



Elim Housing

Impact Report 2016

Working to address housing need and
deliver places for people to call home



Welcome

Welcome to Elim Housing Group's annual impact report. The past year has been a significant one for all of us at Elim, and we are pleased to share our achievements.

In 2016 we launched a new business plan which set out our intention to achieve business growth and use our housing in different ways in order to encourage and enable people to live more independent lives. In addition to the affordable rented housing and homelessness support services we provide, we are increasingly building homes of different tenures, including shared ownership and market rented properties.

During the year we launched Lime Property Ventures, which has been established as the commercial subsidiary of Elim Housing Association. Together, these two separate but complimentary business streams comprise the Elim Housing Group. Lime Property Ventures completed its first project involving the redevelopment of a former sheltered housing scheme into 22 units of new student accommodation in the centre of Bristol in August 2016.

Moving forward Lime Property Ventures' core business will be developing new homes for sale. In addition to brand new developments, it will seek to utilise existing pockets of land owned by the Elim Group. The subsidiary will support the achievement of the group vision through the supply of new housing, and by covenanting profits to the housing association to contribute to its affordable development plans.

In September 2016 we were pleased to elect Steve Blake as the new Chair of the Elim Group Board. Steve has been a member of the Board since 2009 and has replaced Graham Russell, who stood down from the Board at the end of his term following 6 years of successful service to the Group. Steve specialises in housing development, and is well-positioned to guide Elim through the increasingly commercial environment in which housing associations are working to deliver new homes.

Although the context we are working in is ever changing, as this report shows, we continue to make a positive difference to the lives of hundreds of families and individuals. Over the next year we will continue our important work, and increase the number of homes and range of services we offer, in order to reach even more people and provide them with the opportunity to develop independence and to meet their housing aspirations.



A place to call home



Wade Street, Bristol
11 properties for affordable rent and 4 sold through shared ownership



Gardeners Way, Stroud
10 bungalows for market rent and sale in King's Stanley, Gloucestershire



Hathaway House, Bristol
22 units of affordable student accommodation, by Lime Property Ventures

Elim's purpose is to address housing need and deliver places for people to call home.

We have set out to achieve this vision by providing homes for families and single people at different stages of their lives, and it is our aim for Elim to own, lease or manage 1000 homes by 2022.

We recognise that demand for housing comes from many different directions, and so the housing that we provide will also vary greatly to include affordable homes, market housing, homes for sale or shared ownership, supported housing projects, and Gypsy and Traveller accommodation.

During 2016 the number of homes in the Elim group portfolio grew by 4%, increasing from 784 in January 2016 to 818 at the close of the year.

The properties shown on this page were all developed or acquired by the Elim Group over the course of 2016. The breadth of projects clearly represents the flexibility with which Elim is prepared to approach new opportunities, and the increased range of people who can now benefit from an Elim home.



County Chambers, Gloucester
4 flats for market rent managed in central Gloucester



Gypsy & Traveller sites Bristol and South Somerset
25 pitches managed across 3 sites



Kingsway, Gloucester
A mix of flats and houses for affordable rent, shared ownership & low cost home ownership



Making contact

Over the course of 2016 our housing team recorded a total of 4423 'contacts' with Elim tenants.

The contact may have been a maintenance request, a rent query, an ASB complaint or a compliment, but each one has its own story and demonstrates the many ways in which Elim as a landlord plays a part in people's lives.

Between February and April 2016 we carried out a comprehensive customer profiling survey, attracting responses from over 180 households. The data we collected has been invaluable in helping us to better understand the composition and circumstances of the individuals and families who live in our homes and their preferred methods of engagement. This will be increasingly important as welfare reform and the roll out of Universal Credit increases its impact on our residents.

We want to target our role as a landlord and support provider where it will deliver the most benefit. Throughout 2016 we have been looking at ways in which we might prioritise the use of our housing to help people to gain employment and develop independence. We understand that many of our residents experience financial instability, irregular employment or poor health, and that this restricts their desire or capacity to engage with Elim on a proactive basis. However, wherever residents are prepared to positively respond to intervention from our team, we will make every effort to support them to improve their financial independency and capability to work.

At the end of the year we developed a new Resident Engagement Strategy which reflects our aim to provide a more supportive housing management service which is tailored to our residents' needs. The strategy outlines our new approach to information management and communication, and puts emphasis on our desire to increase the level of digital interaction with our residents. Throughout 2016 we collected more electronic contact information than ever before, and hope we can soon encourage residents to work with us using digital channels to improve the efficiency and quality of our customer service.

Grace was living in a refuge, sharing one room with her three children after fleeing an abusive relationship.

