



# Resident and Service User Annual Report 2015/2016

Issue 7

## Welcome to your annual report for 2015/2016.

St Martins has an obligation to tell you about the six standards set by our regulator, the Homes and Communities Agency (HCA). These are used to check that we are meeting your needs and this report looks back at the last year to see how we have done. St Martins' Board is responsible for meeting the standards and being transparent and accountable for the organisation's delivery of its social housing objectives.

This report, produced for your benefit, is a summary version of what has been approved by St Martins' Board. If you wish to see that report or comment on anything you read here, please contact me.

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## WHAT'S INSIDE

### Page 2

The standards St Martins is measured against

### Page 3

How you got involved in improving the service you receive

### Pages 4-6

Your home: what we have done to ensure it is safe, comfortable and well maintained

### Page 7

How St Martins is managed and its financial position

# Meeting the regulatory standards

On this page we describe the six standards set by our regulator, the Homes and Communities Agency (HCA). The HCA regulates all social housing in England and its standards are designed to improve the quality of services for all its tenants.

## 1. Tenant involvement and empowerment

This standard looks at how well we know you, how we are responding to your needs and how you are involved in the planning and running of the service. It analyses:

- Involvement and empowerment
- Customer service and choice
- Equality and diversity
- Complaints

## 2. Home

This standard sets out what we are doing to provide you with a safe and comfortable home and a good repairs service. It analyses:

- Repairs and maintenance
- Health and safety

## 3. Tenancy

This standard looks at how we allocate our homes and our rent levels. It analyses:

- Allocations
- Tenure

## 4. Neighbourhood and community

This standard focuses on our role as landlords in improving people's daily lives within the community. It analyses:

- Neighbourhood management
- Local area co-operation
- Anti-social behaviour

## 5. Value for money

This standard looks at how cost effective we are, and what we are doing to make further improvements. It analyses:

- Value for money
- Rent

## 6. Governance and financial viability

We want to make decisions about our homes and services in a fair and open way, keeping you involved and well informed. This, and running the organisation, is called good governance. This standard looks at the measures we are taking to achieve this. It analyses:

- Governance
- Financial viability

This is a summary of the standards set by the HCA. You can read the full standards at [www.homesandcommunities.co.uk](http://www.homesandcommunities.co.uk)

# STANDARD 1: Tenant involvement and empowerment

Please note that all numbers in brackets refer to the results from the previous year.

## Involvement

St Martins is always looking for new ways to involve and empower you to have control over your own life. There are opportunities for you to be involved in decisions about St Martins and the running of services through monthly house meetings, policy forums and resident involvement at Board level. Last year:

- House meetings were held monthly in all services.
- There were three editions of Connect. The majority of articles were contributed by you.
- The annual resident's survey was carried out in February 2016. The survey showed that **88% (92% in 2015)** of you rated our services as **good or very good**.
- There were **13 (10)** meetings held with Service Users. **4 (4)** meetings were held to consult about the results of the Service User survey, **3 (2)** meetings were held to review key policies, and **6 (4)** meetings were held regarding closing a service and opening another one.
- We helped you establish a very **successful residents' football team**.

## Customer service and choice

In response to the increasingly complex needs of new referrals to our services, we continued to implement the recommendations from the review of our philosophy of care in 2014/15. The key changes that have been implemented so far are centralising our assessment process and the employment of external assessors. This has resulted in higher quality and more timely assessments. We improved the pathway of service users through St Martins with 6 week, 12 week and annual reviews. We improved our systems for recording and monitoring incidents and complaints. We have also opened a new unit for people with a dual diagnosis of mental ill health and learning disability.

- **100% (100%)** of you have **support plans** in place
- **92% (93%)** of you rated staff as **helpful and polite**.
- **84%** of you have **weekly contact** with staff. **25%** of you have **daily contact**.
- **82% (94%)** of you felt **safe** in your **accommodation**.
- **80%** of you had attended a service user **involvement meeting**.
- **76%** of you were aware of the **Recovery Approach**. **71%** of you had either a **WRAP** or a **Recovery Star**.
- We **improved the staff training** programme by making better use of the training provided by local authorities and by streamlining our own training to focus on **skills development** in addition to **knowledge enhancing** courses.

## Equality and diversity

London's population is far more ethnically diverse than the population of the rest of England. Around half the people in inner London are from an ethnic group other than White British.

