



Christian Action (Enfield) Housing Association Ltd  
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[www.christianaction.org.uk](http://www.christianaction.org.uk)



 business for neighbourhoods

# PEOPLE & Places

ANNUAL REVIEW 2011/2012

# Our Mission

**Our mission is to be:**

“A housing association motivated by Christian and social concern that:

- creates places where people want to live
- invests in high quality housing,
- provides excellent support and services that are affordable and accessible to those in housing need.”



Mark Hayes, Chief Executive (left), of Christian Action and Chris Robbins, Leader of The London Borough of Waltham Forest, at the official opening of Katherine House, Leyton

# Our Values

**Our business is underpinned by our core values:**

- We welcome all people and work with those who share our ambition to meet local housing and neighbourhood needs.
- We strive to be a modern, listening, customer focused organisation.
- We use our resources to provide the high quality services that our residents and stakeholders are entitled to.
- We maintain our independence and financial strength in order to meet housing and other local needs.
- We offer challenging and rewarding employment for our staff.
- We work in partnership with the statutory, voluntary and private sectors to achieve efficiency and improve the communities in which our tenants live.

# Our Vision

**Our vision is to be:**

“To be a strong, independent social business that meets local needs by identifying local solutions and providing excellent local services”



# Christian Action Housing

**Christian Action (Enfield) Housing Association was founded in 1966 as a local, church-based, response to the need for affordable housing for rent. This remains our core activity, and we continue to build new housing and purchase older properties for renovation when the opportunities arise.**

Today we own or manage over 1,450 dwellings, providing a range of housing and services in the four North London Boroughs of Enfield, Barnet, Haringey and Waltham Forest. We work in partnership with local authorities, the community and voluntary sectors, private sector organisations, and we seek to provide high quality services that are affordable and accessible to our customers.



Johanna Batchelor,  
Health and Safety Co-ordinator

Chris Wilkins, Head of Asset Management  
and Maria Walker, Responsive  
Maintenance Manager



Disability Advisory Panel meeting,  
with Tenant Representative

## Our services

Our social business comprises of three main services:

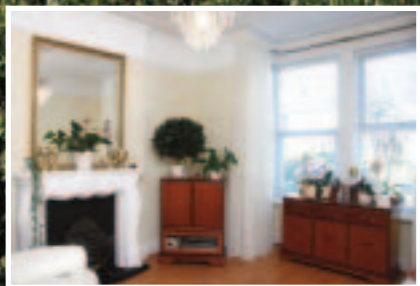
- ▶ Our core services of affordable and intermediate housing for rent
- ▶ Our supported housing service focusing on young people, victims of domestic violence, people with learning difficulties and our retirement housing service
- ▶ Our neighbourhood services meeting local needs and serving the wider community.



