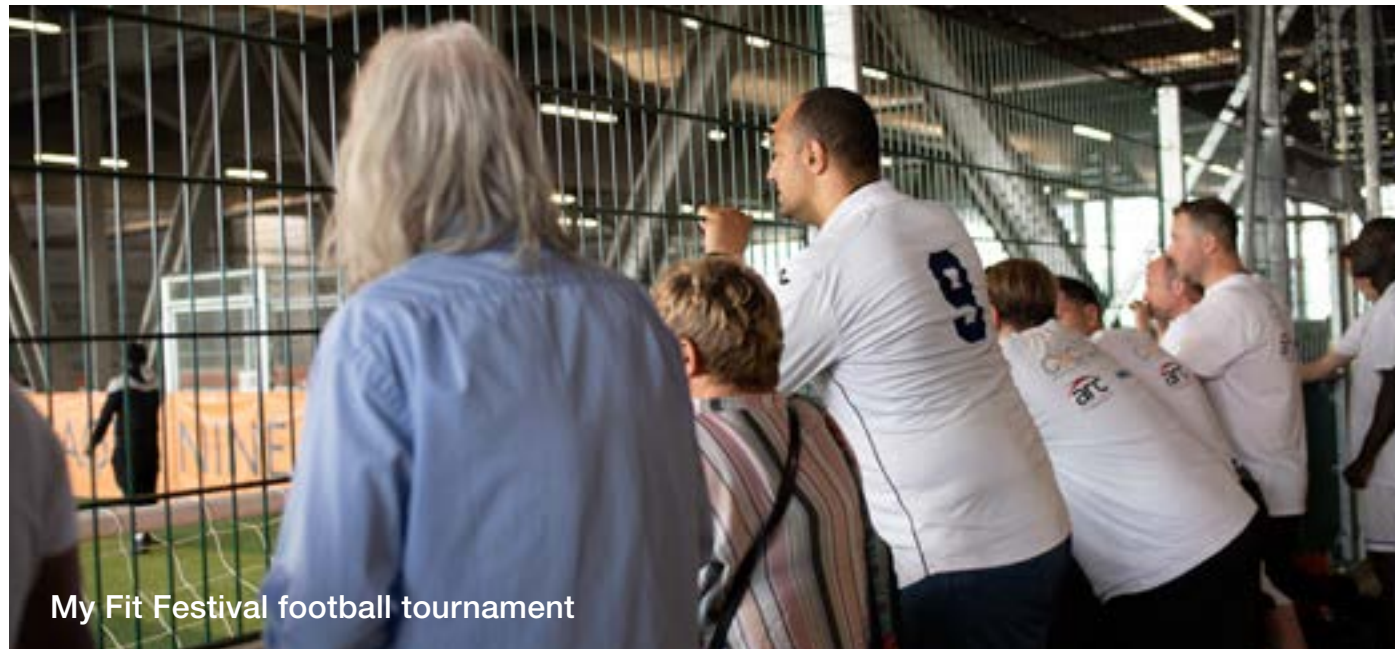
Our first big summer 2018 event inspired residents to engage with fitness and wellbeing

Resident parties were held across multiple schemes and care homes, filled with nutritious food, fitness and games

Through the events and the sponsored cycle, C&C were able to raise funds for the purchase of 4 Tovertafel magic tables for those living with dementia



C&Cycle 2018



My Fit Festival football tournament

2019 - 2020

My Fit Festival

We held another summer fitness and wellbeing event to raise funds for our care and housing residents

Residents, sponsors and staff took part in fitness activities, music performances and nutritious BBQs throughout the week-long festival

Events were held at Ada Court, Philip House, Colville Court and Homemead, as well as external events at Hever Castle Golf Club and Power League's football centre.



