

# Glebe Housing Association ANNUAL REPORT 2013-14

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

The Association remains financially strong with another encouraging performance in spite of continued economic austerity.

A major piece of work has been overseeing the preparation for the auto enrolment pension scheme for which we set up a Pensions Committee and I must thank David Parker, Chris Carter and the staff who have managed this most complex procedure in respect of the rules and regulations and implementation in May 2014.

The Association's financial performance in all areas has resulted in an overall surplus as you can see in the Financial summary on the back page.

Investments in maintenance, repairs and improvements continued in projects such as void refurbishments.

The occupancy levels for Glebe Court Nursing Home have been maintained at levels exceeding expectations and our waiting list for sheltered housing demonstrates no downturn in demand from applicants with a desire to move to Bencurtis Park.

Adams Hall continued to offer value for money daily meals and social interaction for residents and guests alike with a meal service for those who found it difficult to get to the venue because of restricted mobility or ill health. Residents have enjoyed a wide variety of menus, themed meals, suppers, breakfasts and special celebration events.

We have successfully registered our domiciliary service (Support Plus) for sheltered housing residents with the Care Quality Commission, launching the project early in the New Year and uptake is steady and rising. We knew this would be a long term commitment but expect the business to grow over the next two to three years as we build a reputation for quality, consistency and reliable customer focused home care services.



Ashby Close Garden



Glebe Court Nursing Home

# Glebe Housing Association ANNUAL REPORT 2013-14

Other notable events and achievements this year include:

- An independent review and benchmarking of staff pay levels benefits and adopting the UK Living Wage as a minimum hourly rate for 2014/2015
- Refurbishment of the Notley Lounge and a new conservatory overlooking the croquet lawn
- Glebe Court Nursing Home meeting all the Care Quality Commission Standards following their latest unannounced inspection visit
- Successful marketing and promotion of Glebe Court Nursing Home
- Improving our web sites and accessibility to a wider audience and a higher profile
- 5 Star food hygiene rating from Bromley Council for our catering facilities
- Major roof repairs on Glebe Court and repairing damaged roofs across Bencurtis Park following extreme weather conditions
- The Autumn Fayre organized by the Friends
- Installation of additional washing machines and tumble driers increasing the capacity by 40%
- Continuing membership of and active participation in the Benchmarking group, sharing good practice, knowledge, experience and ideas with similar sized organizations having a similar ethos
- The continuing success of the News and Views monthly news letter



Adams Hall Flower Display

As a governing body the Board of Management are privileged to be working together with our residents and we undertook a major satisfaction survey to seek their views on their homes, Bencurtis Park, facilities and services. 74% of all residents responded and 99% expressed a positive view about services overall, their home and neighbourhood. 90% expressed a positive view about customer service. Whilst overall satisfaction with services was exceptionally high compared with other similar organisations, the survey highlighted where we could do better namely in the areas around repairs and maintenance, listening and responding to residents' views thus leading to the introduction of initiatives to drive an improvement in services and demonstrate that we value and listen to our residents' ideas, concerns and compliments. More emphasis has been put on tracking repair requests, monitoring performance, gauging satisfaction levels, making appointments, leaving calling cards if residents are out and letting you know when we will call again.

# Glebe Housing Association ANNUAL REPORT 2013-14

The Board's objectives for the year ahead include:

- review of Governance
- set a strategic direction for the Association and plan for the longer term
- add more social value to our services
- continue to offer value for money

We all acknowledge and sincerely thank the Friends of Glebe Housing Association, the Glebe Housing Association Trust Fund and the Glebe Court Residents Support Group who continue to support, provide relief and give opportunities to improve communal facilities and activities further enhancing the lives of those in our care and living on Bencurtis Park. Their work in conjunction with staff continues to provide a wide variety and ever expanding choice of entertainment, social events, activities, holidays, outings, sports, keep fit classes, dancing, afternoon teas and coffee mornings, quiz nights etc. all catering for different tastes and abilities and adding further to a vibrant, neighbourly and mutually supportive community of sheltered housing and care. Also our volunteers who run the Village Shop and library, 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.

