

Glebe Housing Association ANNUAL REPORT 2012-13

Chairman's & Chief Executive's Review

The Association continued to perform well despite external factors outside of our control as we began to meet the challenges of a new regulatory regime, legislation, pension provision, welfare reform and the effects of efficiency savings in local authority and health trusts' funding of services. These and many other factors affect us all individually and by different degrees, as well as corporately, but opportunities still arise to enhance our housing, support and care provision to residents.



Glebe House

The Board of Management have done sterling work overseeing the performance of the Association as a whole through our main Board and our committee structure utilising their skills, knowledge, experience, expertise and guidance to good effect. We know we must not be complacent or sit back on our laurels as there are many challenging situations ahead. We must remain focused, vigilant and strategically minded to take the Association forward together as a whole and with the residents at the heart of what we do.

The Board's approach to succession planning was strengthened by the appointment of the Operations Manager.

The Association's financial performance in all areas has resulted in an overall surplus. Financial performance across the sections has been exemplary and a healthy balance sheet was maintained.

A summary of the accounts is attached to this report and the full version available in the Administration Office.

The mortgage with The London Borough of Bromley, taken out when Sarjeant Court and Willis Court were built, was settled early. There are no outstanding loans or mortgages on rented or leasehold properties.

The occupancy levels for Glebe Court Nursing Home have remained steady and we have invested in a number of improvements and maintenance projects such as decorating, new floor coverings, bathroom refurbishment and two new central heating boilers. Fee income from local authorities and health authorities remained virtually static with minimal and in most cases, no inflationary increases applied to their standard rates and the home has attracted more self funding residents who are now very much in the majority.

The operating shortfall on bungalows was offset by receipts from bungalow sales above budgeted expectations.



Glebe Court Nursing Home

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At our Adams Hall restaurant residents have enjoyed a wide variety of menus, themed meals, suppers, breakfasts and special celebration events. It continues to offer value for money daily meals and social interaction for residents and guests alike with a meal service for those who find it difficult to get to the venue because of restricted mobility or ill health. The deficit exceeded budget due to a slight fall in average numbers and rising cost of food and consumables.

Our catering functions at Adams Hall and Glebe Court achieved a 5 star rating following inspections by Bromley Council's food safety officer.

The operating surplus on apartments of £128k exceeded expectations and investments in maintenance, repairs and improvements continued in projects such as void refurbishments and new heating and hot water control systems for Sarjeant Court and Willis Court.



Sarjeant Court



Ashby Close Apartments



Willis Court

As a governing body the Board of Management are privileged to be working together with our residents, their families, volunteers, friends and all who play a part in making Bencurtis Park a unique place to live, work and visit. The mutual support of each other as neighbours and friends helped engender efficient and effective delivery of customer focused sheltered housing, support and care and a creditable financial result at the year end. During the year we welcomed three new shareholders.

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Achievements and milestones over the course of the last year included:

- Glebe Court Nursing Home achieving the Gold Standards Award for palliative care and meeting all the Care Quality Commission Standards and receiving a positive report from the Local Authority inspectors following their unannounced visits
- All the hard work of our volunteer resident gardeners and the Friends of GHA culminating in us winning the Bromley in Bloom award for Best Communal Gardens
- New dining chairs in Adams Hall
- Installation of electronic gates and CCTV monitoring on main entrance to Bencurtis Park
- Replacement of main gas supply pipe work to the boiler house
- Major work to clear the pond area and bring it back to life for wild flowers and attracting wild life including a number of ducks and make it a focal point on Bencurtis Park once more
- Landscaping to the rear of 16-20 Ashby Close, leveling the access to the path on Corkscrew Hill with a replacement gate
- Special times celebrating and watching the Queen's Diamond Jubilee, the Olympic Games and Paralympics on our new Big Screen in Adams Hall
- Younger people gaining work experience and helping them on their Duke of Edinburgh Award tasks
- Opportunities for increasing our recycling with food waste collection and working with Give to Give and other charities
- The TV digital turn over and everyone rallying around to help their neighbours retune their TVs
- Visits from local Councilors, Bromley Trading Standards, Falls Prevention Team, London Fire Brigade, Lewisham Volunteers, local school children, the Metropolitan Police Commissioner, local Police Community Officers and many more
- Our renewed web site which has attracted a considerable number of enquiries and interest and helped our younger volunteers learn more about the design and installation of web sites gaining invaluable experience
- The continuing success of the News and Views monthly newsletter
- Joining a Benchmarking group and taking an active part in meetings to share information and good practice
- Commissioning a number of key reports to provide information on marketing care services from Glebe Court
- Appraising our Governance and paving the way forward
- The Pensions Committee working with our consultant to examine our pension provision and delivery of a pension's strategy which protects existing members of our scheme and provides choice for new members and plans for the future. Following consultation with all staff the Association opened a new defined contribution scheme ahead of auto enrolment which comes into force in 2014
- The development of new policies, policies updated and our Risk Management System and Business Plan reviewed