My Fit Festival marathon warm up

136 residents

76 staff members

attended the My Fit Festival in total

Fit Club

We are launching a new 'Fit Club' to support our residents with wellbeing, health and fitness



Housing Strategy

Work will commence on our Housing Strategy to better deliver our Housing Fit Future objectives

We are updating our website to make it easier to navigate and more informative for residents



Volunteers Programme

We are actively seeking residents to join our new Volunteers Programme



Core resident information will become more available through newsletters



Phillip House ballet workshop

Service Hub

The Service Hub is our C&C residents' first point of contact. The Service Hub was the first step of our new resident concierge service and officially launched in January 2019. The team has had a successful start and is continuing to grow and develop our service.

2018 - 2019

68%

of our residents have used the Service Hub

11,700

calls have been made to the Service Hub since its launch

97%

of calls were answered within 30 seconds



Contact the Service Hub on:

Office hours: (09:00 - 17:00)
0800 121 8742

Out of office hours:
0800 533 5719

Email:
contact-us@ccht.org.uk

Customer satisfaction

Customer satisfaction with last contact with C&C was 80.5% at March 2019 and reached

88.9% by August 2019

2019 - 2020

A new Customer Experience Strategy to be embedded

Service Hub Operatives will have a higher presence at resident events and Roadshows



Homestead Care Home Teddington

C&C Direct

C&C Direct is our in-house repairs service that was launched in April 2018. Like the Service Hub, C&C Direct was developed so that we could improve our service and provide trusted staff. Repairs satisfaction has increased greatly since its introduction. The C&C Direct team continues to grow and provide our residents with reliable and fast repair work that is delivered by our own C&C staff.

Contacting C&C's Repairs Team

Repairs requests, appointments and enquiries are made via the Service Hub on:

Phone:
0800 121 8742

Email:
contact-us@ccht.org.uk

Customer satisfaction

84.6% for our repairs service in March 2019 an increase from 54.5% in November 2018



2018 - 2019

C&C Direct team fully recruited in October 2018

60% of all day-to-day repairs reported to us were handled in-house by C&C Direct

Residents are now recognising the C&C Direct team by name

2019 - 2020

Develop an app that can be accessed through smart phones and tablets so that residents can report and track repairs

Hold scheme repair days once a month

Making your Homes Safe

C&C's property safety team manage the health and safety checks for our C&C properties. In the last year, a planned programme of inspections was delivered, including water, fire, gas, asbestos and electrical safety.

2018 - 2019

100%

Of C&C properties have had water risk assessments and actions are planned for delivery

100%



of our properties have had fire risk assessments. A planned programme of fire safety works is underway

London Fire Brigade (LFB)

Our team holds monthly meetings with the London Fire Brigade where we share information about our planned works and discuss how C&C can continuously improve fire safety

We have implemented a programme to upgrade our fire doors on 25 blocks, improving the safety of 571 residents

2019 - 2020

We will make information on health and safety available to residents online and through new resident online tablets located at schemes and care homes

We have entered a 5-year contract with a specialist company to undertake improvement works to improve the overall safety of our buildings



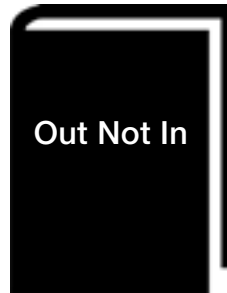
Care

C&C's Care team has continued to improve its service and ratings, Cecil Court remains 'Outstanding' for 'Well-Led' from care regulators CQC. This was achieved through management and individual care improvements. We have provided stronger leadership, coaching and support to our Care teams to inspire our staff to provide an excellent service.

2018 - 2019

Out Not In

Our revolutionary Care strategy 'Out Not In' focuses on improving the experience of residents living in care



The sale of our 3 nursing homes in Merton was achieved to a well-respected care provider

C&C now deliver specialist dementia care for residential homes in Camden and Richmond

42 of our staff became
Alzheimer's Society 'Dementia
Friends'

95% occupancy levels
in our care homes

C&C staff visited Hogeweyk and Reigershoeve dementia care villages as a study tour on world leading care in the Netherlands, providing the inspiration for our new Out Not In Strategy



Stephanie, Homestead
resident

2019 - 2020

We are reviewing new technology to digitise our mobile care planning. This will reduce paperwork, make systems more secure and allow staff more time with residents



We will continue to encourage a strong and hands on leadership for all our Care staff



Our presence online has increased on carehome.co.uk with positive feedback received, achieving high customer ratings up to 10 stars.

