



**Manor Estates
Housing Association Ltd**
Annual Review 2019/20



Delivering Excellent Services
for 25 Years

Chairman's Message



This reports highlights just some of the work carried out by the Association during 2019/20 – the 22 March 2020 saw the Association reach its 25th anniversary. Planned celebrations have had to be postponed due to the current pandemic, we hope to continue these during the remainder of the year and into 2021/22.

For much of the year the Association continued its successful pattern of delivering housing services to our thousand tenancies, providing welfare advice, maintaining and improving our properties and meeting the regulatory requirements of the Housing Regulator, the Office of the Scottish Charities Regulator and Uncle Tom Cobley and all. During the year we spent £913k on replacement of windows, heating systems, bathrooms and kitchens. On top of this there were day to day repairs (broken locks, dripping taps etc.) of £646k as well as £39k of "medical" adaptations of our properties (stair lifts, easy access showers) to reduce the challenges facing vulnerable tenants. Overall the financial results show that we met our targets, created a surplus for use in future years and satisfied all our contractual obligations. We continued to focus on these actions until late into February/March when effect of Covid-19 began to make its mark. Since then life for our staff has changed overwhelmingly. I will say little of this as I am meant to concentrate on the year ending on March 31st 2020 but I pay tribute to all the staff for their ingenuity, adroitness and rapid response in creating a safe way of delivering services in the new normality.



VERY HAPPY WITH ALL AT MANOR, VERY EFFICIENT AND THINGS ARE DONE FAST

Quote from post-allocation review

These things, whether it is the day job or the pandemic response, do not happen by chance but we were well supported by a senior management team, led by Claire Ironside our new CEO who was appointed in September (following Graham Russell's retirement). The Board were saddened to hear of the death of Dougie McEwan, a fellow Board member, who had the distinction of never missing a meeting in all his nine years of service. We have been grateful to his fellow tenant Board member Carole Tait for taking on Doug's role in the Audit Committee and MEAL (our subsidiary). Board meetings have been lively and stimulating and we look forward to continuing the pattern of holding meetings using Zoom technology as we have since March. I pay tribute to my fellow Board members whose contribution both at meetings, phone calls and e-mail correspondence display their passion and commitment to the Association. We continue to look to add to our Board and interested parties are always welcome to contact us for an exploratory discussion.

As I end this review of 2019/20 I am acutely aware that the practical difficulties created by Covid-19 are still to the fore and many are still to be worked through. To all of our stakeholders, please stay safe and thank you for your support to the Association and its staff.

Nigel Hicks



VERY SATISFIED WITH FLAT AND STAFF AT HEAD OFFICE ALONG WITH GREENLAW

Quote from post-allocation review

WE HAVE COME A LONG WAY IN 25 YEARS:

1 The Association took its name from the location of its first office



2 Our first chairperson was John Fountain



3 Of the original 956 houses we still have 735 left in our ownership



4 We have 101 households who have been tenants with us since the transfer from Scottish Homes



5 The Association was inaugurated on 22nd March 1995 as a housing association

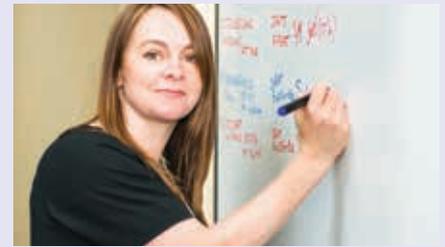
6 We started with 956 units, as a large scale voluntary transfer from Scottish Homes

7 The Association has now 1014 social units, 80 MMR units across Edinburgh and Fife. We also provide factoring services to 1,700 households

8 We started off with 15 staff and now have 29 full and part time staff

Working in Partnership:

Manor Estates recognises the value of working with others to help us improve and provide excellent services to our customers.



We work with a large and varied number of partnerships and initiatives to make this happen. These include:

- **Edinburgh Affordable Housing Partnership (EAHP)** – staff representing Edinburgh-based housing associations and City of Edinburgh Council meet to discuss city-wide issues at a strategic level.