Bromley in Bloom Award



Bencurtis Park Entrance Gates

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Looking forward we plan to:

- Introduce an in-house domiciliary care service for sheltered housing residents
- Bring in a scheme to help residents access internet web based information and make on line application for services etc
- Encourage and support residents to take an active role in the Association's work
- Add more social value to our services
- Compare and benchmark our services against other similar organizations
- Evolve and develop our governance and committee structures to meet our operational and regulatory obligations for the benefit of the Association and those who use our services
- Encourage staff to join the pension scheme

Our gratitude must be expressed to:

The Friends of Glebe Housing Association and the Glebe Court Resident Support Group for their continuing support of volunteers and their charitable work for our residents. Their work in partnership with staff continues to provide an immense range and ever expanding choice of entertainment, social events, activities, holidays, outings, sports, keep fit classes, dancing, afternoon teas and coffee mornings, a quiz night and the Autumn Fayre, all catering for different tastes and abilities and adding further to a vibrant, neighbourly and mutually supportive community of sheltered housing and care.

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 local community to Bencurtis Park to join our residents for lunch in Adams Hall and other functions.



Bencurtis Allotments

All the volunteers whose commitment and hard work enhances and improves our beautifully kept gardens throughout the years, the allotments, pond area and surroundings for all to enjoy the peace and tranquility of Bencurtis Park. Our volunteers who run the village shop, library, whist and bridge, bingo, music appreciation, art classes, provide flower decorations and displays, Glebe Court basket visits, croquet, darts, dancing, bowls club just to name a few and for their ideas and suggestions which have led to the Chess Club, a possible debating society and much more.

The Board of Management join us in thanking the Senior Managers and all their teams who remain committed to the Association and the delivery of affordable quality homes and customer focused services to meet the needs of our residents.

Last, but not least our thanks to all our residents, their families and friends who help make and keep Bencurtis so special and the two residents who helped put the annual report together.

Rodney Beale, Chairman
Graham Lilly, Chief Executive

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Background

This report summarizes how we performed in 2012/13 and how we planned and implemented changes to make our services better. Many of the initiatives and improvements came from your suggestions and comments.

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, by contacting the administration office, by letter or by email: g.h.a@talk21.com, telephone: 020 8777 1122, come along to resident meetings or through The Friends of Glebe Housing Association.

Involvement & 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 welcomed residents who became Shareholders and residents taking a greater interest in decisions about our services as part of our commitment to encourage residents to get involved in all aspects of living on Bencurtis Park.

We have provided and fitted a range of adaptations such as grab rails, shower seats, showers etc.

We have developed our Housing Management System in general and put more emphasis on day to day repairs and maintenance, introducing a system to acknowledge your requests, send you a copy of the job ticket information, track progress and ask you to fill in a questionnaire to tell us how you feel we have done

Your Home

We remain committed to ensuring that your home is to a good standard, comfortable, safe and secure. When a flat becomes vacant we take the opportunity to carry out refurbishment works such as raising the height of electrical sockets, new kitchens and showers and decorating. We have also replaced some older kitchens and showers in occupied homes.

We continued our work on improving the maintenance of communal heating and hot water services. This year we replaced the electronic heating and hot water control system so they are more consistent, provide efficient options for on/off periods and additional sensors to improve effectiveness.

