



 **Glebe Housing**
Association

ANNUAL REPORT
2018/19

GLEBE HOUSING – MEETING THE FUTURE

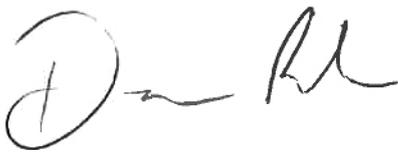
MESSAGE FROM THE CHAIR

Glebe Housing Association continues to deliver a great service to our residents. We report a surplus this year of £908,046.

Having been fortunate enough to serve as Chair, myself and the Board are incredibly proud of the progress that has been made over the last year. The Association is in a position of sound financial strength and we are increasingly improving how we manage risk. We are very fortunate to have a wide range of Board members who volunteer their time for free, to safeguard the future of the Association.

The commencement of the major works marks a significant milestone and we are mindful of some of the challenges and frustrations that have occurred. Our thanks go out to our wonderful CEO, Tricia and her wider team who have worked tirelessly to make it as smooth as possible; and to all our Residents for their understanding.

I shall not be putting myself forward to continue as Chair as I feel now it is time for a new leader. I feel honoured to have served with and alongside so many talented people and I thank each and every one of you.



Daniel Blake
Chair - Glebe Housing Association



Daniel Blake

MESSAGE FROM THE CHIEF EXECUTIVE

As I move into my third year at Glebe, I am astonished at the level of change around us. 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.

The last year has been both challenging and productive. We continue in our commitment to our residents through our investment in our homes.

We have focused much of our effort on the major improvement works at Sarjeant and Willis Court which has been funded through a mix of borrowing and use of our reserves. This work represents the most significant investment to date in our housing stock. This project will deliver when completed 126 new bathrooms, 126 new heating and hot water systems and 126 video call door entry systems. At times, this has not gone smoothly, and this came as no surprise – a project like this will always bring with it the unexpected, no matter how well planned. What makes something like this a success is a willingness to learn, to try new things and to always have a contingency plan.

We have worked shoulder to shoulder with our contractors, John O'Connor Ltd and this has evolved into a true partnership. The project will produce an end result that will improve the lives of existing and future residents far into the future. I am grateful to the staff team, the contractor and everyone involved for their tenacity and flexibility. I must also thank our residents for their patience and forbearance as we carry out these significant works in their homes, the understanding and cooperation which they offer is essential.

In our nursing home, Glebe Court, we invested in our dementia wing and delivered a new bathroom, a new nurse's station which is much more accessible for residents and relatives, a new kitchen facility for relatives and residents. We commenced the transition to our new catering service and opened our pop-up pub in the residents lounge.

The Friends of Glebe Housing Association continue to deliver an incredibly varied programme of activities and social events for residents. Glebe is a very unique place and the 'friends' play a key part in generating the



Tricia Goan

special sense of community that we have here in Bencurtis Park. As volunteers they give their time generously and I am very grateful to them for this.

Alongside these volunteers we are also indebted to our wonderful volunteer bus drivers who transport our residents to the shops and back during the week. We are incredibly lucky to have such kindness and generosity and we would be lost without them. Alongside this we have a team of wonderful volunteers in Glebe Court who visit our residents and truly make a difference to the day to day lives of our residents there.

Our staff team are essential for us to do what we do, which is deliver the best possible service to our residents. Our board of management led by our Chair, Dan Blake has supported myself and the management team to achieve what we have delivered this year and I thank Dan and the board for their support and guidance. I look forward to another busy and productive year ahead with them. As ever my thanks must go to the residents of Bencurtis Park with whom it is a pleasure to and serve.

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 Cooperative and Community Benefit Societies ACT 2014 and is registered with Homes England, who replaced the Homes and Communities Agency (HCA) in January 2018.

Our Board

We have nine 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

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

Our board is chaired by Dan Blake and the Vice Chair is Sue Daniels. Aida Abou Rahme is our chair of Audit and Risk. Helen Martin is our chair of Nominations and Remuneration Committee.

Our Staff

Our senior staff team is led by Tricia Goan, Chief Executive. Tricia leads the Senior Management Team which comprises Wendy Watson, HR Manager, Philip Langley, Head of Asset Management, Susan Hill, Registered Manager, Glebe Court Nursing Home, Natasha Niyazi, Business Support Manager and Francis Katakwe, Interim Finance 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. We aim to ensure our residents live independently in a safe, friendly environment with the support of our housing, warden, catering, head office and maintenance teams.