The Board are all volunteers and continue their sterling work overseeing the performance of the Association and utilising their skills, knowledge, experience, expertise and guidance to good effect in considering strategic approaches to challenging situations and new legislation, maintaining good governance and developing systems to meet our operational and regulatory obligations for the benefit of the Association and our residents.

Our especial thanks to Sir James Swaffield and Charles Lowe who retired from the Board in September and we welcomed David Hatch, our new member.

The Board of Management join us in thanking our 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. Our thanks as well to all our residents, their families and friends who help make and keep Bencurtis special.

Rodney Beale, Chairman

Graham Lilly, Chief Executive



Spring Time

# Glebe Housing Association ANNUAL REPORT 2013-14

## **Getting Involved**

There are many ways for residents to get involved with the Association's work and services, make suggestions, raise concerns or compliment us. We welcome and value all contact and ideas as this often leads to an improvement in services and keeping your homes and Bencurtis Park up to the standards expected.

- Write to us at Glebe House, Bencurtis Park, West Wickham, Kent BR4 9QD
- Telephone the Administration office 020 8777 1122
- Send an e-mail to [g.h.a@talk21.com](mailto:g.h.a@talk21.com)
- Visit our revitalized web site [www.glebehousingassociation.co.uk](http://www.glebehousingassociation.co.uk)
- Speak to a member of staff
- Come along to meetings
- The Friends of Glebe Housing Association welcome new members

We welcome applications from residents and anyone interested in what we do to become a shareholder.

We use a range of ways to keep you informed:

Monthly News & Views magazine  
Individual letters  
Circulation of notices or letters  
Notices on the notice boards  
Consultation meetings  
Discussion forums  
Surveys and questionnaires



Dog Show

# Glebe Housing Association ANNUAL REPORT 2013-14

## Your Home

Our aim is to ensure your home and Bencurtis Park is safe, secure, comfortable, clean and tidy, maintained to a good standard and adapted when necessary to meet changing needs.

We aim to make all communal areas and the gardens accessible and ensure equipment is regularly serviced and maintained in good order for you to use and enjoy. This includes lifts, laundries, lounges, heating and hot water in Sarjeant Court and Willis Court. We built a new conservatory to extend the Notley lounge and refurbished the servery to help create a more multifunctional and adaptable space for all sorts of activities and functions.



When a flat becomes vacant we inspect and carry out any repairs, improvements like replacing old kitchens or showers, upgrade electrical installation and decorate before letting it to the next resident. We have also carried out similar work for residents in occupation and installed aids and adaptations to help maintain independence.

## Neighbourhood & Community

The Friends of Glebe Housing Association and our many volunteers continue to support, enhance and add value to the Association's services in many ways such as:

- Running the Village Shop and a delivery service
- Keeping our gardens and allotments full of flowers and shrubs for everyone to enjoy their beauty and fragrance, and to grow vegetables
- The library which lends out books and DVDs, hearing books and large print books
- Activities, sports, outings, short holidays, talks, tea afternoons, coffee mornings, entertainment, special celebrations and exercise classes
- Christmas lunches
- Minibus service to local shops and outings for those with restricted mobility
- Bazaars, quiz nights and fund raising events
- Advice in partnership with Bromley Council, the Metropolitan Police and Neighbourhood Police Support Officers, the local Fire Brigade and many others

Working together, being good neighbours, volunteering and helping out other local charities, opening up our facilities to older people from the local area builds on the feeling of community and safe, supportive, friendly surroundings.

# Glebe Housing Association ANNUAL REPORT 2013-14

## **Governance**

We believe our governance has improved through adopting the National Housing Federation's Code of Conduct and Excellence in Governance as well as carrying out a review of the Rules with a view to adopting the 2011 version to take us forward.

The balance of skills and experience amongst our volunteer members stimulates debate, ideas and healthy scrutiny of our work, policies and systems keeping the welfare of our residents at the heart of decision making, ensuring financial viability at all times.