We are building on our success at the Bromley in Bloom awards as more residents and volunteers get involved with garden maintenance, allotments and flower arranging.



The Pond



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The Pond

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Tenancy

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.

Leasehold Bungalows

The Association is freeholder of 65 bungalows on Bencurtis Park. During the year four bungalows were sold with new 60 year reversionary leases.



Bencurtis Bungalows



Glebe Court Nursing Home

Nursing Care

Glebe Court offers nursing care to frail elderly, people with dementia and for those who need palliative care. The home provides permanent care and respite care when a room is available. The home has 47 en-suited rooms plus communal spaces and a secluded garden. Following extensive training and development the home achieved The Gold Standard Framework Award

Neighbourhood & Community

One of the many strengths of the Association and living on Bencurtis Park is the sense of neighbourliness and mutual support amongst us where we are all conscious of the need of help and look out for our neighbours which also provides a feeling of assurance that someone is there if we need them.

The excellent relationships between residents, family, friends, staff and volunteers enhances and supports a general feeling of wellbeing and safety. When linked to the opportunities for taking part in communal activities, outings, events and enjoying the grounds, we hope this is a comfort in times when we feel lonely or isolated.



Bencurtis Pantomime

Not only are we able to offer opportunities to residents at Bencurtis Park but we extend these to all members of the Friends of Glebe Housing Association and people in our local community who come in and join in on activities, special events and lunch in Adams Hall. Young and older people from the community provide much of our entertainment and share their activities and interests with us.

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Suggestions and ideas from residents have led to a number of initiatives and projects either coming to fruition or are in the pipeline. These include the installation of electronic gates to the main entrance of Bencurtis Park, the automatic doors to the entrance of Adams Hall, hedgehog gutter brushes to bungalows, assisted laundry service and on the ground floor corridor in Willis Court, new signage for the communal lounges and lifts. We are planning for a conservatory to extend the Notley Lounge and improve facilities.

Working in partnership with Bromley Council, the Metropolitan Police and Neighbourhood Police Support Service, the local Fire Brigade and many others continues and improves our safety and security.



Adams Hall automatic doors

Following comments from residents, we consulted on how personal care was provided to residents and as a result of a very positive response, we have now taken the 'Support Plus' initiative forward to create an in-house customer focussed domiciliary section to offer choice of care, further augmenting the support already provided by our team of wardens who continue to provide a 24 hour, 365 day service for you.



Keeping the grounds and communal areas clean and tidy are the domestic and maintenance teams who also carry out day to day repairs for you so those little things (like changing light bulbs and smoke alarm batteries) are attended to promptly. Our maintenance team also take on bigger projects such as fitting new kitchens

In partnership with 'The Friends of GHA' and volunteers, the village shop acts as a focal point for the community and enables residents to buy a large selection of everyday items as well as a delivery service for those who can't get to them.

Then, of course, we have the wide ranging list of activities, sports, clubs, exercise classes, short holidays, day outings and organised walks for you to take part in.

Our team of volunteer drivers, past and present are greatly appreciated and shopping trips to West Wickham four days a week would not be possible for many without their assistance and welcome smiles. One of our volunteers retired, another joined the team and one celebrated 25 years as a volunteer driver.



celebrating 25 years

The minibus and drivers put this valuable asset to good use, bringing in older people from the community into lunch at Adams Hall, short trips for frailer residents from both the sheltered housing and those in Glebe Court Nursing Home, shopping trips to local supermarkets, Christmas Carol visits to local schools and helping the West Wickham and Shirley Baptist Church in their pastoral care.

Please keep your ideas and comments coming in and we encourage everyone to help in any way they feel they can. Every little helps and your contribution will be much appreciated.

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Value for Money

Glebe Housing Association remains committed to providing Value for Money services.