She had been there for four months when she was nominated to us for a property. We were able to offer her a brand new three bed house which she has made her own despite having little to move in with. Thriving on the security her new home offers, Grace has really grown in confidence. She is now working, has been offered a promotion and is excited for the next step of her journey.



4423 customer contacts
96% maintenance satisfaction
FIVE e-news bulletins

5% increase households with bank or building society account
256 Tweets
DOUBLE the number of e-mail addresses collected

62% residents now have Internet access
503 individuals referred to Elim support projects
£56,898 reduction in total level of arrears

The Wilkinson family were facing eviction as their landlord needed to sell their rented property due to his own financial difficulties.

The family faced an uncertain future and were concerned about their three children being forced to change schools part way through the year. We were able to offer them a home on one of our new developments. The family moved in just before Christmas and all three children remained at the same school.

Gypsy & Traveller Services

After completing the development of two of our own sites in Bath and Weston-super-Mare in 2015, Elim took on the management of an additional four sites in 2016. Rose Meadow View is owned by Bristol City Council and has been leased to Elim for ten years, and the remaining three are owned by South Somerset District Council and will be managed by Elim for a minimum five-year period. Following this recent growth in service Elim currently owns or manages 71 Gypsy and Traveller pitches across Bath, Bristol, North Somerset and Somerset.

We now have a dedicated Gypsy and Traveller staff team which is focused on ensuring that all of the sites that Elim has responsibility for are well-managed and connected to the communities around them. The provision of appropriate and permanent accommodation has a hugely positive effect on Gypsy and Traveller's physical and mental health and also on social determinants such as education and employment that impact on intergenerational health and wellbeing within the community. This is the reason why our staff team have set-up links with numerous agencies in order to help all the children of school age into school, and assist families to access local health and welfare services.

After a full year of service delivery, we are particularly proud to be able to disprove a number of predominantly held preconceptions about Gypsy and Traveller sites. Contrary to popular opinion, we have been able to deliver successful sites that have not been subject to vandalism or required high levels of maintenance expenditure, and where residents of different heritages, including Romany Gypsies, English, Irish and New Travellers, live together with very few issues. Residents have told us that they are very proud of where they live.

We are enthusiastic about the prospect of expanding Elim's Gypsy and Traveller service further in 2017, either through the development of new sites or the agreement of leasing or management arrangements of sites owned by Local Authorities.

"I love this project {Elim's Gypsy & Traveller sites}- it has given people hope and opportunity who didn't have it, at the same time as improving their environment and the environment of those living around them. This breaks down barriers and should be something of a blueprint for other places looking to provide sensible accommodation for their Gypsy and Traveller communities."

Judging panel feedback, National Housing Awards, 2016

June & Michael moved to one of our new Gypsy & Traveller sites from a holiday park.

On their previous site, the couple, of Romany descent, often had to walk across water logged land to access the communal shower and toilet blocks.

They are both thrilled with their utility block on their new pitch, and having easy access to their own kitchen and bathroom has made a real difference to them both.

Elim's Gypsy and Traveller team has supported them to access benefits that they are entitled to. They were previously not aware of this entitlement, and the additional support has made a significant impact on their lives.

Choose the best you

"I love working for Elim because of the amazing, helpful people I get to work with, and because I have a diverse range of tasks which keeps my job interesting and challenging. One of the best things about working for Elim is the opportunity to grow and develop and the support from the organisation and my manager towards continuous improvement. I love coming to work everyday!"

Tina Bird
Asset and Investment Manager

We value our employees and know that they are the key to our success. As a business we have had to work very flexibly to adapt to the new demands on social housing providers over the last year, and it is testament to the skill, resilience and imagination of Elim's employees that we have been able to thrive under this pressure.

Throughout 2016 we have had an internal focus on organisational development and performance management. We want to ensure that Elim has a positive impact on the lives of our staff, as well as our customers, and to help us achieve this we encourage and facilitate the people who work for us to be the best they can be.

Comprising 66 employees, our staff team is now larger than ever before. We value talent and potential over specific work experience, and encourage everyone at Elim to have a voice and contribute to our success. We pulse survey our whole staff team on a six monthly basis to get honest, anonymised feedback on the key issues such as leadership, communication, performance and wellbeing. We achieved a response rate of 93% from our staff last year and 11 out of 12 areas scored eight or more out of ten.

We recognise, nurture and develop talent. Accordingly, a highlight of 2016 was the number of our employees who were involved in succession opportunities. 10 members of staff changed jobs to take on more senior roles within the organisation, and 85% of Team Leaders in our Support Services have been promoted to these roles from Supported Housing Officer positions.

We believe in giving individuals a first chance on the career ladder, and actively seek opportunities to create paid roles for apprentices and interns. In 2016 we worked with four interns on a Digital Futures project, four social work students in our Support projects and two apprentices in our Finance and Housing & Customer Service teams.