We get by with a little help from our friends...

Our community in Bencurtis Park thrives and is supported by not only our staff but by our residents and the 'Friends of Glebe' who coordinate so many activities but also link us to the wider community of West Wickham through their activities.

The 'Friends of Glebe Housing' keep everyone informed about what is happening at Bencurtis

Park via a monthly newsletter. They organise and run many activities, outings, trips and fundraising events to suit everyone. We are working with the newly elected Chair of the Friends to strengthen our partnership and continue to deliver the best outcomes for our residents.

And We're Off on the bus again

Our Outings Coordinator, Roz Burton got our residents out and about this year to many places including trips to see the Christmas Lights in London, the rest of the year took on a historical theme as our residents took a boat trip along Runnymede home of the Magna Carta, enjoyed the 70th Birthday celebrations at RAF Hendon, visited the Churchill War Rooms, made a trip to the code breakers at Bletchley Park and called in to visit the Chelsea Pensioners. Alongside this they enjoyed a behind the scenes tour of 'Call the Midwife'. Good times had by all.

Everything's coming up roses

We approached Marks and Spencers in the High Street this year to see if we might avail of their kindness. As a result, we receive complimentary weekly deliveries of flowers for our nursing home and Bencurtis Park. Our residents now enjoy fresh floral bouquets.

Our Allotments continue to be a source of great produce and great pleasure for our residents. It's a pleasure to see residents wander up from the allotments with their tomatoes and courgettes in a true example of field to fork.



GLEBE COURT NURSING HOME

Friends, Neighbours and Relatives

We are, at Glebe, very fortunate with our neighbours and helpers. We are particularly grateful to the volunteers of the Glebe Court Relatives Support Group who organised the autumn fair, then thoughtfully and beautifully decorated gifts at Christmas for all of our residents, then presented a J Lyons style afternoon tea dressed as Nippy waitresses no less! – the pictures below show how much our residents enjoy these events!



Meeting up with old friends and having fun at the Afternoon Tea in Glebe Court Nursing Home

This year we retained our 'good' rating with the Care Quality Commission (CQC) and our Platinum Gold Standard Framework Award for Palliative Care. We had a positive inspection from the Bromley Inspection Team, we also received a 'good' report from Bromley Health Watch. Ensuring care delivery is safe and complies with all regulatory requirements is key to what we do.

Our staff team work to ensure compliance across all areas of the home. The team is led by Susan Hill,

Registered Manager. We have developed strong links with Bromley Care Forum, the National Care Forum, Bromley Safeguarding Team and St Christopher's Hospice. We have seen some changes over the year with the transition underway for our catering service to Apetito Foods. We continue to invest in improvements within the home. Our residents enjoy weekly participative music classes, monthly pub socials, armchair exercise classes, namaste therapeutic afternoons and holistic massage therapies.

GLEBE COURT NURSING HOME (CONTINUED)

Staffing

We appointed our Human Resources Manager, Wendy Watson in October 2018 and she has been very busy. Wendy has delivered recruitment across the association and worked specifically on the service review for the association. This has seen change underway across most areas of the association and particularly in our nursing home at Glebe Court. Wendy had developed induction programmes for our new staff and training programmes across the association. Our wonderful staff team are essential for us to deliver the best service to our residents. This year the team work from our staff has been exceptional as we have managed the major works contract. Our Head Office staff have seen a lot of change and have been so supportive in keeping our day to day operations on track.

Growth

As an organisation, it is important that we keep our focus on both our services to existing residents and to future residents who may need our services in the future. Demand to live in Bencurtis Park

remains high and to this end, we are exploring the potential to develop further homes without detracting from our current amenities. We also partnered with L&Q this year to assist us in any other appropriate development opportunities in the Bromley area. We know that the model of housing that we offer is unique and popular. We shall work to expand that service both within the environs of Bencurtis Park and outside it.