Value for Money is about obtaining the maximum benefit from goods and services acquired and provided, within available resources. It involves economy, efficiency and effectiveness which can be defined as:

- **Economy** - careful use of resources to save expense, time or effort
- **Efficiency** - delivering the same level of service for less cost, time or effort
- **Effectiveness** - delivering a better service or getting a better return for the same amount of expense, time or effort

The Board does not consider Value for Money just as a matter of cutting the costs of services or supplies but a balance between cost, efficiency and quality where this can be measured against service delivery, added value, customer expectation and resident satisfaction. There is much value in our work in the wider sense such as Social Value where the services we provide add value to, or save costs in, the local community or supports the local economy and community life. A few examples of this type of benefit would be:

- The 24 hour warden service where, by responding to calls and being aware of personal health and wellbeing of residents, we are able to respond and provide detailed information to health professionals and Social Services. Better interventions can prevent or assist with hospitalization, medical diagnostics, care and nursing provision through social services or health trusts or private agencies thus supporting residents proactively and benefitting local services by reducing or preventing emergency call outs and enhancing the lives of our residents and relieving the stress associated with loneliness and isolation
- Meals in Adams Hall not only provide a week day hot and nutritious meal to some of our most vulnerable residents but allows social interaction and daily contact. Housebound residents benefit from the delivery of a meal at lunch time and our visitors from other local sheltered schemes bring in revenue as well as enhancing their social activity. We believe this improves the wellbeing and lives of all our residents and those who use Adams Hall, builds on the sense of community, neighbourliness and encourages families and friends to take an interest and support our work. Using local companies and suppliers supports the local community and employment
- The wide range of activities for residents and guests includes fitness, walking groups, opportunities for gardening or looking after allotments aids the wellbeing and general health of residents
- Volunteers are encouraged and supported providing a range of opportunities for our residents as well as the volunteers
- Supporting local charities, schools and other organizations in our locality often with mutual benefit all round



Adams Hall Restaurant

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Over the course of 2012/2013 we have built on the consideration of Value for Money aspects when purchasing goods and services further embedding a culture in the organization where Value for Money is considered in every day decisions and service delivery. We have been obtaining competitive estimates and quotations, comparing and benchmarking costs, considering alternative approaches to purchasing, suppliers and contractors and market testing and we have brought in a new schedule of rates for decorating work. We have also been working on the development of a new contract document for our heating and hot water maintenance requirements which will go out to tender in 2013. We have got good value from negotiations with energy suppliers and fixing prices for the next three years adding to our work in installing new energy efficient boilers and new control systems.

What we have been doing:

Benchmarking. The Association joined a Benchmarking group of similar organizations and has been taking an active part in meetings and development of the group sharing information, good practice, networking, financial comparisons and performance monitoring.

Transparency and communication. We continue to improve information provided to our residents, liaising with and seeking their views. As part of our budget preparation we asked residents to put forward suggestions and ideas and are grateful for their responses which add value to the process. Our thanks also to individual residents who have put forward compliments, innovative notions and have told us when they think we have got things wrong enabling us to put things right for the mutual benefit of all.

Demonstrating. How we are doing in regards to budgets and expenditures on such items as service charges, investments and surpluses, providing information and aiming to keep rent rises and service charge increases at reasonable levels in a challenging economic climate for individual residents as well as the Association as a whole. We have taken measures to tighten up on our repairs service reducing the number of queries, duplication of job tickets and number of outstanding jobs.

Knowledge. Knowing the costs of important expenditures is crucial to building knowledge and comes through regular reports and financial information. We have also introduced a satisfaction questionnaire for our repairs service which will provide another opportunity for residents to put forward suggestions for service improvement.

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We have taken expected future commitments to capital and repair expenditure into account when deciding the extent to which surpluses should be budgeted. These considerations have been applied to determine any increase in future charges for different activities treating each group of residents as fairly as possible

Whilst we have continued to improve Value for Money in many ways e.g. encouraging Direct Debit arrangements, minimal increases on insurance premiums, best value on utility accounts and investing in major heating plant which is more cost effective, efficient and better for the environment there will always be room for further improvement over the next twelve months and beyond.

We will continue:

- **Reviewing** services, changing and introducing new services to ensure they are relevant and able to meet the changing and future needs of residents
- **Tendering** key contracts
- **Finding** ways to work more efficiently, smarter not harder
- **Looking** at ways to save money without adversely affecting service delivery, maximize investment income, manage business risks and safeguarding income
- **Doing** things differently in practicable and innovative ways to deliver and improve services for residents and enhance facilities and Bencurtis Park
- **To use** our financial and human resources to good effect

Compliments & Complaints

The policy and procedures for sheltered housing were reviewed, changed and copied to residents for information. There were no formal complaints by housing residents during the year.