Everyone who works with us, on a permanent or temporary basis, is given the opportunity to develop new and existing skills and gain positive experience. We are committed to learning and development and Elim staff collectively undertook a total of 2590 hours of training in 2016. Training is delivered using traditional methods and via our new web-based system, Skillgate, which was launched last year, delivering 200 hours of training to staff so far.

2590
hours of
staff training

10
students,
apprentices
& interns

66
employees



"Elim is regularly described as 'punching above its weight' and that's because we have an incredibly talented team, both staff and board. We provide a very varied range of services and we do things really well."

Steve Blake, Chair of the Board

Health & Support

In 2016 Elim worked with just over 500 people with homelessness-related needs in Bristol, North Somerset, Gloucestershire and South Gloucestershire. We support young parents, rough sleepers, vulnerable women and single adults with a range of different support needs.

Most of our residents are supported through one of the eight contracts that we have been commissioned to deliver by the Local Authority. Despite the high level of uncertainty in the supported housing sector at present, we are pleased to report that all of Elim's services which reached the contract end point in 2016 have been re-commissioned. We intend to keep Support Services at the heart of Elim's plans for growth, and it has been our focus for the past year to target our role as a support provider where it will deliver the most benefit and promote individual's independence and capability to work.

Partnership working is critical to achieving the community-based networks that will assist our clients' resettlement after their move-on from supported accommodation. In 2016 we built or strengthened our relationship with over 60 agencies in Bristol and Gloucestershire to help our clients access or maintain employment, training or healthy social activity. Testament to this, 83% of our residents with lower support needs experienced a successful move-on from our service in 2016. Responding to the lack of appropriate move-on accommodation for clients with more complex needs in Gloucester, in 2016 we completed the

restructure of a staff team and two blocks of flats to deliver 25 studio apartments as intensely managed general needs housing. The provision of this step down service has been invaluable, allowing former supported clients the additional time and encouragement to prepare for sustainable move-on into the private rental sector.

At the very beginning of the year we received confirmation of two successful grant funding applications resulting in over £1.3m capital funding from the Department of Health. The Homelessness Change funding is being used to build a new, modern replacement for one of Elim's oldest homelessness accommodation projects in South Gloucestershire, and we are seeking opportunities to invest the Platform for Life capital in at least two properties that will provide affordable shared accommodation for young people aged 18-22 at risk of homelessness.

Our Time to Heal hospital discharge service continues to go from strength to strength, and underlines the inextricable link between social housing and health. 121 individuals were identified at risk of homelessness during their stay in Gloucester Royal Hospital and were referred to the Time to Heal service in 2016. As a result of the intervention of our service, 81% of those who were rough sleeping, or of no fixed abode during their hospital admission had been found either temporary or permanent accommodation at their point of discharge.

"Prior to your {Time to Heal} service being commissioned our patient group was completely unsupported and would leave the hospital without a safe place to sleep or any help with their ongoing housing issues. Your team has helped so many of our patients in so many different ways. Without this service our outcomes in regards to repeat admissions to hospital and length of hospital stays would be dire."

Alcohol liaison nurse, Gloucestershire Royal Hospital



121 individuals used the Time to Heal service in 2016.

81% of those rough sleeping at admission to hospital were found accommodation at discharge.

388 onward referrals made to a range of support or advice services.

Jane was ready to be discharged from hospital following an overdose but had nowhere to go.

She was referred to our Time to Heal project who worked with her to manage challenging behaviours so that she could access temporary accommodation.

We then worked closely with her providing additional support and making sure she was accepted to the waiting list for the specialist supported accommodation she needed.

As well as helping Jane with her next steps, our involvement has reduced the number of visits Jane made to the hospital, which has resulted in savings of time and resources for Gloucestershire Royal Hospital.



3 Points is the average our support service client's believe that they have travelled on the homelessness outcomes star.

This is a key tool used to visually plot individual's progress in different areas of their life such as physical and mental health or social network skills.

83% of our residents with lower support needs achieved a successful move on into independent accommodation.

Partner with us



We are actively seeking to grow our business and to develop new housing of all different tenures, for a range of client groups.

As a Group, we have the flexibility to explore new ideas and operate as an investment partner, developer, property manager and support provider. We will work effectively and add value to projects with partners in the private, public and not for profit sectors.

We know that we can increase the positive impact that we have on individuals and communities through effective partnerships. We welcome approaches from new and existing partners who are interested in working with Elim Housing Association or Lime Property Ventures to build more homes for rent, shared ownership and outright sale, or to deliver homelessness-related services that help people live meaningful and fulfilling lives.

If you are interested in working with us or finding out more about the Elim Group please contact us, we will be pleased to hear from you.

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