Health and Social Care (sub group of EAHP) – staff meet to discuss a range of health and care issues relevant to housing associations.

- **ARCHIE** – the Alliance of Registered Co-operatives and Housing Associations Independent in Edinburgh, a partnership of 8 organisations who work together to improve services and achieve value for money.
- **EdIndex Board** – manages Edinburgh’s common housing register. Manor Estates remains a key partner.
- **East of Scotland Finance Forum** – senior finance staff meet to discuss a range of financial issues relevant to housing associations.
- **City of Edinburgh Council Homes and Energy Forum** – staff attend to ensure that they are up to date with new initiatives or potential funding opportunities to improve the energy efficiency of tenants’ homes.

- **Locality Groups** – our Neighbourhood Housing Officers meet with staff from City of Edinburgh Council, other housing associations, police and other relevant agencies to discuss issues in particular localities and work jointly to identify solutions.

- **Leases** – we lease a small number of properties to City of Edinburgh Council and The Action Group to enable them to provide supported accommodation to those who require it.

The Association also continues to work with others to provide some additional services for our tenants. We continue to work with Link Group, which enables us to provide a welfare rights service 2 days per week. The service offers tenants a range of benefits advice and assistance with claims – in 2019/20 a total of 74 clients received assistance, resulting in total gains of just over £85,713.45.

We also offered an energy advice service through Changeworks a total of 74 tenants accessed the service, combined household savings of £6,075 being realised.

We also provided the following services to partners in 2019/20:

- Finance Services to Hunters Hall Housing Cooperative (ceased in December 2019)
- Property Services to Muirhouse Housing Association

Over the 25 years we have been led by 3 chief executives Lynn McDonald, Graeme Russell and our current CEO Claire Ironside

9

On average we spend £1.5m maintaining and upgrading all our properties, this equates to an estimated £37.5m spent on our properties over the last 25 years

11

We have replaced 2 roofs at Telford Drive

13

We have sold 221 houses through Right To Buy and bought 80 houses through Mortgage to Rent (we still own 75)

15

2 original staff members remaining who transferred from Scottish Homes

17

10

We have been a member of Happy to Translate since March 2011 which helps us engage with our customers who speak little or no English

12

We have had 6 Chairpersons John Fountain, John Macmillan, William McBeath, David Lindsay (2 terms), William Hardie, Nigel Hicks

14

We set up our subsidiary, Manor Estates Associates Limited on 9th February 2008.

16

The land where our current office sits in Washington Lane used to be stable yard behind tenement blocks before the current shop units and office units were built

Performance Information

	2017/18	2018/19	2019/20
Current Tenant Rent Arrears (% of rent due)	2.5%	2.4%	2.5%
Former Tenant rent Arrears	0.5%	0.5%	0.2%
No of properties let during the year.	78	68	58
% rent loss due to properties being empty	0.7%	0.5%	0.4%
Rent Collected as a % of rent due	98.6%	99.1%	99.7%
Average number of days to re-let a home	34.7 days	29 days	23 days
Average time to complete an Emergency Repair	1.54 hours	1.43 hours	1.42 hours
Average time to complete a Routine Repair	5.2 days	4.9 days	5.5 days
% of reactive repairs completed right first time	93.2%	85.9%	89.2%
% rent increase	2.5%	2.5%	2%

Allocations 2019/20

During 2019/20, we allocated a total of 54 properties – 36 were in general housing and 18 in retirement properties. As we do not currently have a development programme to build new houses, the only properties we have available to let are those where the previous tenant has moved on.

The Association is committed to helping City of Edinburgh Council address the problem of homelessness in the city – 64% of allocations made in general housing were to applicants who were previously homeless. For retirement housing, the figure was 28%.

Planned Works and Improvements

What we did in 2019 /20

During the last year we have continued to invest in our properties and have completed the following improvements, spending over £1,206,852 on upgrade works.