Tree Planting



Ashby Close Garden



Dog Show

Governance

The Association's Constitution is the NHF Model Rules 2005 as amended and approved by the regulator in 2006. We believe that the Association is founded on good governance through a balanced, diverse and effective Board which leads and controls the organisation and complies with its legal requirements.

As part of our commitment to good governance the Board adopted the National Housing Federation's "Excellence in Governance" code and good practice guidance publication.

The Association is considering the code in full and in a way that is proportionate to its size, profile, ethos and the housing, support and care we offer older people.

We consider it appropriate to provide a statement of compliance against the principles and provisions in the code together with a reasoned statement about any areas where we may not comply. The code recognises that National Housing Federation members may choose other mechanisms to achieve compliance with the principles and provisions within the code.

Where we differ from the code this is explained as follows:

The Board will be drawing up a schedule of significant matters specifically reserved for the Board's decision.

The Board will be reviewing its recruitment of and induction for new members and setting out an ongoing training programme.

As part of our evolving governance it will be considering setting maximum terms of office and a maximum period of board service to support board renewal

The Board have recently completed an appraisal of their own performance and will review performance on an annual basis as they consider appropriate and proportional to our size, location, membership and business needs. At this moment in time individual performance of members are not appraised as a consensus of opinion felt that a corporate approach is more appropriate at this stage of our development but this may change in the future.

The particular duties & responsibilities of the Chair of the Board are in draft form ready to be formally adopted.

The Chair of the Board and Chair of the Remunerations Committee meet annually to assess the performance of the Chief Executive Officer (CEO) and to review the CEO's remuneration package. The Chair of the Board then reports back to a full Board meeting on their assessment of performance and with recommendations and these are agreed by the Board.

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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

Bencurtis Park
West Wickham, Kent BR4 9QD
Tel: 020 8777 1122
Exempt Charity
Industrial & Provident Society No 19874R
Registered Under the Housing Act 1974
Homes & Communities Agency No L0664



Glebe House in winter

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

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 21st 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 Conduct 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.

INCOME AND EXPENDITURE ACCOUNT	2013	2012
For the year ended 31 March 2013	£	£
TURNOVER	3,376,078	3,411,350
Cost of sales	(55,822)	(182,248)
Operating costs	<u>(2,906,530)</u>	<u>(2,796,537)</u>
OPERATING SURPLUS	413,726	432,565
Interest receivable	28,088	18,914
Interest payable	(11,762)	(15,902)
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SURPLUS ON ORDINARY ACTIVITIES BEFORE TRANSFERS TO RESERVES	<u>430,052</u>	<u>435,577</u>
BALANCE SHEET	2013	2012
For the year ended 31 March	£	£
FIXED ASSETS		
Housing Properties		
Cost less Depreciation	3,711,608	3,764,655
Less Grant Received	<u>(2,058,871)</u>	<u>(2,058,871)</u>
	1,652,737	1,705,784
Other Fixed Assets	<u>2,582,385</u>	<u>2,534,854</u>
	4,235,122	4,240,638
CURRENT ASSETS		
Stocks and Work in Progress	8,719	8,231
Debtors	57,409	48,591
Investments—short term bank deposits	1,784,525	1,428,331
Cash at bank and in hand	<u>65,183</u>	<u>40,646</u>
	1,915,836	1,525,799
CREDITORS: Amounts falling due within one year	<u>(249,887)</u>	<u>(271,240)</u>
NET CURRENT ASSETS	<u>1,665,949</u>	<u>1,254,559</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	<u>5,901,071</u>	<u>5,495,197</u>
CREDITORS: Amounts falling due after more than one year	130,277	154,454
CAPITAL AND RESERVES	5,770,794	5,340,743
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	<u>5,901,071</u>	<u>5,495,197</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 2013

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 2013.

BAKER TILLY UK AUDIT LLP
Statutory Auditor
Chartered Accountants
The Pinnacle, 170 Midsummer Boulevard
Milton Keynes
Bucks MK9 1BP