"Rathmore House is an excellent care home where many residents have advanced dementia. It is run as a home, not an institution. The house is comfortable - in some ways as if a country hotel. The staff are very good and caring."

G.D

"I would highly recommend Cecil Court for the support they offer to residents living there. I visit my father often and I am much reassured knowing he lives in such a caring atmosphere. The staff are polite and attentive to everyone, including visiting relatives."

E.C

"A lovely care home with friendly and helpful staff and a nice relaxed atmosphere. I'm always pleased to see lots of activities, outings and visitors booked."

E.R

Innovation & Technology

Our new Digital C&C Strategy has been launched, putting residents at the heart of all our plans to engage in a new world of technology. We have exciting plans to use technology to enhance and improve the service experience.

2018 - 2019	
100% WiFi coverage at all of our schemes	549 residents (37%) using our free WiFi
Increased the speed of our resident WiFi	We have increased our online security levels to ensure that both resident and staff data is safe and secure
Our new digital housing database CX was installed. This helps the Service Hub to support all resident enquiries	Appello technology Our new resident monitoring and door entry system 'Appello' has been installed in our Oldfield Estate. New features are being trialled with residents, preparing for wider roll outs



The Appello demonstration at the 2018 Resident Conference

2019 - 2020

Tablets in schemes

Introduce tablets in common areas for residents to access the resident portal and scheme information, as well as provide feedback



Appello rollout

Install Appello in selected C&C schemes



Staff flexible working

Provide technology to allow C&C staff to work from anywhere and be more visible in schemes



Resident Portal

Implement a portal available on smart phones and tablets for resident to notify and track repairs, pay rent and access service information



Voice control

Test voice control technology for doors and lights

CCTV update

Update all CCTV systems



Virtual reality

Test virtual reality services for use in selected C&C schemes and homes to bring residents the joy of a virtual day out or a new experience



Digital concierge

Trial our new website concierge service that allows residents to book and find services and events available in the London area

Resident Feedback

Resident feedback allows us to improve our services wherever possible and deliver an excellent resident service.

2018 - 2019

In 2018, we began producing a Resident Satisfaction Report with results pulled from our in-house resident surveys

92.7%

residents satisfied with C&C as a place to live

85.4%

resident service satisfaction increased from 73.7%

Customer complaints

We received 34 complaints, 5 of which escalated to stage 2. 11 complaints were upheld and 5 partially upheld

100%

of frontline Housing staff have received specialist Anti-Social Behaviour (ASB) Training

129 residents attended 10 Roadshows and 4 Resident Assemblies

Resident feedback from Roadshows and Resident Assemblies allowed opinions to be heard, shaping and improving our services



95 new ASB cases opened 39 remain open due to ongoing casework

2019 - 2020

Moving forward, we will address common themes found in customer feedback including complaints



We will continue to survey residents on a rolling basis to monitor satisfaction, as well opportunities for improvement



John and C&C staff member at the Resident Conference, 2018

Homes for Health and Happiness



Janet, Colville Court resident

Managing our Properties

It has been our priority to provide residents with safe, warm and comfortable homes.

2018 - 2019

We spent **£6.2M** on maintaining and improving our homes and safety works



We Introduced a new 10-year Asset Management Strategy in **May 2018**

Asset Management Strategy

This will now help with planning how we invest in our properties



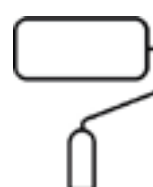
Ada Court fire door remedial works

£83,000



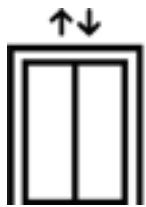
Fire door improvements to 25 blocks

£500,000



Decoration works to 5 blocks, improving communal areas for 106 residents

£200,000



Lift upgrades at Vivian Court and Philip House

£230,000



50 new domestic boilers installed

£178,500



Fire alarm panel upgrades (25 blocks)

£291,000



Upgraded heating and hot water systems

£1M



Installed Appello at Oldfield Estate

£259,000



Residents in the garden at Ada Court

Managing our Properties

2018 - 2019

Below are the projects that we have planned for the upcoming year



Oldfield Estate resident Paul relaxing in the communal garden

Development

Development has had some big successes in the last year, with the contracts for the development of Dora House being signed, Ridgmount Apartments built and available for sale, and 55 London launched, allowing us to provide homes for a wider reach to over 55's group in London.

