

**ANNUAL REPORT**  
2017/18

**GLEBE** – TAKING OUR AMBITION TO THE NEXT LEVEL

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# MESSAGE FROM THE CHAIR

Glebe Housing Association continues to deliver a great service to our residents. We report a surplus this year of £555,612. We have had a busy and productive year which has seen changes at board level and beyond. As a board we conducted a governance review to improve the way in which we operate. As a result of this we have restructured our board and committee structure to improve the way in which we deliver strategic oversight of the association.

Most importantly, the long awaiting heating and hot water improvement project for Sarjeant and Willis Court is finally on site. This has been a collaboration between the engineering design team, board members, staff and residents. We owe a debt of thanks to Gordon Coates, Board member and tenant at Glebe for the work he has done throughout the year on this major works project.

Tricia Goan, our Chief Executive, has been with us for just over a year now and we have benefitted enormously from her experience and innovative approach. She has implemented effectively the changes that the association needed to make. We know change is never easy, however it is incumbent upon us to ensure the long term future of the association, invest in our assets and ensure value for money in our approach. Tricia has brought some new staff on board, and with that, comes new ways of working. She has undertaken a thorough review of our key areas of operation and as a result we made the decision to close our domiciliary care service as it could not compete with the many larger providers in this area.



**Dan Blake**

We know that in Tricia we made the right choice of a leader to take Glebe into the future and we look forward with confidence.

As a small organisation Glebe's success is dependent upon the commitment of our staff and the time given by all Board members and other volunteers - I would like to acknowledge and thank them for their time, skill and dedication.

**Dan Blake**  
Chair

# MESSAGE FROM THE CHIEF EXECUTIVE

As we review the year, I am delighted to report that Glebe has achieved much and remains in a strong position financially with a continuing high demand for our properties.

In November, we had an unannounced visit from the Care Quality Commission, who re-assessed our services in Glebe Court and awarded us a 'good' rating across all five areas.

Fire safety has been key for all housing providers since the tragic events at Grenfell and I am pleased that as an organisation the board and senior management team had in place a fire safety improvement works plan for our older apartments to ensure our residents remain safe in their homes. The past year has seen us finalise the design and tendering process for the major heating and hot water project at Sarjeant and Willis Court. We have worked carefully to ensure the right programme of works as this project will see Glebe commence it's most significant level of stock investment to date. The work planned will make a positive difference to our residents lives and I look forward to reporting on the success of the project in next year's review.

The management team has been strengthened with the arrival of Sam Isted, who joined us in February this year as our Contracts Maintenance Manager. Sam will build on the significant groundwork completed by Steve Wilson. Sam has already made a huge difference to the way we are approaching work on our homes and how we invest for the future. Our Finance Manager, Caroline Dyer continues to deliver a steady and effective financial service for the association as we chart our way



**Tricia Goan**

through the changes we have commenced. We have worked together to achieve this year's results and thanks is due to the staff team of Glebe Housing, the volunteer board members and importantly the residents for their support as we work to continue to improve Bencurtis Park and the services provided here. We are also fortunate and very grateful to our dedicated volunteers at Glebe Housing who delivered over 2000 hours of their time to Glebe this year.

A handwritten signature in black ink, which appears to read 'Tricia Goan'.

**Tricia Goan**  
**Chief Executive**

## ABOUT GLEBE

Glebe Housing Association provides affordable rented and leasehold accommodation to older people in housing need, and care for older people through its nursing home at Glebe Court.

Glebe Housing Association is a community based housing association which has been providing sheltered housing, support and care to people in need since 1976. The Association currently manages 202 sheltered dwellings and a 47 bed nursing home. It is an exempt charity registered under the Co-operative and Community Benefit Societies Act 2014 and is registered with the Homes and Communities Agency and the Care Quality Commission.

### The Board

We have eight board members. All our Board members are, or have been senior professionals in their own fields and give their time voluntarily.

Board members have an annual appraisal and undertake a review of Board effectiveness each year. A skills audit has been undertaken and recruitment of new members is made with reference to this.

We have adopted the NHF (National Housing Federation) 2015 Code of Governance with which we fully comply.