The roles and responsibilities of members, the Chairman and Chief Executive have been formally adopted and will be used to review our individual and corporate performance.

The Association welcomes enquiries about becoming a shareholder or joining the Board or a Committee from all sectors of the community as diversity, openness and transparency builds trust and confidence in our governance structure and delivery of customer focused services.



New Front Doors

## **Compliments & Complaints**

We don't always get everything right. We appreciate it when we receive compliments and we act quickly when concerns are raised and have successfully concluded all complaints informally at the early stages of our Compliments & Complaints Policy for sheltered housing residents.

# Glebe Housing Association ANNUAL REPORT 2013-14

## **Value for Money**

The Association is committed to providing Value for Money services and reporting on this standard to residents.

The Board does not consider Value for Money just a matter of cutting the costs of services or supplies but a balance between cost, efficiency and quality where this can be measured against social value, environmental gains, service delivery, added value, customer expectation, community wellbeing and resident satisfaction.

Our mission is to deliver effective, efficient and affordable housing, support, domiciliary and care services to our residents and leaseholders. We aim to continue improving the quality of service delivery, buildings, environment and provision of housing, home care and nursing care for older people.

This ethos underpins our approach to business strategies embedding a determination to use our resources wisely to get better value from our assets, service delivery and suppliers whilst understanding what is important to our residents and other stakeholders including our regulators, the Homes and Communities Agency (HCA) and the Care Quality Commission (CQC).

Understanding what these key groups expect from us translates into managing expectations, strategic planning and operational activities.

<b>Stakeholder</b>	<b>Our Understanding of Stakeholders Expectation</b>
Sheltered housing residents	Safe, secure homes in pleasant surroundings, 24 hour warden service, supportive and neighbourly community, responsive and resident focused services, choices and a home for life with access to care in their home to support independence for as long as possible. Affordable rents and service charges. To remain a not for profit organization.
Glebe Court Nursing Home residents	High quality care and support in a comfortable, family environment to meet their individual needs and personal choices. Activities and entertainment to enhance their quality of life. Competitive fees.
Families and friends of all our residents	A welcoming atmosphere and feeling that their relations and friends are happy, supported and cared for, safe and secure and their wellbeing assured.
Staff and volunteers	A feeling of being valued, sense of job security and that their input makes a difference to lives of our residents and the services they use.
Contractors and suppliers	That their services will be provide quality at competitive rates and retained. That invoices will be paid within 28 days.
Lloyds Bank	A financially stable organization generating positive cash flow and able to meet borrowing obligations.
Bromley Council	That we deliver housing, support and care services in line with local strategies and meet required standards.
Health Trusts	Care and support services that meet required standards and where possible prevent hospital admissions and enable early return home after hospital stay.
Care Quality Commission	Compliance with Care Standards.
Homes and Communities Agency	Stable and financially viable, compliant with HCA Standards.

# Glebe Housing Association

## ANNUAL REPORT 2013-14

Essentially we see this as:

- Good governance and management, strong financial controls and regulatory compliance keeping the needs of our residents at the heart of decision making
- Using our assets wisely and balancing financial returns against social and environmental gains
- Planning, prioritizing and taking opportunities to continuously improve our housing, the estate, communal facilities and care services
- Investing in staff particularly in regards to training and personal development
- Listening to and involving residents in shaping services and responding to complaints, compliments, ideas and suggestions
- Working with our stakeholders including regulators and our associated charities

At Board level we discuss tactics, strategic planning, risk management and financial controls and ensure larger expenditures, typically in excess of £30,000 are considered in depth and approved by the Board. The Chief Executive reports to the Board who then review his performance and holds him to account. The Board and committees receive regular reports to monitor and scrutinize income and expenditure, investments, operational activities, key performance indicators and management matters.

At an operational level our embedded value for money culture ensures management and staff seek to ensure value for money when making purchases, securing contracts for services, utility supplies, works contracts and getting value from our assets and investments without compromising quality and managing risks and resident expectation.

