

ANNUAL REPORT
2016/17

GLEBE – HEADING IN THE RIGHT DIRECTION

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MESSAGE FROM THE CHAIR

Glebe Housing Association has had a very busy, and at times challenging, year. The Board, which I have the privilege to chair, has overall responsibility for all aspects of the Operation. We need to make sure we stay financially viable, meet our complex regulatory obligations while providing value for money for the residents we serve.

We report a surplus this year of £337,595 and while I am proud of this, when we look at our assets and the demand for our services I believe we can improve on this, given the quality of our services and increasing demand. We will be looking at ways of improving our surplus still further, so we can continue to invest in our homes, and expand our offer to existing and prospective residents.

This year saw the departure of our previous Chief Executive, Graham Lilly, who retired and the arrival of our new Chief Executive, Patricia Goan. Graham gave many years of service to Glebe and we wish him a happy, and well-deserved retirement.

Patricia has a long and distinguished career in housing and has been a very welcome addition. Patricia has had the opportunity to look at some of our major projects from a fresh perspective, and has identified some significant efficiencies. In consultation with our residents panel, expertly led by Gordon Coates, we are considering some alternative approaches to ensure our residents experience the least possible disruption during the works to upgrade the heating in Sarjeant and Willis.

This coming year we will look to tackle a number of other complex items that have not been reviewed for some time. For example: we will be reviewing our rent and service charges, this will be done in partnership with our residents panel.

This year we had a number of long standing board members leave, namely Robert Ashby, Rodney Beale, Phyllis Ephson and John Morton and I would like to thank them for their time, dedication and commitment. We were very pleased to



Dan Blake

welcome some new additions to the Board too, namely Aida Abou Rahme, David Walker, Helen Martin, Debbie White, Sue Daniels and Michael Rourke. I am confident that Glebe has a strong and diverse board, with the right skills to take the association forward.

One topic we have got used to is uncertainty and this looks set to continue. The impact of the general election and Brexit for example is still being worked out. However, I firmly believe that we have the right Board and right Chief Executive to ensure Glebe Housing Association remains a desirable place to live that delivers value for money to the residents of today and long into the future. I would like to thank my fellow board members who contribute so much to the association, and to the staff team for their commitment to our residents and to the ethos of the organisation.

Dan Blake
Chair

MESSAGE FROM THE CHIEF EXECUTIVE

I was delighted to be appointed as the association's Chief Executive in October of last year, following the retirement of Graham Lilly.

We have many things we can be proud of this year - we attained the Gold Standards Framework Platinum Award for the palliative care service we provide in our nursing home. In their recent inspection, the Care Quality Commission rated our nursing home and our domiciliary care service as 'good'. The high occupancy levels that are across both our sheltered housing and nursing home show that the services are well regarded and in demand.

There is still much to do - the most significant thing for Glebe and its residents is the longstanding project to upgrade our sheltered housing accommodation at Sarjeant and Willis Court - it is important to get this right as it will dramatically improve things for our residents. We have taken some time to review the project against the proposed criteria for value for money. We've also recently commissioned significant fire safety improvement works to our older apartments.

All associations need to look to the future, and our five year business plan, which takes Glebe up to 2021, was recently approved. We are beginning an asset management review to ensure we really understand our stock and that we have plans to keep it in good condition and the funding to underpin those plans.



Tricia Goan

Glebe has also appointed six new board members, all of whom demonstrated a range of skills which will help Glebe to thrive and develop in the coming years.

2016-17 has been a year of transition for the Association and we are looking forward to the year ahead and the successes we believe it will bring.

A handwritten signature in black ink, which appears to read 'Tricia Goan'. The signature is written in a cursive, flowing style.

Tricia Goan
Chief Executive

ABOUT GLEBE

Our Board

The Board is made up of 12 non-executives. Day-to-day management is delegated to the executive management team. All of our Board members are unpaid.