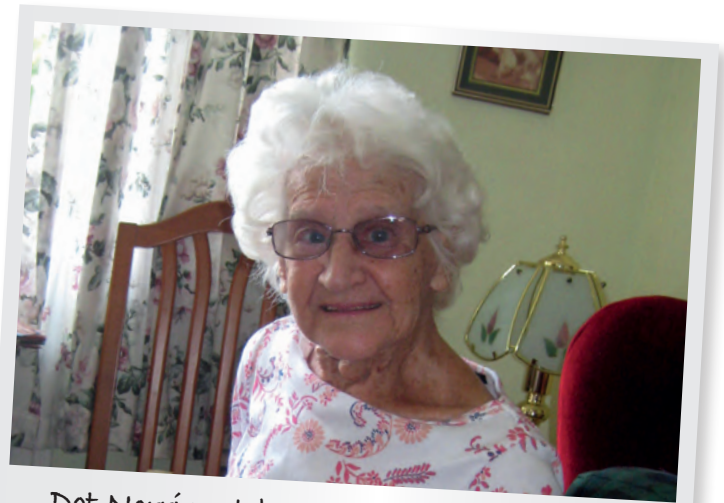
### Our Staff

Our senior staff team is led by Tricia Goan, Chief Executive. Tricia leads the senior management team which comprises our finance manager, Caroline Dyer and Sam Isted, our maintenance contracts manager.

## LIFE AT GLEBE

We never forget that the key measure of our success is the quality of life that our residents enjoy. We work to provide good quality accommodation with great services, in the beautiful setting that is Bencurtis Park.

On a daily basis across Bencurtis Park and Glebe Court nursing home we deliver over 200 meals to residents. We carry out an average of 10 repairs per day. Our food hygiene rating is 5 across both kitchens. Our residents tell us our housekeeping and laundry service is 'excellent'. Our care staff are trained in the Care Certificate training programme.



*Dot Norris celebrated her 100th Birthday*



*Robert Davis, Bungalow resident*



*Afternoon Tea at Glebe Court Nursing Home*

# TAKING INVESTMENT TO A NEW LEVEL

## Investment in our stock

This year, we completed our asset management plan, which sets out how we will manage our properties in the long term. We are investing a substantial capital sum in our 126 flats at Sarjeant and Willis Court, so that they are fit for the future. In this year we have made a very significant level of investment in Sarjeant and Willis Court which is now 40 years old. This investment was crucial to the safety of our residents and our compliance as a registered provider. The coming year will see further investment in this asset providing residents with new heating and hot water systems and new bathrooms.

We take seriously our responsibility to use our assets and our borrowing capacity to provide much needed new homes and we are looking at ways in which we do this. Once we know we can fulfil our responsibilities to the existing stock, we will be looking at ways in which we can use our resources to provide a small number of new homes.

### Table of investment programme for the year:

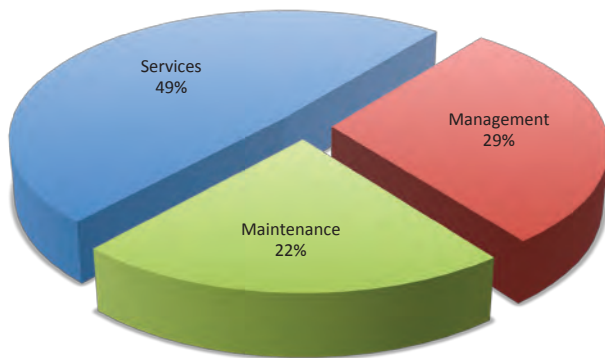
Stock investment	2016-17	2017-18
Kitchen replacements/renewals	8	3
Bathroom/shower replacements/renewals	9	1

Additional improvements/ major works	2016-17 £	2017-18 £
Replacement flooring in Glebe Court Nursing Home	24,000	
Furnishing upgrade Glebe Court Nursing Home	6,800	
Lift Refurbishment Glebe Court Nursing Home		19,000
CCTV Glebe Court Nursing Home		22,500
Improved rail safety Glebe Court Nursing Home		3,900
Sarjeant and Willis Emergency Lighting	9,700	
Sarjeant and Willis Fire safety Works	11,000	
Office Works Glebe House Reception Refurbishment		8,000
Willis Court External Staircase Replacement		5,800
Front Door Replacement Programme Sarjeant & Willis Court		127,500
Fire Safety Works Sarjeant & Willis Court And Glebe House		142,000
New Server and Fibre Cabling Glebe House	10,300	
<b>TOTAL INVESTMENT</b>	<b>61,900</b>	<b>328,700</b>