Central heating boilers	£423,282	90
Kitchens	£332,212	67
Bathrooms	£25,994	74
Windows & external doors	£131,928	95
External paintwork	£38,376	32
External wall insulation	£46,478	6
Internal Wall Insulation	£4,292	1
Loft insulation	£34,813	77
Electrical Checks	£50,112	201
Smoke detection	£119,365	225

We have undertaken regular gas and electrical safety checks.

Gas servicing annual cycle	1,144 MEHA (98 MEAL)
Electrical checks	201

Legally, we must undertake the gas service within 12 months of the previous service and we continue to maintain 100% compliance with this requirement.

In line with good practice, we are working to move each property onto a 5 year cycle of electrical systems check.

Medical adaptations

We recognise that there may be times where tenants may benefit from adaptations to allow them to continue living in their home. During 2019/2020 we installed 3 wet-floor showers, 2 stair lifts, automatic door opening system and a toilet conversion. We received £30,818 grant funding from City of Edinburgh Council to contribute to the costs associated with these adaptations.

We have built 208 new homes – 20 Telford March, 60 Niddrie Hays and 128 Sandilands

18

We were awarded Investors in People award in 2003, Investors in People Silver in 2016 and then Investors in People Gold in 2018

20

We have staff who are qualified to manage private tenancies (our mid-market rent stock)

22

We operate throughout Edinburgh in fact in 29 different local areas and we also have a small number of properties in Fife

24

19

We acquired 76 properties through a transfer from Edincraig Community Housing Association

21

We are a registered property factor

23

We have been member of the common housing register in Edinburgh (Edindex) since it started in July 2003

25

We will be celebrating our 25th year in business providing excellent customer services to all our tenants and factored owners throughout 2020



Financial Summary for 2019/20 Annual Report

This year has been another financially stable year for Manor Estates HA, as we have ended the year with a surplus of £1.5m. This was before the (pension) actuarial gain of £1.1m and though this is not a cash gain, it has increased our reserves. Our reserves will ensure that we can invest in our housing properties when we plan to.

As we made a prepayment on our Santander loan last year, we had a repayment holiday this year. During the year we received a loan of £383k from the Scottish Government through the Fire and Carbon Monoxide Detectors Loan Scheme and so our total borrowings stood at £15 m as at 31 March 2020.

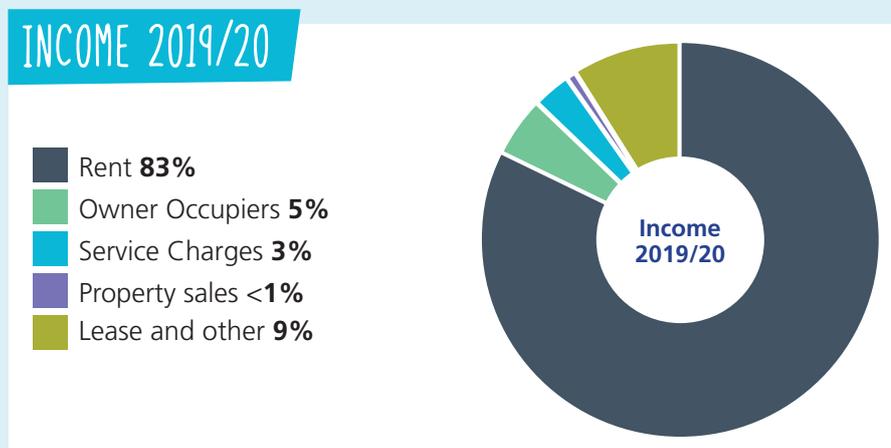
The following tables illustrate our main sources of income and main areas of expenditure for the financial year to 31 March 2020.

A summary of the Association's financial results for 2019/20 are shown below – a full copy of the accounts is available on request.

Financial results £m	2019/20	2018/19
Turnover	6.4	6.2
Surplus (deficit) for the year	1.5	1.7
Total Reserves	17	14
Income from social lettings	5.5	5.4

Our rent increase of 2% was implemented from 1 April 2019, following tenant consultation.