Dora House 2018 - 2019

Contract signed with development partner Regal London

October 2018



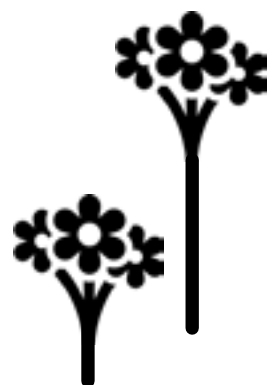
We were given a updated consent from the Westminster City Council

in July 2019

The updated planning consent meant that we increased the number of new homes from 159 to

170

The new building will include one and two bedroom apartments, a residents lounge cafe, activity spaces and communal roof terrace gardens



2019 - 2020 and beyond

The demolition of the existing building will start in late 2019



We will be delighted to welcome residents that moved out of Dora House back into the new building

Completion of the new building is currently planned for the summer of

2022



Dora House sketch

Ridgmount Apartments 2018 - 2019

The building was handed over to C&C in June 2019 The first resident has already moved in. We are now looking ahead to fully occupy the building and deliver outstanding services

20 new homes in Ridgmount Apartments are ready for sale



Ridgmount Apartments

2019-2020

The sale of Ridgmount Apartments is ongoing

Refer a friend or family member over the age 55 and if they receive a tenancy, you will receive a £50 high street gift voucher

For more information contact:
contact-us@ccht.org.uk
or
020 7922 5300
Quoting the 'Refer a Friend' campaign

55 London 2019- 2020

Established in Spring 2019 as a charitable part of the C&C group, 55 London provides affordable rent to a wider group of over 55's in London

Our belief is that all people over 55 should be able to access an affordable home in London



55 London homes are now being marketed to the public and residents have moved in

Rents are available at housing benefit rates and are significantly below market rent



People in need of affordable housing can apply to 55 London direct



People Doing their Best



Steve, Colville Court resident



C&C staff at the My Fit Festival

People Doing their Best

C&C invests in the health and happiness of the people that work with us, so that we can provide the best possible service for residents. We have completed our staff changes and are delivering our Fit Future Strategy.

HR & Workplace Culture



2019 - 2020

We plan to increase staff satisfaction over the course of the year and measure this quarterly to make sure we are on track; happy staff provide better services

Money to Invest



Kieran from Erica House at the My Fit Festival football tournament

Money to Invest

C&C is a not-for-profit provider and all our surpluses are reinvested for the benefit of residents.

Finance

2018 - 2019

Our existing bank facilities have been extended and we now have additional funding to help us improve and grow C&C's properties



Leticia P and Leticia C, Philip House residents

SUMMARY OF OUR FINANCIAL STATEMENTS:

	2017 - 2018 (£'000)	2018 - 2019 (£'000)
Income & Expenditure		
Total Turnover	26,649	25,538
Operating surplus	151	741
Operating surplus excluding one - off income	1	491
Surplus (deficit) after sales and interest costs	(8)	1,644
Balance Sheet		
Housing properties	92,019	95,361
Other fixed assets	6,446	6,625
Net current assets	10,757	53,501
Social Housing Grants	(31,478)	(31,128)
Loans	(25,313)	(30,814)
Deferred income		(39,720)
Net assets	52,431	53,825
Gearing	30%	39%