Members of our  
Young People First team



Katherine House



Paula, a long-standing tenant, has created a wonderful home and garden



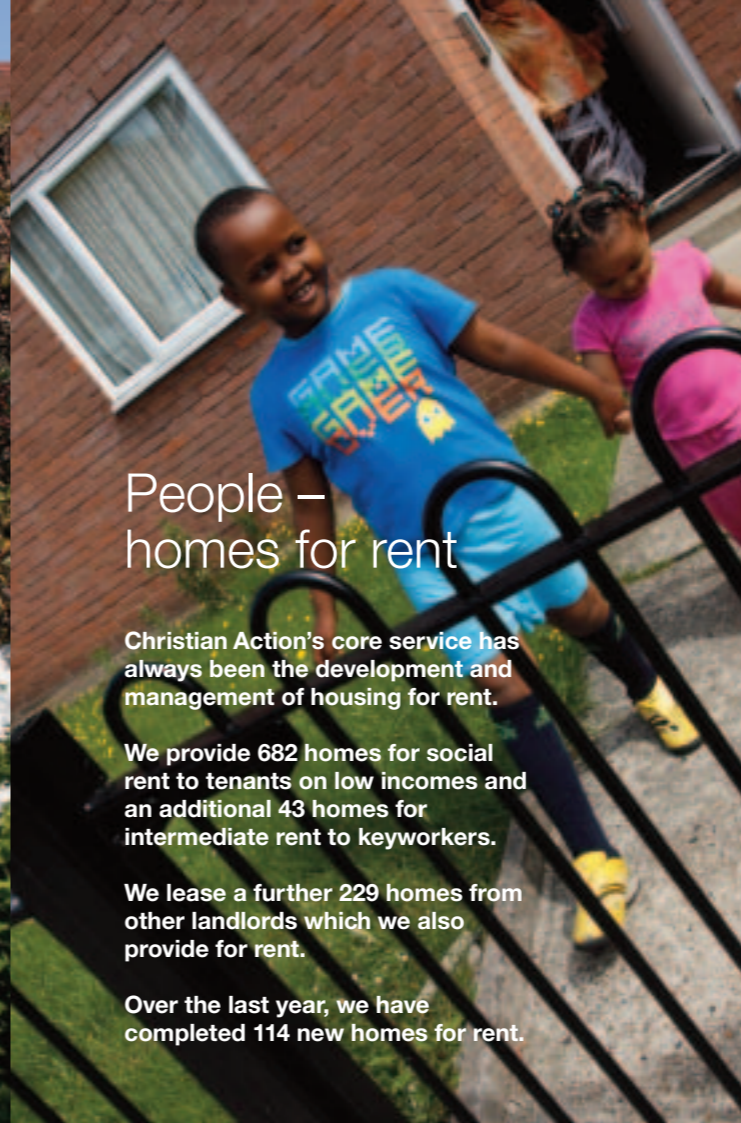
## People – homes for rent

Christian Action's core service has always been the development and management of housing for rent.

We provide 682 homes for social rent to tenants on low incomes and an additional 43 homes for intermediate rent to keyworkers.

We lease a further 229 homes from other landlords which we also provide for rent.

Over the last year, we have completed 114 new homes for rent.



James first moved into his property in 1975.





## People – supported housing

**Christian Action provides 131 homes for tenants who receive additional support.**

**Over the last year, we completed 42 new supported homes.**

**Last year, 512 young people benefitted from our residential services and we supported 644 victims of domestic violence.**



Happy tenants at the new Cyril Smith Court Scheme



People –  
retirement  
housing

We also provide 231 retirement  
homes, many with support from  
resident scheme managers.



## People – serving the community

**Christian Action serves the community through a range of services that complement our role as a social landlord.**

Over the last year:

- 977 children attended our Enfield Temporary Accommodation Play Project
- 124 of our residents used our Safe Watch neighbourhood warden service
- 175 residents contacted our Debt smart financial advice service
- Compass, our floating support service, helped 86 residents
- Our community hall at Bounces Road provided office accommodation for a local charity and a much needed local child care facility, as well as a number of local Churches
- Our community hub, Vincent House, in Ponders End, providing office accommodation for Age UK, Enfield CAB and Ponders End Community Development Trust

Our social enterprise, Neighbourhood Estate Solutions, created 11 new jobs and employed 5 young people.



SAFEWATCH provides a responsive neighbourhood warden service to tackle anti-social behaviour and enviro-crime.



COMPASS provides support to our general needs tenants who need help managing their personal issues.



DEBTSMART works in partnership with Enfield CAB, offering advice and counselling to tenants who are experiencing financial difficulties.



SOCIAL ENTERPRISE. A major new initiative is Christian Action's Social Enterprise, Neighbourhood Estate Solutions. Supported by the Future Jobs Fund and the Working Neighbourhoods Fund, this new company has recruited unemployed young people as part of the team, with the aim of

offering training and long term employment while also improving the standard of service to our tenants.