- St Martins has a very diverse resident group that reflects the ethnic diversity of London. **27%** of you described your ethnic origin as **Black Caribbean** or **Black British**, **10%** as **Black African**, **1%** as **Black Other**, **37%** as **White British**, **9%** as **White Irish**, **2%** as **White Other**, **5%** as **Asian**, **4%** as **mixed ethnicity** and **5%** as **Other**.
- **2%** of you are between **18-25**, **36%** of you are between **25-40**, **52%** of you are between **40-54** and **10%** are over **55**.
- **91%** of residents are **male**. **9%** are **female**.
- We **impact assess** all our policies and major decisions to ensure we do not intentionally or unintentionally discriminate against any protected group under the **Equality Act**.

## Complaints

We have a positive approach to complaints and see them as an opportunity to improve the services we provide. In 2015/2016:

- There were **63 complaints**
- **100%** were **resolved** within the agreed timescale
- There was **86% satisfaction** with the outcome of complaint
- No complaints are outstanding

Categories of complaint	2015/16
Neighbours about tenants	45
Tenants about facilities provided by St Martins	18
Total	63

**88%**  
of you rated our services as good or very good

**86%**  
satisfaction with the outcome of complaints

## STANDARD 2: Home standard

This standard sets out what we are doing to provide you with a safe and comfortable home and a good repairs service.

### Repairs and maintenance

The number of repairs we carried out in 2015/16 was **722**, compared to **679** the previous year.

Type	No of Repairs	Target	Achieved	Actual %
Emergency	52	95%	52	100%
Urgent	226	90%	223	98%
Routine	444	90%	441	99%

An **Emergency** repair will be made safe or repaired within **24 hours**. An **urgent** repair will be carried out in **7 days** or sooner. A **routine** repair will be carried out within **28 days** or sooner.

### Decent homes

**100%** of St Martins homes are compliant with the **Decent Homes** standard. A decent home is one which is warm, weatherproof and has modern facilities. St Martins has invested **£2m** in **upgrading** our facilities in the past 3 years. All our properties are of a **high quality** and **well maintained**.

### Health and safety

St Martins takes its responsibilities to provide a **safe environment** very seriously. In 2015/16:

- We were **100% compliant** with all health and safety **legislation**.
- We carried out statutory **gas checks** and **electrical checks** on **100%** of our homes.
- We carried out **risk assessments** and **fire risk assessments** on **100%** of our buildings.

## STANDARD 3: Tenancy

This standard looks at how we allocate our homes and the tenure we offer.

### Allocations

St Martins is a specialist provider of housing and support services to people with mental health problems and people with offending backgrounds. We provide short term accommodation and support, usually of between 1-3 years, to enable you to get back on your feet and live more independently. **100%** of our referrals to our **supported housing** come from **local authorities** and **100%** of referrals to our **care homes** come from **Local Authority Social Services Departments** or the **NHS**.

### Tenure

Our approach to housing management is based on sustaining tenancies, minimising evictions and ensuring that our tenants and residents move on to independent accommodation. St Martins offers Assured Shorthold tenancies in all our supported housing and Licence Agreements in our care homes.

Average length of stay (months)	2015/16	2014/15
Registered care homes	21	19
All services	16	12



# 722

repairs carried out in 2015/2016

# £2m

invested in upgrading facilities in past 3 years

# 100%

compliant with all health and safety legislation

# 21

months average stay in registered care homes

## STANDARD 4: Neighbourhood and community

This standard focuses on our role as landlords in improving people's daily lives within the community.

### Neighbourhood management

Our properties are well maintained, clean and tidy, and we deal swiftly with litter, graffiti, vandalism and anti-social behaviour. We have good relationships with all our statutory partners and stakeholders.

### Local area co-operation

All our support services are focussed on encouraging you to take part in, and to be involved in the local community. Whether that entails using local health or social services, or using local leisure, educational or community services, we actively encourage residents to engage in activities and services outside of St Martins. Our projects actively participated in local statutory partnerships, residents' associations and other community organisations.

During the last year we organised a number of events designed to involve local communities in our work. We organised an event in a small park for St Martins' residents, staff and people living locally to plant shrubs, paint benches, tidy up and weed flower beds. We also organised a summer fete in another local park. Local residents joined us to learn juggling skills, enjoy summer fete games, food and a football match.

### Anti-social behaviour

We are committed to dealing with the causes and effects of anti-social behaviour. We want to make sure that everyone feels safe in their home and areas in which they live. We do this by working with residents and partner agencies:

- We take strong appropriate action to stop all forms of anti-social behaviour
- We respond to complaints quickly, efficiently, sensitively and in a consistent manner
- We offer support to the complainant and take action against the perpetrators of anti-social behaviour.
- We work closely with the police and anti-social behaviour teams in all our services.
- We organised a series of meetings with neighbours where our residents had caused anti-social behaviour to address their concerns and put in place measures to deal with the problems.