# HOW WE SPEND OUR INCOME

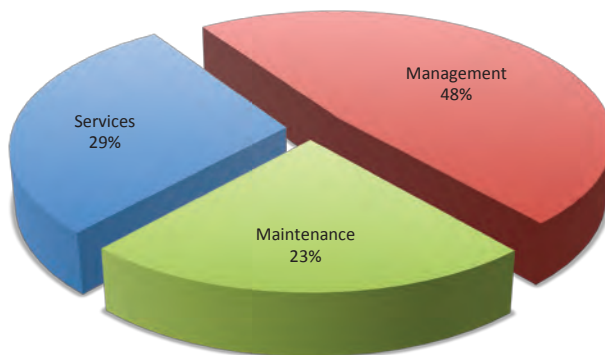
Glebe derives its income from the rents and fees charged to residents and service users. We provide intensive support services to a range of residents and our largest area of expenditure is on staff salaries. Because we offer 24 hour support to our residents in Bencurtis Park and 24 hour care to our residents in Glebe Court Nursing Home and we have, for a small organisation, a large staff group - managers, nurses, senior carers, carers, cleaning staff, laundry staff, maintenance, chefs, food service assistants, wardens, finance staff, office staff.

## Apartments



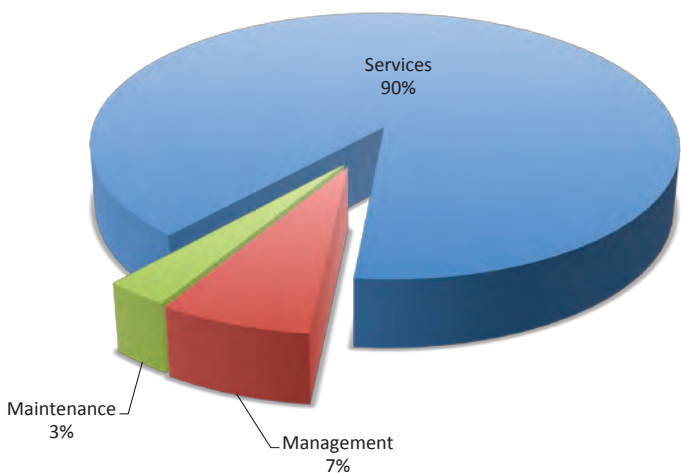
The total amount spent on our apartments last year was **£947,275**

## Bungalows



The total amount spent on the bungalows last year was **£263,244**

## Glebe Court



We spent nearly **£2.3m** running Glebe Court, our nursing home, last year. This reflects the level of care provided to residents and the intensity of service.

We spent **£201,842** on other services, such as domiciliary care, the shop and pension scheme

# TAKING OUR PERFORMANCE TO A NEW LEVEL

It is important for us to measure our performance in certain key areas so that we can be sure that we are efficient and effective.

We 'benchmark' (compare) the out-turn we achieve at the end of the year with other associations of a similar type so that we can be sure our performance is not outside of the sector 'norms'.

## Income management

At the end of March, our arrears as a percentage of the rent roll stood at Nil compared with 0.18% the previous year. Our rent collection remains at 100%.

Measurement	2015/16	2016/17	2017/18	Rank	Quartile
Arrears as a percentage of the annual rent roll	0.09%	0.05%	0%	1	1
Rent collection as a percentage of the annual rent roll	99.95%	99.07%	99.87%	1	1
Void losses	1.15%	0.93%	1.17%	1	1

## Asset management

We have made significant expenditure and investment this year across our stock to build on compliance and safety requirements and improve standards of maintenance and repair.

Measurement	2015/16	2016/17	2017/18	Rank	Quartile
Cost per property p.a. - Repairs	£1,311	£1,105	£1,338	3	3
Cost per property p.a. - Major works Investment	£1,465	£963	£1,046		

## Value for money

We work to achieve value for money across all areas. Value for money is not simply about the cheapest option but about getting the right solutions at a decent price. Our operating costs decreased this year but our management costs have increased as have our repair and void costs now that we work to a higher repair and void standard for our properties. However, despite the increase, our costs remain well within the comparables in our sector.

Measurement	2015/16	2016/17	2017/18	Rank	Quartile
Weekly operating cost per unit	£98	£105	£115	1	
Weekly management cost per unit	£22	£32	£38	1	
Annual cost per property of Housing Management	£1,143	£1,663	£1,976	1	
Annual cost per property of responsive repairs & voids	£1,311	£1,105	£1,338	1	



# ASSET MANAGEMENT

Some of our properties are over 40 years old therefore we have carried out significant works to ensure compliance to today's safety standards. We have worked to improve our standards of service within our maintenance and repair service. We have delivered value for money by completing more repairs with our in-house property maintenance team and by reviewing our approved contractors list to ensure we have best in marketplace contractors with competitive schedules of rates. This year we have delivered:

**126** New Front Doors  
at Sarjeant & Willis Court

**282** Responsive Repairs  
completed by our  
in house team

**3** New Kitchens  
in Sarjeant & Willis Court

**98%** Customer Satisfaction  
with our repairs service

We have achieved a very positive result in customer satisfaction with our in house repairs and maintenance service.

