

# Glebe Housing Association ANNUAL REPORT 2011-12

## **Chairman's & Chief Executive's Review**

The accounting year ending March 2012 led us through another challenging period of uncertainty in the current economic climate but we are pleased to say whilst external factors are beyond our control, our financial performance has been encouraging. The Association turned around a deficit of £47,690 on our operating section in the previous year and saw an improved performance both in nursing care and in Adams Hall.

The surplus on housing and accommodation exceeded expectations with income almost in line with the budget forecast, lower than anticipated expenditure on maintenance and control of apportioned overhead costs. Direct expenditure marginally exceeded targets. The Board took a prudent approach but continued to invest in maintenance upgrades of our estate.

Whilst the Association welcomes the overall financial performance over the last year, the Board is conscious that even more challenging times lie ahead but there may too, be opportunities to implement new initiatives to improve services and remodel some of our stock to meet the demands and expectations of older people in the future. Major challenges, achievements and milestones over the course of the last financial year included:

- The opening of the Sue Quinton Wing for dementia care at Glebe Court which continues to offer nursing care to the frail elderly
- Bromley Council's decision not to renew Supporting People contracts and Bromley councillors meeting with residents to discuss cuts
- Revision of the Tenancy Agreement following resident consultation
- Withdrawal of the Association's Default Retirement Age and the establishment of a Pension Committee to advise the Board
- Proactive response to spate of crime and working in partnership with the Metropolitan Police, PCSO's, Victim Support and Bromley Council and the launch of the Safer Bromley for Older Persons initiative
- Completion of the project to redecorate and carpet Sarjeant Court & Willis Court

We congratulate and remain most grateful to:

- Our volunteer drivers whose help and dedication maintains our minibus services for regular trips to and from local shops, special outings for residents with restricted mobility and bringing older members of the community to Bencurtis Park to join our residents for lunch in Adams Hall and other functions
- The 'Friends' and Glebe Court Residents Support Group, volunteers, residents and staff who ensure a wide and expanding choice of entertainment, social events, activities, holidays, outings, sports, keep fit classes, dancing, afternoon teas and coffee mornings, all catering for different tastes and abilities and adding to a neighbourly and mutually supportive community
- All the volunteers whose commitment and hard work enhances and improves our beautifully kept gardens throughout the year, the allotments and surroundings for all to enjoy the peace and tranquillity of Bencurtis Park



Our sincere thanks to all members of the Board of Management, the senior management team, staff, volunteers, residents, their families and friends, without whom our objectives would not have been achievable.

Rodney Beale  
Chairman

Graham Lilly  
Chief Executive

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## **Background**

Over recent years we have produced annual reports for residents. We now plan to extend information across the set of six standards set by the Homes & Communities Agency in the Regulatory Framework.

This report summarizes how we performed in 2011/12 and how we plan to make our services better in the years ahead.

We are always keen to hear what residents think of our services and listen to your ideas, suggestions and comments on how you think we can improve them. Please let us have your feedback at anytime by speaking with a member of staff, the administration office, letter, email: [g.h.a@talk21.com](mailto:g.h.a@talk21.com), telephone: 020 8777 1122, come along to resident meetings or through The Friends of Glebe Housing Association.

## **Involvement and Empowerment**

We keep you informed through the monthly newsletter produced in partnership with the Friends of Glebe Housing Association, notices, letter drops and individual letters, consultation and resident meetings and discussion forum. We launched our dedicated email address for residents to use: [residents@glebeha.com](mailto:residents@glebeha.com). We have been working on updating our website and just released our new version.

We welcomed residents who became Shareholders and our first Board member who is also a resident.

We aim to engage you more in decisions about our services and encourage residents to get involved in all aspects of living on Bencurtis Park.

We are aware that residents have different, often changing needs and we understand many of these but please get in touch if you have any special requirements.

We have and will continue to listen to your requests and will either take action ourselves or make sure you get details of someone who may help you. We are committed to providing aids and adaptations such as grab rails, shower seats, showers etc.

We will be looking at ways to improve contact with residents, seeking their views and help with scrutinising decisions that affect you.

We will extend choices for you across our warden service, decorating and repairs.

We installed a Housing Management System so that personal and other information we keep about residents is safe, accurate and up to date. This includes items such as date of birth, telephone numbers, next of kin details, maintenance requests, rent and service charges. We will be able to produce reports and statistics to inform the Board of Management and residents about performance across a wide range of services such as lettings and repairs.

We have a written policy and formal procedures for you to make a complaint if you are dissatisfied with any part of our service.



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## Your Home

We remain committed to ensuring that your home is to a good standard, comfortable, safe and secure. Last year we completed our programme of decorations and new floor coverings to communal areas involving residents in choosing colour schemes, letter boxes and flooring.



We continue to work with our consultant contractor and you to seek ways of improving the maintenance of communal heating and hot water services. The new boilers are working well and this year we will be looking at ways to improve hot water storage and distribution, control heating and hot water supplies so they are more consistent, efficient and effective.