A happy family, who are delighted with their new house and garden

## Places – new homes

### **We continue to develop more new high quality homes**

- In Enfield, we completed 32 new homes for families and key workers on sites located in existing local authority estates
- We made significant progress on our new development in Enfield Town Centre, providing over 40 new homes and creating a new pedestrian route with attractive commercial and retail premises fronting the street

- In Walthamstow, we are building a further 40 new flats on former industrial land, contributing to the development of a whole new residential area
- In Barnet, our exciting new development in Mill Hill provides new housing alongside the refurbishment of a church that will provide a new worship area and community resource
- We have acted as development agent for Day's and Atkinson's almshouses, constructed 15 new homes



Site Manager of Trinity Church re-development



Two new developments. Part of the Comprehensive Development Initiative Scheme to build on existing local authority estates in Enfield

Calais House



Sebastopol Road



Working as part of North River Alliance, we have secured further funding from the Homes & Communities Agency to support more new homes in Walthamstow and Enfield. Although funding is at much lower levels than previous years, we will continue to play our part in meeting local housing needs.



Teresa House, Edmonton, newly built project for young people

## Places – building communities

**Many of our developments provide more than just housing, and we hope that all of them make a positive contribution to the character and environment of the neighbourhoods in which they are located.**

We play an active role working with local strategic partnerships and other partnership groups. Much of this work focuses on 'joining-up' services and finding ways in which local services can be provided more effectively.



Edmonton



Day's and Atkinson's almshouses

Cheryl Cowup Development Officer and Nic Grayston, Head of Development

## Where we are

### Our housing services cover four North London Boroughs:

ENFIELD	Homes
Housing for Rent	359
Supported and Retirement Housing	266
Temporary Social Housing	94
Leasehold & Other	29
Single Homeless Project	23

BARNET	Homes
Housing for Rent	168
Supported and Retirement Housing	57
Temporary Social Housing	1
Leasehold & Other	1

### HARINGEY

Housing for Rent	94
Supported and Retirement Housing	51
Temporary Social Housing	4
Leasehold & Other	-
Single Homeless Project	14

### WALTHAM FOREST

Housing for Rent	104
Supported and Retirement Housing	50
Temporary Social Housing	125
Leasehold & Other	1

Our floating support service for young people operates in Enfield and our service for victims of domestic violence in Barnet and Haringey.

## Who we are

**Christian Action is governed by a voluntary board of management, who give their time free and bring expertise to the Association. Our senior staff have a range of skills and experience that we invest in ongoing expansion of our activities and in achieving quality local services.**

A charity incorporated as an Industrial & Provident Society, reference 23577R.  
Registered Office: Benedict House, 61 Island Centre Way, Enfield EN3 6GS  
Registered with the Tenant Services Authority (LH0676).  
A member of the National Housing Federation.

### MEMBERS OF THE BOARD

**Ziggy Brennan**  
Chair, Board of Management  
Ziggy has considerable experience working for both the Housing Corporation and Local Authorities. She is currently a consultant and has experience serving as Vice Chair of an ALMO and as a Board Member of an unregistered BME Housing Association and also as a School Governor.

**Ann Reynard**  
Tenant Board Member  
Ann is a Tenant Board Member and is self-employed. She works as a Training Co-ordinator and Consultant.

**Lewis McKenzie**  
Chair, Property Services Committee  
Lewis is a Construction Training Supervisor in a local Further Education College.

**Clive Durdle**  
Clive has experience of the Housing and voluntary sector and is currently working as a Consultant.

**Leslie Morson**  
Chair, Housing & Neighbourhood Services Committee  
Leslie is an independent Consultant specialising in sheltered and supported housing, TeleCare and TeleHealth sectors.

**Robert McComb**  
Robert has retired from the investment banking sector with significant experience in asset finance and treasury issues.

**Ken Youngman**  
Ken is the Finance Director of a large Housing Association.

**Abigail Garraway**  
Abigail has significant experience in commissioning supported housing contracts on behalf of the Local Authority sector.

**Linda Nevin Drummond**  
Linda was co-opted onto the Board of Management as a former Board Member of Southgate Churches & Wood Green HA.

**Donna Shepherd**  
Donna has 8 years experience working in neighbourhood management and is currently working as Business Improvement Consultant in a strategic role for a Housing Association.

**Ann Walawalker**  
Ann has considerable experience of housing related issues, particularly in relation to people with disabilities through such organisations as Enfield Mencap.