Source: 2018 - 2019 Annual Financial Statement

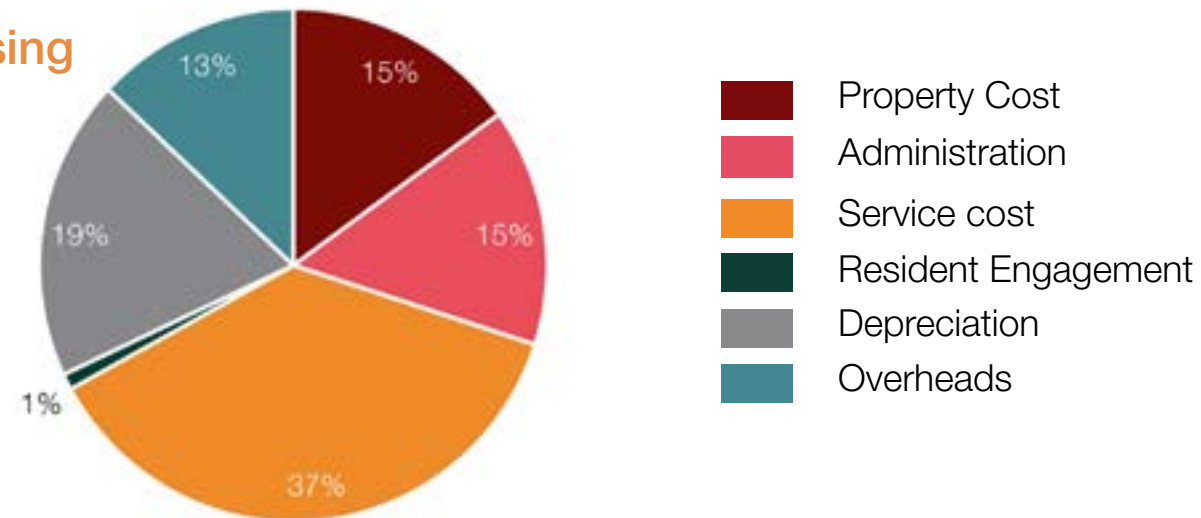
Financial performance - highlights of the last financial year

- Our operating surplus has improved following our restructure in 2017-18
- We have maintained a strong balance sheet with manageable levels of borrowing
- We have agreed new funding for our Fit Future growth plans