During the year, in September 2016, 4 members stood down from the Board and 6 members joined. The Board members who stood down were Robert Ashby, Rodney Beale, Phyllis Ephson and John Morton. Our new members were Aida Abou Rahme, David Walker, Helen Martin, Michael Rourke, Sue Daniels and Debbie White.

Board members have an annual appraisal and undertake a review of Board effectiveness each year. A skills audit is undertaken and recruitment of new members is made with reference to this. The Association's Constitution is the National Housing Federation (NHF) Model Rules 2015 as amended and approved by the Regulator in 2015.

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 and the domiciliary care service, Support Plus.

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 48 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.



INVESTMENT IN OUR STOCK

Investment in our stock

The Association wants to provide a very high standard of accommodation to the tenants who live in its homes, and has just approved a new Asset Management Strategy to meet the specific challenges of an Association with a small but varied mixed portfolio of properties under its management. It recognises that it needs a strategic approach to Asset Management, particularly with its planned expenditure on its properties over the next 30 years. The Strategy has been prepared mindful of the constraints of its size and resources on one hand, but also the need to demonstrate that the Association has considered all aspects of Asset Management relative to it. This will now enable the Association to understand and plan more effectively its forward works programmes and achieve greater value for money.

As part of this commitment to ensuring value for money for its tenant and, in addition to a new Asset Management Strategy, the Association has also approved a new Procurement Strategy. The Procurement Strategy has been developed to ensure that the Association delivers high quality services at the best possible price, recognising that quality is essential for its tenants through effective procurement projects, contract management and constructive supplier and contractor partnerships. It is essential that in the current economic climate the Association ensures its resources are spent wisely through a variety of mechanisms including direct provision, partnering arrangements, mixed economies, joint commissioning and outsourcing.

Table of investment programme for the year:

Stock investment	2016-17
Kitchen replacements/renewals	8
Bathroom/shower replacements/renewals	9

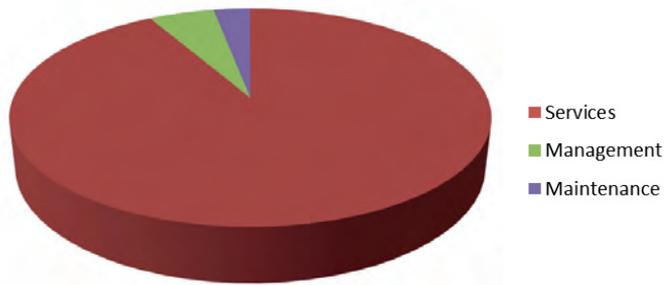
Additional improvements/ major works	£
Replacement flooring in Glebe Court Nursing Home	24,000
Upgrade to furnishings in Glebe Court Nursing Home	6,800
S&W Emergency Lighting works	9,700
S&W Laundries Fire Door replacement	3,300
Fire Safety works	6,700
Upgrading of IT equipment	10,300



HOW WE SPEND OUR INCOME

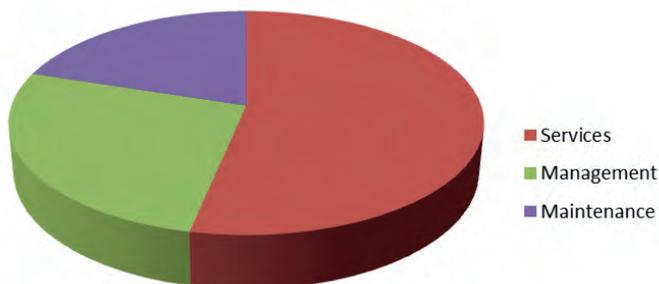
Glebe derives its income from the rents and fees charged to residents and service users. Glebe provides intensive support services to a range of residents and our largest area of expenditure is on staff salaries, which reflects the level of care provided.