“ I joined the Maintenance team in October 2018 and enjoy my varied workload and supporting the residents. ”
Jordan Dixon, Multi-Trade Operative

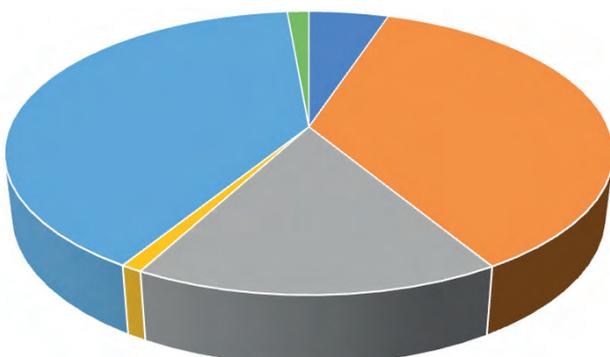
“ As Shop Manager, it’s a pleasure being able to provide the residents with the products they need. ”
Maria Bezer, Shop Manager

“ We have both joined the Association in the last 6 months and have found all staff to be “welcoming and supportive and all working to ensure the residents come first”. ”
Susan Goodrich, Activities Coordinator
Naomi Carter, HR Assistant

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, as we offer 24 hour support to our residents in Bencurtis Park and 24 hour care to our residents in Glebe Court Nursing Home. We have, for a small organisation, a large staff group - managers, nurses, senior carers, carers, cleaning staff, laundry staff, maintenance staff, chefs, food service assistants, wardens, finance staff, office staff.

Expenditure



- Bungalow Services
- Bungalow Sales
- Apartments Rents + Services
- Restaurant + Leisure
- Nursing Home
- Other

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.

Measurement	2016/17	2017/18	2018/19	Quartile
Weekly operating cost per unit	£120	£115	£121	4
Weekly management cost per unit	£32	£38	£37	4
Annual cost per property of Housing Management	£1,663	£1,969	£1,924	4
Annual cost per property of responsive repairs & voids	£1,251	£1,542	£1,582	4

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'.

Measurement	2016/17	2017/18	2018/19	Quartile
Reinvestment %	4%	10%	35%	1
ROCE	3.4%	5.4%	8%	2
Gearing %	-96%	-98%	-47%	N/a
Arrears as a percentage of the annual rent roll	0.05%	0.05%	0.06%	1
Rent collection as a percentage of the annual rent roll	99.91%	99.87%	99.00%	1
Void losses	1.01%	1.06%	0.30%	1

Reinvestment % - the investment in properties by way of major works to existing properties in 2018/19 amounted to £2.1million. This represents a significant increase on the previous year amount of £411,000. The major works programme being undertaken at Sarjeant and Willis Court commenced in July 2018 is for the replacement of heating, hot water systems, electrical rewiring, new door entry system, new warden call system and complete bathroom refurbishment and renewal. These works are scheduled to complete in the Autumn of 2019.

TAKING OUR PERFORMANCE TO A NEW LEVEL

Gearing % - is the net debt as a percentage of the carrying value of housing properties. At 31 March 2019 the net debt was negative £2.8million because of a cash balance of £3.5million compared to a long-term loan balance of £661,000. The gearing for 2019/20 is expected to increase as the long-term loan balance increases as the loan facility is drawn down to fund the current major works programme in Sarjeant and Willis Court.

Headline social housing cost per unit - the cost per unit of this metric is high compared to the median across all HA's due to the significant spend on capitalised major repairs of £2.1million in the year spread over a smaller total number of social housing units at Glebe of 202.

ROCE - there was an increase in the metric in 2018/19 because of the increase in the operating surplus this arose as a result of increased number of bungalow sales in the year.

Income Management - At the end of March 2019, our arrears as a percentage of the rent roll stood at 0.06% compared with 0.05% the previous year. Our rent collection remains at 99%.

PERFORMANCE

We completed 8 bungalow sales in the year a 33% increase on last year's figures. We had 14 voids during the year and successfully re-let these with an average re-let time of 14 days against the industry benchmark of 21 days. This performance was due to the excellent work of the maintenance team in turning the properties around so quickly for us. Our rent and service charge collection continues to maintain a 99% collection rate. Our in-house maintenance team completed a total of 1,217 jobs during the year. Our occupancy level at Glebe Court Nursing Home remains high at 97%.

33%

Increase in
Bungalow
sales

14

New
tenancy
lets

14

days
Average
Relet time

99%

Collection on
rent and service
charges

98%

Satisfaction With
repair service
charges

1217

Repairs
completed by our
Maintenance Team

97%

occupancy at
Glebe Court
Nursing Home

ASSET MANAGEMENT AND INVESTMENT

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. The majority of capital investment has been on the mechanical and electrical works to Sarjeant Court and Willis Court. Works include full replacement of the heating and hot water systems, renewal of communal electrics and lighting, electrical upgrades within apartments and in 2019, replacement of bathrooms with accessible showers.