We use our new Housing Management System to log all repair requests and will be able to produce information on our performance. Next year we will be able to send copies of repair requests to keep you better informed.

Together we are maintaining and improving our estate and the volunteers who help with the gardening, litter picking and allotments make a big difference for everyone to enjoy the surroundings. With all our joint efforts, we were recently rewarded by winning the Bromley Environmental Communal Garden Award. A fantastic achievement by everyone involved.

Who knows, next year we may be able to enter again or in a different category.

## Tenancy

We aim to ensure that our homes are let in a fair and transparent way through our Lettings Policy and Procedures which are regularly reviewed. We maintain waiting lists for both our rented accommodation and leasehold bungalows. Demand for the housing we offer remains high and we envisage it staying so for some years to come.

We maintained our low, almost zero level of arrears, let properties promptly and rent loss was kept below 1% of income. We hope to continue this level of performance over the next year.

We reviewed our Tenancy Agreement in consultation with residents and are very grateful to all those who participated.

When rented homes become available they are inspected and we carry out improvement work before the new residents move in. Work may include raising the electric socket points to make them easier to use, new kitchens and showers, decorating and other repairs to ensure a home of acceptable quality.

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## **Leasehold Bungalows**

The Association is freeholder of 65 Bungalows on Bencurtis Park. Last year we sold the one remaining new bungalow in Ashby Close and two other bungalows were sold during the year with new reversionary leases.



## **Nursing Care**

Glebe Court offers nursing care to frail elderly people now including those with dementia and opened the Sue Quinton Wing in June 2011.



## **Neighbourhood & Community**

The community is one of great mutual support and neighbourliness. Helping and looking out for each other is an effective way of reducing the feeling of loneliness or isolation and builds up our feeling of wellbeing, safety, security and being supported.

We are always open to suggestions on ways to improve further. Last year we liaised with Bromley Council to extend recycling opportunities for paper, tins and glass. Bromley Council provided containers for the collecting and recycling of food waste.

We worked closely with Bromley Council, the Metropolitan Police, Neighbourhood Police Support Officers and meetings provided an opportunity to discuss the effects on and how to support victims, help reduce crime and vulnerability and also provide information to the police. We are grateful to Bromley Council's Trading Standards for making Bencurtis Park a 'No cold callers' area. We have installed more CCTV equipment and alarms. Planning permission was approved for the installation of electrically operated gates on the main entrance.

We are grateful for the advice of fire officers from New Addington fire station who have provided information and guidance on fire prevention and planning escape routes and they have installed new smoke detectors in many of our properties. Where they identified need, they have installed equipment to help anyone who has hearing or sight impairment with special aids connected to the smoke alarm.

Our team of wardens continue to provide a service 24 hours per day 365 days per year, supporting residents to live independently but in the knowledge that they are there if needed. Next year we will be consulting with residents on an initiative to extend support enabling us to facilitate or provide care where and when necessary.

Our team of domestic operatives continue to keep our communal areas clean and tidy and assist you with laundry when needed. The shop, communal lounges, library, visiting chiropodist and many other local services continue to provide and help with your needs. Our volunteer minibus drivers taking residents to and from local shops, on outings etc provides a valuable service.

The wide range of activities, sports, clubs, exercise, art and much more gives a wide ranging choice of activities to participate in and enjoy. We are always open to ideas for new events and encourage residents to organise and run activities for the benefit and enjoyment of others. Outings to places of interest and coastal trips, short holidays and visits to garden centres remain popular and the opportunity to participate in these will continue.

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### **Value for Money**

The Association aims to provide value for money in all the services it provides. Making our services more cost effective and efficient is an area we aim to improve in the year to come.

The Association will be joining a Bench Marking forum to help us compare the services and cost of service provision with other housing associations, adding to the comparable information we share with the National Care Forum and we will remain an active member of the National Housing Federation.

We continue to be open and share our services with the local community such as bringing people in from other sheltered schemes to join us for lunch in Adams Hall restaurant, encouraging people from the community to become volunteers or join us in activities and entertainment.

### **Governance & Financial Viability**

We remain in a strong financial position able to continue to invest in maintaining and improving our homes, but must not be complacent.

Our Board members have a wide range of skills and experience needed to run a business and we will be reviewing how we achieve this, examining ways of doing it better and involving residents.

The Board meets regularly receiving reports on our performance, financial position, risk analysis and set strategic direction so that members can make decisions that are in the best interest of Glebe Housing Association and its residents.

We intend to improve our financial planning to enable us to monitor performance, remain viable and adapt to a continuously changing financial environment and challenging economic outlook. Low interest rates, increasing costs, changes in the welfare system, pensions and many other factors impact on us all in different ways and as an association we intend to represent our residents and, in partnership with them, work through a challenging time ahead.