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. We also seek environmental gains. A few examples of this type of benefit would be:

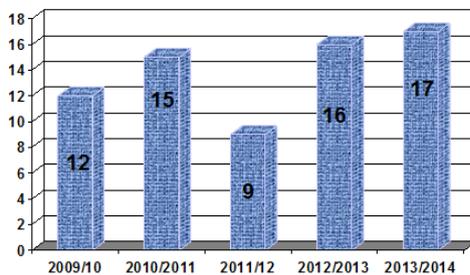
- The 24 hour warden service and new Support Plus initiative enhances the general wellbeing of residents. Early interventions and home care can prevent or assist hospitalization, recuperation, medical diagnostics, care and nursing provision through social services or health trusts thus supporting residents proactively and benefitting local services by reducing or preventing emergency call outs and relieve loneliness and isolation
- Meals in Adams Hall not only offer a week day hot and nutritious meal to residents but allow 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 brings 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, 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 and such like and 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, youth groups, schools, and other organizations in our locality often with mutual benefit all round
- Keeping waste to a minimum and being environmentally aware, provision of recycling bins, promoting and encouraging recycling in conjunction with Bromley Council and local charity shops

# Glebe Housing Association ANNUAL REPORT 2013-14

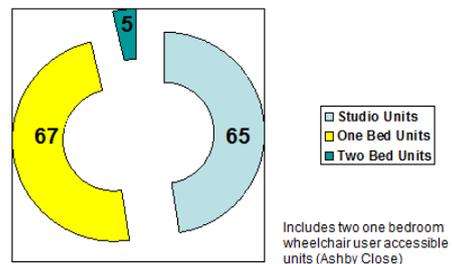
Over the course of 2013/2014 we have:

- Secured long term fixed prices for the supply of electricity and gas at competitive rates
- Tested the market by tendering our single largest contract for the maintenance of our heating and hot water systems. Tender results range: £21,807 - £55,289. Awarded to lowest tender following appraisal and interview
- Invested our capital with “A” rated institutions offering a reasonable rate of interest whilst taking a prudent approach in regards to managing and spreading risks. Average rate of interest 1.2% per annum
- Assigned 17 new tenancies (12.6% of rented apartments) compared to 16 in the previous year. Void rent loss increased to 1.37% of rent receivable, up from 1.23% which we target to improve 2014/15. None of our sheltered housing residents were in arrears at year end
- Refurbished apartments replacing 7 kitchens and installing 14 new showers more suitable to our residents needs
- Purchased directly from manufacturers to achieve cost savings of circa £260 per door on phase 1 of replacement front doors project. Cost savings of around 25% and £4,160 in total
- Monitored expenditure on day to day purchases and consumables providing reports to assist budget holders to seek better value

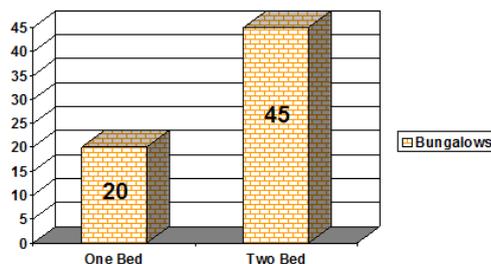
## Sheltered Housing Lettings



## Sheltered Housing (Rented Units)



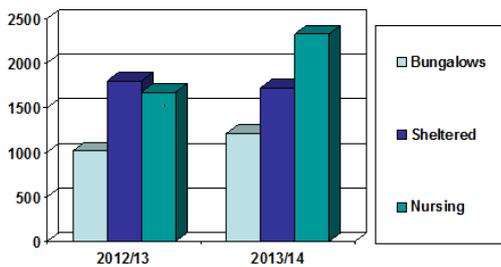
## Leasehold Bungalows



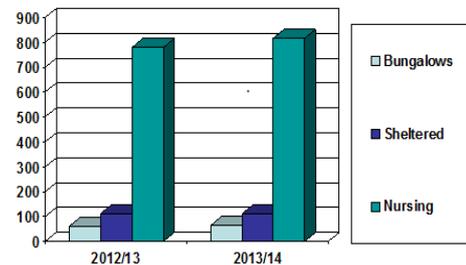
# Glebe Housing Association ANNUAL REPORT 2013-14