Incorporated into the major works to Sarjeant Court and Willis Court is a new fire alarm system and warden call system. Although the existing fire alarm system is maintained and tested regularly it was thought wise to upgrade with the major works. Following two fire safety inspections during the year and the major works ongoing we are fully aware of the need to be vigilant around the risk of fire. Fire stopping is ongoing as work is done and this is fully certificated.

Aside from the major works to Sarjeant and Willis Courts a number of projects have been completed around Bencurtis Park. Soffits, fascias and guttering have been replaced in the bungalows in Bencurtis Park. Further investment in fire safety measures including fire doors has been made, along with works to kerbs and footpaths and renewed external steps to Willis Court. With the support of the Friends of Glebe Court Nursing Home we invested in a new kitchen area on the first floor of the nursing home. We also installed a new Nurse's Office and new toilet on the first floor. The capital investment will reduce repairs expenditure on maintenance over the period and bring the current stock overall to a high standard of comfort and efficiency.

Measurement	2016/17	2017/18	2018/19	Rank	Quartile
Cost per property p.a. - Repairs	£1,251	£1,542	£1,603	4	4
Cost per property p.a. - Major works Investment	£963	£1,046	£8,877	4	4

Table of Investment 2018/19

Stock investment	Programmed works 2017/18	Actual 2017/18	Programmed works 2018/19	Actual 2018/19
Boilers	4	4	4	4
Kitchens	8	11	8	1
Bathrooms	5	4	7	0
Windows	2	4	0	0
Electrical Upgrades	22	24	18	40

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. We have deferred our kitchen programme works as the Sarjeant and Willis major works took priority.

ACCOUNTS

The following summary is an extract from Glebe Housing Association's full accounts for the year ended 31st March 2019. The full accounts have been audited and contain an unqualified audit report. The accounts were approved on 28th August 2019 and a full set of accounts is available on request.

Glebe Housing Association Limited

STATEMENT OF FINANCIAL POSITION

As at 31 March 2019

	Notes	2019	2018
		£	£
TANGIBLE FIXED ASSETS			
Housing properties	7a	6,011,336	3,985,087
Other fixed assets	7b	2,440,045	2,495,382
		<u>8,451,381</u>	<u>6,480,469</u>
CURRENT ASSETS			
Stocks and work in progress	8	4,804	4,804
Debtors	9	135,096	100,266
Current asset investments	10	1,474,026	1,474,026
Cash at bank and in hand		1,990,489	2,416,736
		<u>3,604,415</u>	<u>3,995,832</u>
CREDITORS: Amounts falling due within one year	11	(529,739)	(413,646)
		<u>3,074,676</u>	<u>3,582,186</u>
NET CURRENT ASSETS		3,074,676	3,582,186
TOTAL ASSETS LESS CURRENT LIABILITIES		11,526,057	10,062,655
CREDITORS: Amounts falling due after more than one year	12	(1,790,841)	(1,152,781)
PROVISIONS FOR LIABILITIES			
Multi-employer pension scheme deficit contributions	16	-	(657,000)
Multi-employer pension scheme defined benefit liability	16	(960,000)	-
		<u>8,775,216</u>	<u>8,252,874</u>
NET ASSETS		<u>8,775,216</u>	<u>8,252,874</u>
CAPITAL AND RESERVES			
Called up share capital	17	37	34
Revenue reserve	18	8,775,179	8,252,840
		<u>8,775,216</u>	<u>8,252,874</u>

BOARD MEMBERS, OFFICERS, ADVISORS AND BANKERS

For the year ended 31 March 2019

Board:	Daniel Blake (Chair) Aida Abou-Rahme Gordon Coates Susan Daniels (Vice Chair) Helen Martin Patricia Michael-Forrester appointed 27/03/19 Michael Rourke David Walker Debbie White
Honorary President:	Robert Ashby* Not a Board Member
Chief Executive and Company Secretary:	Patricia Goan
Bankers:	Lloyds Bank plc Andover BX1 1LT
Auditor:	RSM UK Audit LLP Portland 25 High Street West Sussex RH10 1BG
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) Regulator of Social Housing: No L0664

Glebe Housing Association Ltd

Glebe House
Bencurtis Park
Corkscrew Hill
West Wickham
Kent BR4 9QD

T: 020 8777 1122

F: 020 8777 0810

www.glebehousingassociation.co.uk