## Lettings and Sales

1st April 2016 to 31st March 2017

Number of lettings	13
Number of sales	6
Average Re-let Time	5.8 days
Rent Collection	100%

The number of lettings in the year was 16. The void re-let time improved significantly this year to an average of 5.6 days against the sector norm of 21 days. We completed 6 sales in the year.

We know our model of accommodation is popular as our waiting lists continue to grow for our rental and sales properties.

## Shop

The shop continues to deliver local services to our residents on site and for those who need to shop further afield we still have our in-house minibus service to take residents to the larger shops.

## Friends of Glebe Housing

The friends continue to work with us on outings for our residents and in turn the friends deliver an expansive programme of activities on site for our residents and for neighbours in the wider community whether it be bowls, debates, bridge, cinema, line dancing or art classes to name but a few.

## Glebe Court Nursing Home

Glebe Court Nursing Home was awarded a good rating upon inspection last year and we have maintained our platinum Gold Standard Framework Award for palliative care.

2017/18 has been a year of change for Glebe. The changes we have made are having a positive effect: we are on site with our improvements programme, Glebe Court received a 'good' rating from the Care Quality Commission and we are financially very sound. We have an excellent base from which to take our organisation forward and look to the future with confidence.

# ACCOUNTS

The following summary is an extract from Glebe Housing Association's full accounts. The full accounts have been audited and contain an unqualified audit report. The accounts were approved on 26th July 2018 and a full set of accounts is available on request.

## Glebe Housing Association Limited

### STATEMENT OF FINANCIAL POSITION

As at 31 March 2018

	2018	2017
	£	£
<b>TANGIBLE FIXED ASSETS</b>		
Housing properties	3,985,087	3,705,088
Other fixed assets	2,495,382	2,507,298
	<u>6,480,469</u>	<u>6,212,386</u>
<b>CURRENT ASSETS</b>		
Stocks and work in progress	4,804	4,804
Debtors	100,266	119,677
Current asset investments	1,474,026	2,216,733
Cash at bank and in hand	2,416,736	1,354,591
	<u>3,995,832</u>	<u>3,695,805</u>
<b>CREDITORS: Amounts falling due within one year</b>	<b>(413,646)</b>	<b>(280,353)</b>
<b>NET CURRENT ASSETS</b>	<b><u>3,582,186</u></b>	<b><u>3,415,452</u></b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>10,062,655</b>	<b>9,627,838</b>
<b>CREDITORS: Amounts falling due after more than one year</b>	<b>(1,152,781)</b>	<b>(1,175,571)</b>
<b>PROVISIONS FOR LIABILITIES</b>		
Multi-employer pension scheme deficit contributions	(657,000)	(755,000)
<b>NET ASSETS</b>	<b><u><u>8,252,874</u></u></b>	<b><u><u>7,697,267</u></u></b>
<b>CAPITAL AND RESERVES</b>		
Called up share capital	34	39
Revenue reserve	8,252,840	7,697,228
	<u><u>8,252,874</u></u>	<u><u>7,697,267</u></u>

# BOARD MEMBERS, OFFICERS, ADVISORS AND BANKERS

For the year ended 31 March 2018

<b>Board:</b>	Daniel Blake Aida Abou-Rahme Gordon Coates Susan Daniels Helen Martin Michael Rourke David Walker Debbie White	(Chair)   (Vice Chair)
<b>Honorary President:</b>	Robert Ashby*	Not a Board Member
<b>Chief Executive and Company Secretary:</b>	Patricia Goan	
<b>Bankers:</b>	Lloyds Bank plc PO Box 1000 Andover BX1 1LT	
<b>Auditor:</b>	RSM UK Audit LLP Marlborough House Victoria Road South Chelmsford Essex CM1 1LN	
<b>Registered Office and Principal Place of Business:</b>	Bencurtis Park Corkscrew Hill West Wickham Kent BR4 9QD	
<b>Statutory Registrations:</b>	Charity and society registered with the Co-operative and Community Benefit Societies (No 19874R) Homes and Communities Agency: No L0664	

**Glebe Housing Association Ltd**

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