### SENIOR STAFF

**Mark Hayes** Chief Executive  
**John Lower** Finance Director and Company Secretary

**Emma Jones** Property Director  
**Ian Martin** Director of Housing and Neighbourhood Services

**Maggie Morrison** Head of Directorate/ Corporate Services

**Sarah Thompson** Head of Supported Housing Services

**Penny Grubb** Head of Housing Services

**Henry Moses** Head of Finance Services

**Nic Grayston** Head of Development

**Patricia Johnson** Head of Retirement Housing Services

**Chris Wilkins** Head of Asset Management

**Maria Walker** Responsive Maintenance Manager

**Solicitors:**  
Lewis Silkin,  
5 Chancery Lane, Clifford's Inn,  
London EC4A 1BL

**Auditors:**  
Grant Thornton UK LLP,  
202 Silbury Boulevard,  
Central Milton Keynes MK9 1LW

*The Board reviews the expertise of its members on an annual basis, and has established criteria and procedures for the recruitment of new members.*

*The Board aims for a membership comprising of a balance of stakeholders in the Association's activities.*



## Our Finances

**Christian Action continues to maintain a strong asset base and is well positioned to respond to the current challenging economic circumstances.**

We are a not for profit charity and all of our resources are invested in housing or used to provide services to our customers.

During the year ended 31st March 2011, our turnover increased to £11.4M on assets (our housing stock) now valued at over £123M.



**Christian Action acknowledges the generous funding and support that it receives from the Homes & Communities Agency, our Local Authority partners, and a number of charitable trusts, foundations, churches and individuals.**

Our work has been supported by the Big Lottery Fund, Garfield Weston Foundation, The Henry Smith Foundation, Goldsmith's Company, Albert Hunt Trust, Bridge House Estates, London Borough of Enfield, Anon Gift Aid, The Trustees of the Priory Foundation, HSBC Trust Company Ltd., Edmonton Aid in Sickness, The Trusthouse Charitable Foundation, The Quakers, St. Andrew's Parish Church, St. Margaret's URC, Foyer Federation, Channel 4, LBB Childrens' Project Charitable Trust, Eric Robey Trust, Enfield Children's Centre Fund Youth Opportunities Fund, Enfield and Ministry of Justice.

### INCOME AND EXPENDITURE ACCOUNT for the year ended 31st March 2011

	2011 £	2010 £
Turnover	11,389,352	10,708,847
Operating costs	(10,529,683)	(9,518,797)
<b>Operating surplus</b>	<b>859,669</b>	<b>1,190,050</b>
Profit/loss on sale of property	555,587	32,579
Interest receivable and similar income	636	21,618
Interest payable and similar charges	(642,987)	(942,544)
<b>Surplus for the year</b>	<b>772,905</b>	<b>301,703</b>

### BALANCE SHEET as at 31st March 2011

	2011 £	2010 £
Housing Properties - Net Cost	123,670,652	103,838,439
- Social Housing Grant	(65,315,155)	(53,846,195)
Other	58,355,497	49,992,244
	170,318	160,651
<b>Tangible Fixed Assets</b>	<b>58,525,815</b>	<b>50,152,895</b>
<b>Investments</b>	<b>1</b>	<b>1</b>
	58,525,816	50,152,896
<b>Current Assets</b>		
Investments	1,000	1,000
Debtors	800,931	654,742
Cash at bank and in hand	897,956	266,865
	1,699,887	922,607
<b>Current Liabilities</b>		
Creditors: amounts falling due within one year	(6,269,383)	(5,780,746)
<b>Net current liabilities</b>	<b>(4,569,496)</b>	<b>(4,858,139)</b>
<b>Total assets less current liabilities</b>	<b>53,956,320</b>	<b>45,294,757</b>
Creditors: amounts falling due after more than one year	(42,156,426)	(34,248,767)
<b>Net Assets</b>	<b>11,799,894</b>	<b>11,045,990</b>
<b>Capital and Reserves</b>		
Called up share capital	29	29
Unrestricted reserves	7,561,952	6,784,419
Restricted fund	358,530	363,157
Negative goodwill	3,879,383	3,898,385
<b>Association's funds</b>	<b>11,799,894</b>	<b>11,045,990</b>