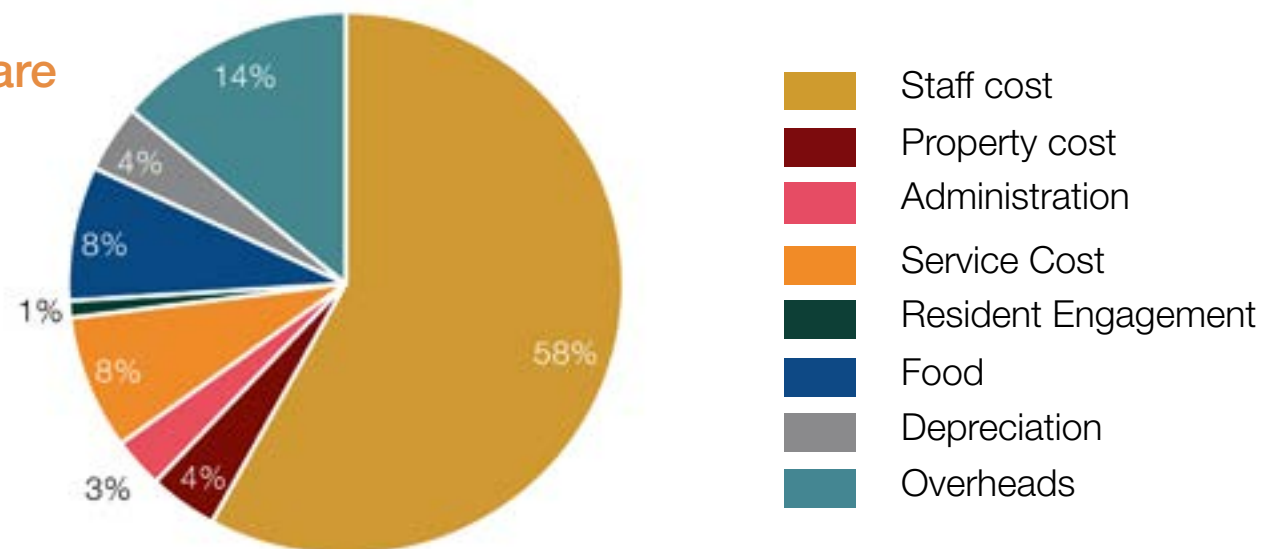
How every Pound is Spent

2018 - 2019

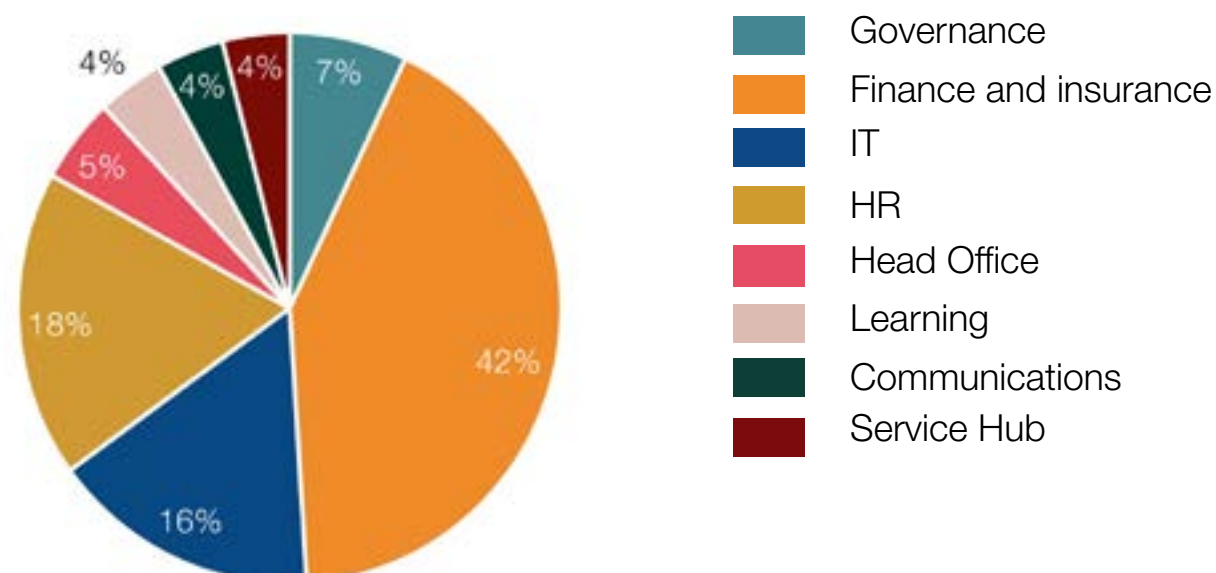
Housing



Care



Corporate Overheads



Governance

2018 - 2019

The Regulator for Social Housing graded C&C the top **G1** rating for Governance

A Thank You to Alison Carver

Alison Carver, C&C Chair of the Board of Management has completed her 6-years term of office, the maximum allowable under the National Housing Federation's Code of Governance.

Throughout her term, Alison brought C&C through a transformational period of change, establishing our Fit Future Strategy and significantly strengthening the C&C Group.

We would like to sincerely thank Alison for everything she has achieved for C&C throughout her time in post and wish her our very best for the future



2019 - 2020

Peter Walters, our new Chair of the C&C Board of Management will commence his new role in September 2019. Peter has a wealth of experience and knowledge in housing and social care. We look forward to working with Peter to further achieve our Fit Future objectives

Value for Money

2018 - 2019

- Residential care occupancy increased from 85% to 97%
- Nursing home occupancy increased from 78% to 87%
- The sale of the Merton Care Homes was progressed in 2017 - 18 and was completed in early April 2019. Capital raised from this sale will be reinvested in new homes for people aged over 55
- Completed contracts for the Dora House development, funded through the sale of part of the land
- Launched the three major new services: C&C Direct, Service Hub and 55 London bringing additional value to residents
- Invested in keeping our homes safe and warm, replacing five commercial boilers and 50 domestic boilers
- Embedded the use of three new computer systems to help us work more efficiently
- Restructuring completed and we have improved our financial performance
- We have ensured that all current services are fully funded