# Glebe Housing Association ANNUAL REPORT 2011-12

The following summary (which is not the statutory accounts) is an extract of Glebe Housing Association's full accounts. The full accounts have been audited and contain an unqualified audit report. The accounts were approved on 8th August 2012. A copy of the full accounts is available from the Association on application. The accounts were filed with the Homes & Communities Agency and the Financial Services Authority following their approval. The summary does not contain sufficient information to allow a full understanding of the results and state of affairs of the Association and of its policies and arrangements concerning remuneration as would be provided by the full annual accounts and reports.

<b>INCOME AND EXPENDITURE ACCOUNT</b>	<b>2012</b>	<b>2011</b>
For the year ended 31 March 2011		Restated
	£	£
<b>TURNOVER</b>	3,411,350	4,859,368
Cost of sales	(182,248)	(874,012)
Operating costs	<u>(2,796,537)</u>	<u>(2,727,002)</u>
<b>OPERATING SURPLUS</b>	432,565	1,258,354
Interest receivable	18,914	1,789
Interest payable	(15,902)	(33,996)
	<hr/>	<hr/>
<b>SURPLUS ON ORDINARY ACTIVITIES BEFORE TRANSFERS TO RESERVES</b>	<u>435,577</u>	<u>1,226,147</u>
<b>BALANCE SHEET</b>		
For the year ended 31 March 2011	<b>2012</b>	<b>2011</b>
	£	Restated £
<b>FIXED ASSETS</b>		
Housing Properties		
Cost less Depreciation	3,764,655	4,012,824
Less Grant Received	<u>(2,058,871)</u>	<u>(2,058,871)</u>
	1,705,784	1,953,953
Other Fixed Assets	<u>2,534,854</u>	<u>2,285,128</u>
	4,240,638	4,239,081
<b>CURRENT ASSETS</b>		
Stocks and Work in Progress	8,231	123,567
Debtors	48,591	52,101
Investments—short term bank deposits	1,428,331	252,328
Cash at bank and in hand	<u>40,646</u>	<u>761,831</u>
	1,525,799	1,189,827
<b>CREDITORS: Amounts falling due within one year</b>	<u>(271,240)</u>	<u>(228,174)</u>
<b>NET CURRENT ASSETS</b>	<u>1,254,559</u>	<u>961,653</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<u>5,495,197</u>	<u>5,200,734</u>
<b>CREDITORS: Amounts falling due after more than one year</b>	154,454	295,571
<b>CAPITAL AND RESERVES</b>		
	5,340,743	4,905,163
	<u>5,495,197</u>	<u>5,200,734</u>

## Independent Auditors' statement to the Members of Glebe Housing Association Limited

We have examined the summarised financial statements of Glebe Housing Association Limited for the year ended 31 March 2012

### Respective responsibilities of Board and auditors

The Board is responsible for preparing the summarised financial statements in accordance with applicable United Kingdom law. Our responsibility is to report to you our opinion on the consistency of the summarised financial statements with the full financial statements and Annual Report. We also read the other information contained in the Annual Report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summarised financial statements.

### Basis of opinion

We conducted our audit in accordance with Bulletin 2008/3 issued by the Auditing Practices Board and the general principles set out in the Statement of Recommended Practice, Accounting by Registered Social Housing Providers (SORP 2010), as if they applied.

### Opinion

In our opinion the summarised financial statements are consistent with the full financial statements and the Board's Annual Report of Glebe Housing Association Limited for the year ended 31 March 2012.

BAKER TILLY UK AUDIT LLP  
Statutory Auditor  
Lancaster House  
7 Elmfield Road  
Bromley BR1 1LT

## Board of Management

R Beale (Chairman)  
Mrs E Cooper (Vice Chair)  
Mrs J Hollands (Secretary)

R Ashby FRICS  
Mrs V Campbell  
Mrs P Ephson  
B Goodliffe  
C Lowe FCCA  
J Morton MBA BSc (Hons)  
D Parker MA FCA  
Mrs J Rees  
J Smith BSc FCA  
Sir J Swaffield CBE RD



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Tel: 020 8777 1122  
Exempt Charity  
Industrial & Provident Society No 19874R  
Registered Under the Housing Act 1974  
Homes & Communities Agency No L0664

## Management Team

*Chief Executive*  
Graham Lilly MRICS

*Operations Manager*  
Chris Carter BA (Hons)

*Finance Manager*  
Caroline Dyer MAAT

*Adams Hall Services Manager*  
Trevor Montgomery AIH MRIPHH

*Matron Manager*  
Gillian Davis RGN

*Sheltered Housing Manager*  
Felicity Motcho

*Maintenance Manager*  
Ray Burton BSc

**Auditors**  
Baker Tilly UK Audit LLP  
7 Elmfield Road, Bromley BR1 1LT

**Bankers**  
Lloyds TSB  
High Street, West Wickham BR4 0NR

**Solicitors**  
Batchelors  
35 Widmore Road, Bromley BR1 1RW