"During the year we ran a number of events designed to involve local communities in our work."

# STANDARD 5: Value for money

This standard looks at how cost effective we are, and what we are doing to make further improvements.

## Value for money

Providing you with good value services runs through all the standards. We are continuously looking at ways of using our resources more efficiently and cutting our costs. Delivering value for money is crucial. It is important we use our resources wisely and offer value for money to the people that use and purchase our services – that's you, our customers, as well as the local authorities, NHS trusts and funders we work with.

We are very conscious of the financial pressures on our commissioners and statutory partners in both local authorities and NHS organisations. We will continue to market and position St Martins as the leading provider of recovery services to people with complex needs and forensic histories. Our offer to local authorities and Clinical Commissioning Groups will continue to be that St Martins can provide high quality, innovative and value for money services for people leaving secure hospitals, prisons and mental health services that can enable them to achieve independence safely within 2-3 years.

- We continued to manage our property efficiently, ensuring these assets were put to best use. We have **upgraded** all our **buildings** over the past 3 years leading to **reduced maintenance costs**. During 2014/15 we reduced our reliance on external maintenance contractors by switching to our directly employed maintenance operative.
- We switched energy suppliers and delivered an **efficiency saving of 10%**.
- We reviewed our IT function and service contracts and switched providers. This has resulted in **improvements** to the **service** provided.

## Value for money plans for 2015/16 include:

- Develop a **second service** for people with a dual diagnosis of learning disabilities and mental illness in London.
- Develop a **new mental health service** in LB Lambeth using an existing building owned by St Martins.
- **Refurbishment** of kitchens and re-decoration of communal areas at Wilton Villas.
- Move **IT systems** and data to "the cloud" to enhance **security** and **efficiency**.
- **Review** our **insurances** and put out to competitive tender.

## Rent

Our rents are within target rents as defined by our regulator and we only increase our rents annually by an amount determined by our regulator. This is calculated using a standard formula based on the Consumer Price Index (CPI). St Martins will **reduce its rents** in supported housing projects in 2016/17 by **1%** as determined by our regulator.

Housing Stock and Rent Levels 2014/15	Bedspaces	Average Rent £
Registered care homes (inclusive of care costs)	64	907
Hostels	20	219
Shared houses	3	203
Self-contained flats	20	177
Voids excluding registered care homes		7.6%
Gross arrears		8.7%



# STANDARD 6: Governance and financial viability

We want to make decisions about our homes and services in a fair and open way, keeping you involved and well informed. This, and running the organisation, is called good governance. This standard looks at the measures we are taking to achieve this.

## Governance

St Martins' Board has a broad range of skills and experience appropriate to the size of the organisation and its particular client groups. Board members have backgrounds in mental health, social work, accountancy, business and finance, psychiatry, politics, science and senior management. We are proud to include ex and current service users on our Board.

The Board is non-executive in its membership and is responsible for St Martins' overall direction and strategy. Board members are not paid and have no beneficial interest in St Martins. The Board reviews its operation and performance annually. In March 2015 the Board adopted in full the National Housing Federation's Code of Governance 2015.

In assessing both operational and business risks we have adopted an approach that considers the likely impact and probability of actual events. As an organisation that deals with people with complex mental health problems, we operate a positive risk management approach which is based on the principles of individual rights to exercise choice; whilst allowing staff to make calculated judgements and take supportive measures to reduce the potential negative consequences to residents, staff and others. We place great emphasis on risk management procedures and training for our staff. We seek to mitigate and manage risk while maintaining an ability to take positive risks in the interests of our residents' recovery.

The Board held an away day in October 2015 that focussed on Board effectiveness. An external consultant facilitated the day and carried out the governance effectiveness review. A report and action plan were produced and the actions have been implemented. The Board approved the National Housing Federation's voluntary code on Mergers, Group structures and Partnerships.

	2015/16	2014/15
Turnover	£3,655,513	£3,334,349
Fixed Assets	£7,099,650	£3,731,594
Capital & Reserves	£5,637,209	£4,487,502
Operating surplus	£175,657	£16,450
Surplus on ordinary activities	£175,657	£18,476

## Financial viability

St Martins is a financially strong organisation with very low debt. There are adequate reserves and cash balances to ensure continued operations. The organisation is not significantly affected by housing associations having to decrease their rents by 1% a year for the next four years, as the majority of income comes from care and support contracts rather than rents.

St Martins' financial performance has improved steadily over the past five years. The key financial indicators for 2015/2016 are taken from our statutory accounts and shown in the table above compared to the previous year.



10%

energy efficiency saving on previous year

1%

rent decrease each year for next four years

5

years steady rise in financial performance



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