We carried out a comprehensive satisfaction survey with our sheltered housing residents. As an organization using this survey and by benchmarking ourselves against similar smaller housing providers and making comparisons we assess our own performance and have identified areas where we can improve (e.g. responding to repair requests, 85% satisfaction against peer group median figure of 90%) as well as gauge where we are doing well (e.g. 99% resident satisfaction on services overall).

**Maintenance Costs Per Unit Per Annum**

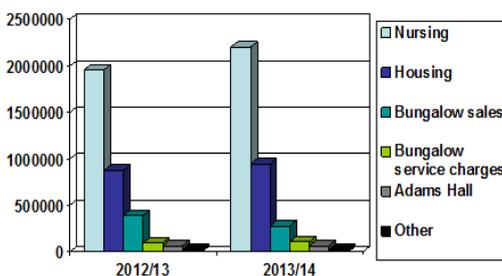


**Operating Costs Per Unit Per Week**

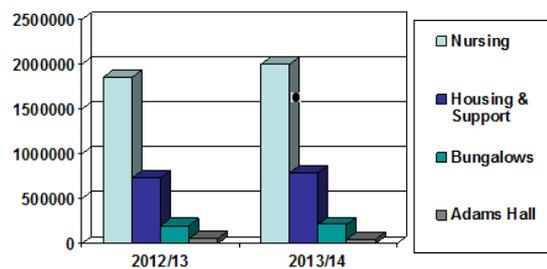


The Board considered modest investment into the repairs service as appropriate and has overseen operational changes to target and achieve improvements in our handling, monitoring and reporting performance of repairs. In April 2013 100% of emergency jobs were completed on target and 78.8% of non-emergency and by April 2014 our performance had improved with 100% of emergency jobs still being completed on time and 97.4% of non – emergency. Feedback surveys are carried out monthly and we achieved 100% resident satisfaction with the repair service in April 2014.

**Income Streams**



**Operating Costs**



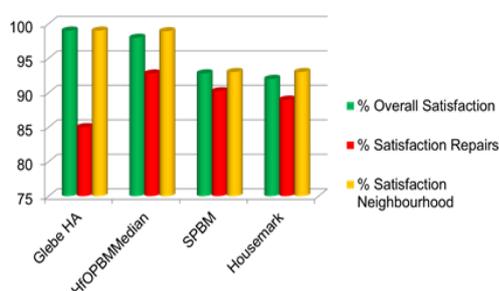
As a result of team working we achieved high levels of occupation in Glebe Court (98.8%) and in sheltered accommodation (98.7%), turnover rose by 7.3% to just over £3.6 million, operating costs increased by 3.8% leading to an operational margin of 15.4%, up from 12.2% in the previous year.

# Glebe Housing Association ANNUAL REPORT 2013-14

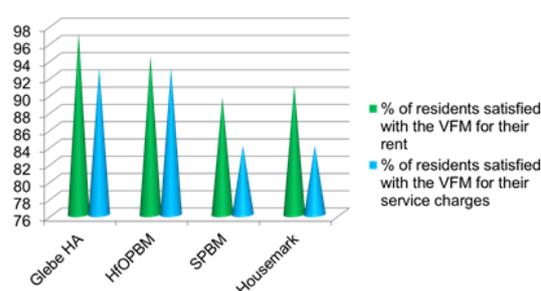
Key to charts: Housing for Older People Bench Marking Group (HfOPBM). Skills & Projects Bench Mark (SPBM).

The major survey completed by 74% of our residents in sheltered housing indicated that 97% of residents felt they were getting value for money from their rent and 93% getting value for money from service charges compared to sector comparisons of 93% and 88% respectively.