Glebe Court



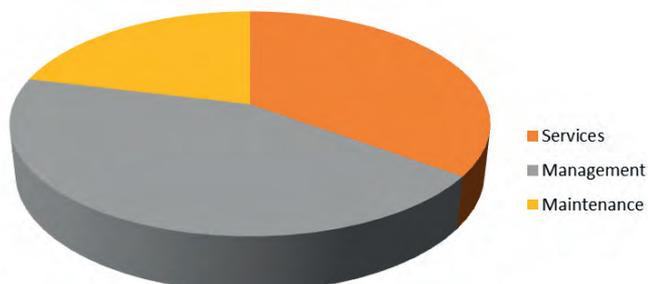
We spent just over **£2,000,000** running Glebe Court, our nursing home, last year. This reflects the level of care provided to residents and the intensity of service.

Apartments



The total amount spent on the apartments last year was **£854,604**

Bungalows



The total amount spent on the bungalows last year was **£245,179.**

We spent **£205,718** on other services, such as domiciliary care and the shop

PERFORMANCE

Housing management

Indicator	Glebe 2015/16	Glebe 2016/17
Overall satisfaction	99%	99%
Re-let time	13 days	3 days
Percentage of tenants satisfied with repairs and maintenance	100%	99.8
Current tenant arrears	00.9	00.5
Rent collection as a percentage of the annual rent roll	99.95	99.91

VALUE FOR MONEY

Costs

Description	Glebe 2015/16	Glebe 2016/17
Weekly operating cost per unit/ £	115	120
Weekly management cost per unit/ £	22	32
Annual cost per property of Housing Management	1663	1143
Annual cost per property of responsive repairs & voids	1373	1251
Bungalow sales	6	2
Nursing Home fee collection as a percentage	97.14	97.25
Nursing Home voids	0.71	1.51

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 2017 and a full set of accounts is available on request.

Glebe Housing Association Limited

STATEMENT OF FINANCIAL POSITION

As at 31 March 2017

	2017	2016
	£	£
TANGIBLE FIXED ASSETS		
Housing properties	3,705,088	3,676,300
Other fixed assets	<u>2,507,298</u>	<u>2,525,467</u>
	6,212,386	6,201,767
CURRENT ASSETS		
Stocks and work in progress	4,804	5,187
Debtors	119,677	38,628
Current asset investments	2,216,733	2,207,644
Cash at bank and in hand	<u>1,354,591</u>	<u>1,231,214</u>
	3,695,805	3,482,673
CREDITORS: Amounts falling due within one year	(280,353)	(283,726)
NET CURRENT ASSETS	<u>3,415,452</u>	<u>3,198,947</u>
TOTAL ASSETS LESS CURRENT LIABILITIES	9,627,838	9,400,714
CREDITORS: Amounts falling due after more than one year	(1,175,571)	(1,229,049)
PROVISIONS FOR LIABILITIES		
Multi-employer pension scheme deficit contributions	(755,000)	(812,000)
NET ASSETS	<u><u>7,697,267</u></u>	<u><u>7,359,665</u></u>
CAPITAL AND RESERVES		
Called up share capital	39	32
Revenue reserve	7,697,228	7,359,633
	<u><u>7,697,267</u></u>	<u><u>7,359,665</u></u>

BOARD MEMBERS, OFFICERS, ADVISORS AND BANKERS

For the year ended 31 March 2017

Board:

Daniel Blake	(Chair)
James Smith	(Vice Chair)
Aida Abou-Rahme	
Gordon Coates	
Beth Cooper	
Susan Daniels	
Helen Martin	
David Hatch	
David Parker	Chair – Finance, Audit and Scrutiny Committee
Michael Rourke	
David Walker	
Debbie White	

Honorary President:

Robert Ashby

Chief Executive and Company Secretary/ Bankers:

Patricia Goan
Lloyds Bank plc
PO Box 1000
Andover
BX1 1LT

Auditor:

RSM UK Audit LLP
Marlborough House
Victoria Road South
Chelmsford
Essex CM1 1LN

Registered Office and Principal Place of Business

Bencurtis Park
Corkscrew Hill
West Wickham
Kent BR4 9QD

Statutory Registrations

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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