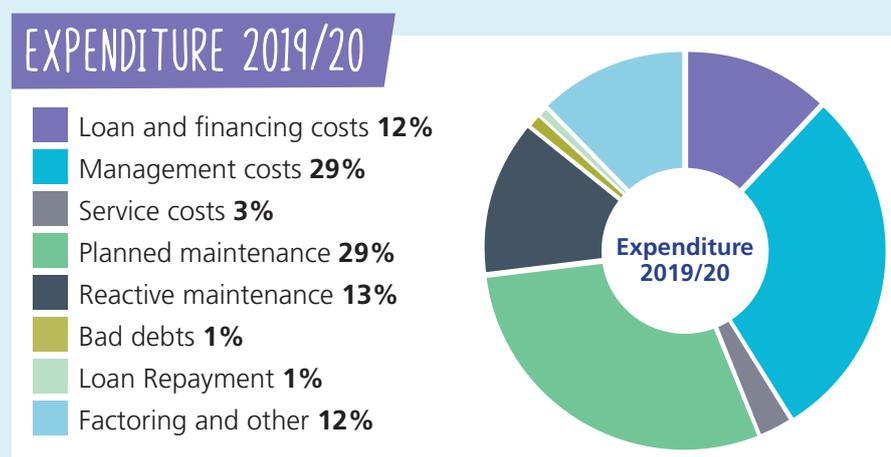
Key areas of expenditure for 2019/20 are shown in the chart below:



“
ALWAYS VERY EFFICIENT
Survey reply

“
HAPPY WITH QUALITY
OF SERVICE
Survey reply

“
GREAT JOB
Survey reply



Main changes during the year:

- We moved ICT network support provider and cloud hosting provider. Staff are also in the process of moving to Microsoft Office365.
- MEHA consulted with the tenants affected by the changes in the application of the service charge policy during August 2019 and the resultant changes were implemented in April 2020.
- The office lease at 11 Washington Lane has been extended to Jan 2022.
- Our lender, Santander commissioned JLL to value the properties in March 2020. The result has seen an increase in the value of the secured and unsecured properties.
- The Audit Committee has conducted a review of the pension options we offer staff. The resultant staff consultation is presently underway.

Board Membership

The Association's Board is responsible for setting the strategic direction of the organisation and ensuring that key objectives are met and services meet customers' expectations. It also monitors performance and makes sure the organisation complies with all its legal and regulatory obligations.

Board members are all volunteers.

During 2019/20 the membership of the Board comprised:

- **Mr Nigel Hicks** (Chair)
- **Ms Rachel Hutton** (Vice – Chair)
- **Mr Doug McEwan** (died 2 Jan 20)
- **Mr Mike Trant**
- **Mrs Carole Tait**
- **Ms Sandra Brydon**
- **Ms Kerry Mcleod** (resigned August 2019)
- **Mr Andrew Clark**
- **Mr Filip Roślewski**
- **Ms Sam Mills** (elected September 2019)
- **Mr Sean McPhee** (elected September 2019 and resigned March 2020)
- **Mr Andrew Scott** (elected September 2019)

Board Members at 31 March 2020



Nigel Hicks



Rachel Hutton



Mike Trant



Carole Tait



Sandra Brydon



Andrew Clark



Filip Roslewski



Sam Mills



Andrew Scott



Contact

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Scottish Charity: SC023106
Scottish Housing Regulator HEP 284
Information Commissioner Registration No: Z6870536

Staff Changes

2019/20 saw a number of staff changes....

Leavers:

- **Sandy Craig**, Finance Officer (part time) resigned in November 2019.
- **June Lee**, cleaner at Sutherland Street, retired at the end of December 2019.
- **Stacey Gibson**, Corporate Services Assistant (part time) resigned in January 2020.
- **Graeme Russell**, Chief Executive retired in May 2019

Starters:

- **Laura White** Housing Officer (temp) joined in October 2019
- **Claire Ironside**, Chief Executive joined in September 2019.



STAFF ARE NICE, CHEERY AND ALL
ARE VERY FRIENDLY

Quote from post-allocation review



EVERYTHING HAS BEEN FANTASTIC,
EASY AND STRAIGHTFORWARD

Quote from post-allocation review



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