## Resident Survey Satisfaction Levels



## Value for Money

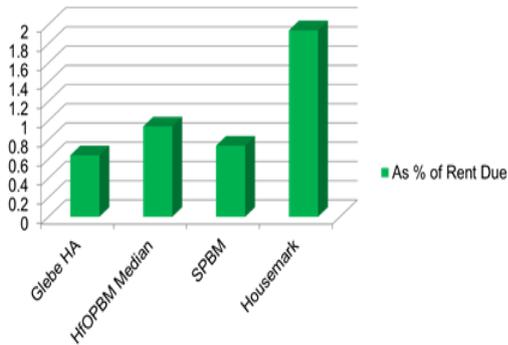


We took an active role in benchmarking a whole range of statistical data around the care in nursing homes with our colleagues in the Small Providers Benchmarking Group, National Care Forum with other information coming from our engagement with the g320 group of the National Housing Federation. Senior staff attended benchmarking meetings and visited other providers to share information, good practice and exchange ideas for solutions to common challenges and through electronic networking share information and experience on a wide range of operational, policy and procedural matters. We commissioned a report of pay and conditions which demonstrated that the greater majority of employees were remunerated within the medium or upper quartile. We have, unlike many other organizations been able to deliver pay increases across the board for consecutive years (1.5% in 2013/2014 and 2% in 2014/2015) with all employees earning in excess of the minimum wage and no employee earning less than the Living Wage in 2014/2015, maintained staffing levels, brought in resources to improve services, kept short term staff sickness levels low (4.5 days per employee, full time equivalent), retained and trained staff to minimize the costs associated with recruitment and selection processes and agency costs to cover vacant posts (agency costs were less than 1.7% of total salaries and wages). Value for money and using our financial and human resources to good effect ensures stability and offers opportunities to invest in improvements and service delivery in the future.

# Glebe Housing Association ANNUAL REPORT 2013-14

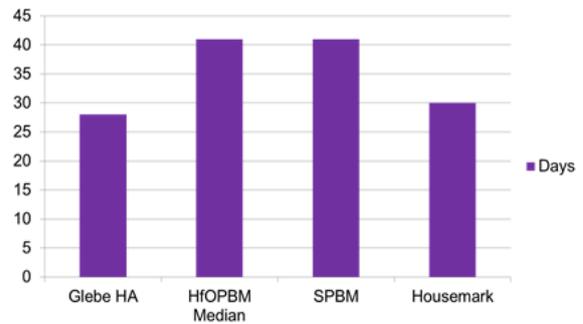
## Benchmarking

% of Rent Lost Through Vacant Dwellings



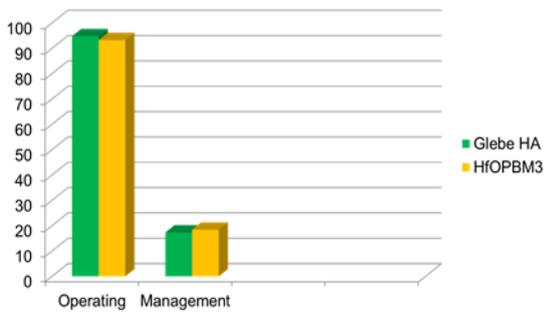
## Benchmarking

Average re-let time (including time spent in works)



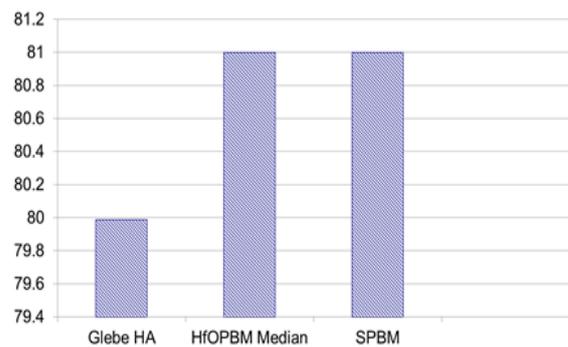
## Benchmarking

Operating Cost per unit per week and Average Weekly Management Cost Per unit per week



## Benchmarking

Operating Costs as % of Turnover



# Glebe Housing Association ANNUAL REPORT 2013-14

The Board welcomes feedback and suggestions from our residents and other stakeholders in regards to this report and looking forward about any issues they would like to raise and solutions they may wish to recommend to help us achieve our aim to improve our services in general and value for money in particular.