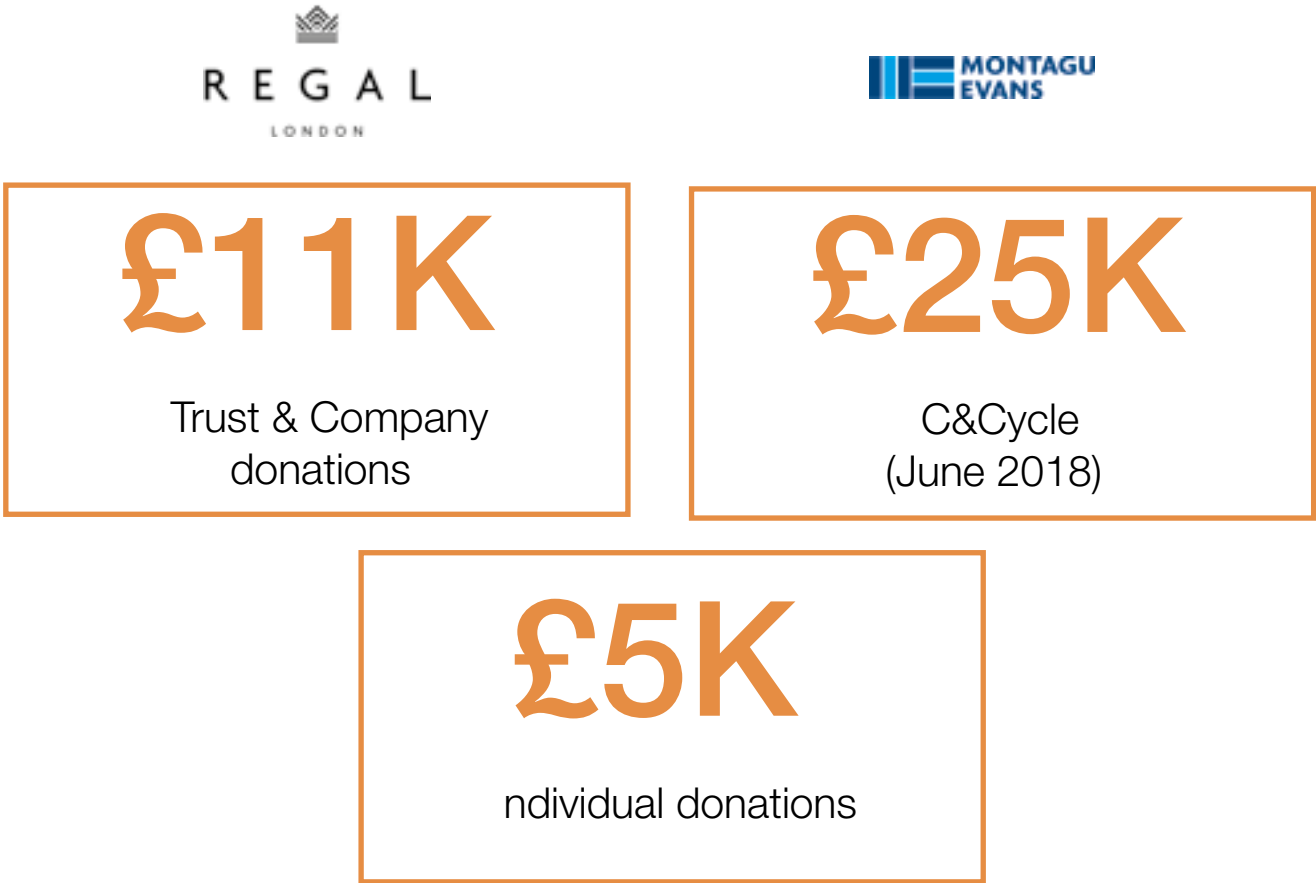
Fundraising and Donations

2018 - 2019

Donations were received from the following Trusts and Foundations, as well as from several individual supporters:

- Richmond Parish Lands Charity
- 29th May Charitable Trust

Resident **event sponsors** also contributed to donations:



2018 - 2019





Closing Words

A letter from Alison, Chair of Board

I hope you have enjoyed reading this year's Resident Annual Review. After a period of upheaval and change at C&C I am so pleased that the past year, my last as Chair, has been one of achievement. Our staff teams are delivering results in terms of improved business performance and higher levels of customer satisfaction. In particular it's great to hear that so many of you are ringing the new Service Hub and finding it easy to get through to friendly staff who are able to deal efficiently with a range of enquiries. We are also getting excellent feedback about the repairs service delivered by our in-house team, C&C Direct.

Our Development team has also delivered results this year, with new apartments being offered for sale and rent. Most excitingly, demolition and building work at Dora House in St John's Wood is about to start.

Having sold our Nursing Homes in Windsor and Merton we are now concentrating on delivering the best possible service for our Care Home residents many of whom have dementia. The health, fitness and wellbeing of all our residents has been and will continue to be top priority. I know many of you enjoyed the week of activities during the Fit Festival – I certainly enjoyed joining in with residents from Colville Court and Homemead for a Zumba workout!

So, as I hand over to my successor, Peter Walters, I reflect on an enjoyable 6 years during which I have overseen the changes necessary for C&C to cope with the challenging economic environment, funding cuts and political uncertainty. The Fit Future Strategy gives a clear sense of direction for the association and the promise of exciting new services for residents.

I wish you all the best for the future.

Alison Carver
Board of Chair Management



Yvonne, Director of Services at the My Fit Festival

Board of Management

Meet our Board of Management



Alison Carver
Board of Chair Management



Julia Ashley
Board member
Chief Executive



Jo Teare
Board member
Group Chief Financial Officer



Phil Insuli
Board member



Mike Basquill
Board member



Trevor McClymont
Board member



Bruce Matthews
Board member



Paul Shipley
Board member



Abhishek Agrawal
Board member



Janine Desai
Board member

Key Contacts

Meet our senior management team

We always welcome hearing from our residents. If you have a general enquiry, please contact us at 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.



Julia Ashley
Chief Executive
020 7922 5310
julia.ashley@ccht.org.uk



Jo Teare
Group Chief Financial Officer
020 7922 5330
jo.teare@ccht.org.uk



Yvonne Atkinson
Director of Services
020 7922 5352
yvonne.atkinson@ccht.org.uk



Deb Thomas
Director of Development &
Strategic Asset Management
020 7922 5331
deb.thomas@ccht.org.uk



Matt Ewan
Head of Resident Services
020 7922 5440
matt.ewan@ccht.org.uk



Michelle Cox
Head of Care
077 2103 9826
michelle.cox@ccht.org.uk



Laurence Fowler-Stevens
Head of Governance & Business
Support & Company Secretary
07 825 655 136
laurence.fowler@ccht.org.uk



Ian Robinson
Head of Property Compliance
020 7922 5377
ian.robinson@ccht.org.uk



Derrick Singleton
Head of C&C Direct
020 7922 5337
derrick.singleton@ccht.org.uk



Sasha Theophanous
Head of Organisational
Development and Change
020 7922 5324
sasha.theophanous@ccht.org.uk



Marc Bentley
Head of Development Finance
020 7922 5406
marc.bentley@ccht.org.uk



Graeme Newton
Head of Finance
020 7922 5338
graeme.newton@ccht.org.uk



Maynard Stevenson
Head of Asset Management
020 7922 5314
maynard.stevenson@ccht.org.uk



Andrea Schrader
Head of Marketing & Engagement
020 7922 5423
andrea.schrader@ccht.org.uk



Stuart Harper
Head of Innovation & Technology
020 7922 5350
stuart.harper@ccht.org.uk



Craig Burton
Head of Projects
020 7922 5336
craig.burton@ccht.org.uk