Going Forward the Board is confident and believes its self - assessment of Value for Money is being delivered and evidenced by:

- the results of the Resident Satisfaction surveys
- investment into improving accommodation and communal facilities
- attracting volunteers who offer their time and skills for the benefit of residents
- strong balance sheet
- staff commitment
- demand for the homes and services provided on Bencurtis Park evidenced by healthy waiting lists
- responding to resident lead initiatives e.g. improving signage and road safety, automatically operated opening of main entrance doors to Adams hall and Willis Court corridor, employing a grounds maintenance officer

We achieved compliance with our regulators' standards and compare favourably when benchmarking key performance indicators against similar organisations. We also believe that there is scope for improvement and through good governance and management the value for money aspects of our business will be maintained and built on:

- assisted by reviews
- looking at return on assets
- forward planning
- procurement and promoting new ways of working
- information systems and technology
- innovation
- investment
- partnership working and scrutiny in the year ahead and beyond.



View from the Pond

# Glebe Housing Association ANNUAL REPORT 2013-14

## Board of Management

Mr R Beale (Chairman)  
Mr R Ashby (Vice Chair)  
Mrs J Hollands (Secretary)

Mrs V Campbell  
Mrs E Cooper  
Mrs P Ephson  
Mr B Goodliffe  
Mr D Hatch  
Mr J Morton MBA BSc (Hons)  
Mr D Parker MA FCA  
Mrs J Rees  
Mr J Smith BSc FCA

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



New Gates

## 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

**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 and does not include any additional information from the Director's Report) 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 23rd July 2014. 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	2014	2013
For the year ended 31 March 2014		
	£	£
<b>TURNOVER</b>	3,623,573	3,376,078
Cost of sales	(48,798)	(55,822)
Operating costs	<u>(3,016,977)</u>	<u>(2,906,530)</u>
<b>OPERATING SURPLUS</b>	557,798	413,726
Interest receivable	24,339	28,088
Interest payable	( 8,431)	(11,762)
	<hr/>	<hr/>
<b>SURPLUS ON ORDINARY ACTIVITIES BEFORE TRANSFERS TO RESERVES</b>	<u>573,706</u>	<u>430,052</u>
<b>BALANCE SHEET</b>	2014	2013
For the year ended 31 March		
	£	£
<b>FIXED ASSETS</b>		
Housing Properties		
Cost less Depreciation	3,751,618	3,711,608
Less Grant Received	<u>(2,058,871)</u>	<u>(2,058,871)</u>
	1,692,747	1,652,737
Other Fixed Assets	<u>2,571,128</u>	<u>2,582,385</u>
	4,263,875	4,235,122
<b>CURRENT ASSETS</b>		
Stocks and Work in Progress	7,471	8,719
Debtors	55,745	57,409
Investments—short term bank deposits	2,356,457	1,784,525
Cash at bank and in hand	<u>24,833</u>	<u>65,183</u>
	2,444,506	1,915,836
<b>CREDITORS: Amounts falling due within one year</b>	<u>(259,464)</u>	<u>(249,887)</u>
<b>NET CURRENT ASSETS</b>	<u>2,185,042</u>	<u>1,665,949</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<u>6,448,917</u>	<u>5,901,071</u>
<b>CREDITORS: Amounts falling due after more than one year</b>	104,414	130,277
<b>CAPITAL AND RESERVES</b>	6,344,503	5,770,794
	<hr/>	<hr/>
	<u>6,448,917</u>	<u>5,901,071</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 2014

### 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 2014.

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