





Erin Woods (Sustainability Support Officer), Elaine McShane (Chairperson), Jean Murray (Housing Services Director), Pat McGinlay MBE (Board Member) and Alasdair McKee (Chief Executive) at the UK Housing Awards in May 2018



Glen Oaks' Service Improvement Group Members at the TIS Annual Conference 2018

# Chairperson's Report

Welcome to our 27th Annual Report

I know we always begin our Annual Report with 'It's been another busy year here at Glen Oaks' ... but it's true! We continue to work hard to provide good quality homes and a first-class service for our residents.



I hope you enjoy reading our Annual Report - it includes information about our objectives and details of our performance during the year in relation to the standards and outcomes set out in the Scottish Social Housing Charter. I'm delighted to report that we are performing well although there are some areas where we need to look at improving the way we do things. If you would like to compare our performance with other housing associations, please visit the Scottish Housing Regulator's website at [www.scottishhousingregulator.gov.uk/find-and-compare-landlords](http://www.scottishhousingregulator.gov.uk/find-and-compare-landlords)

Welfare Reform (and the introduction of Universal Credit) continues to have a huge impact on our residents. Our commitment to helping our residents cope with the changes being implemented led us to develop two new projects - Starting Out and go connect.

The first of these projects, **Starting Out**, was launched in 2015 with the support of The Big Lottery Fund and the People and Communities Fund. The project has helped many of our residents to sustain their tenancy with us by providing welfare rights advice, help with budgeting and debt management, energy advice, and access to IT training and support. Starting Out continues to be of real benefit to our residents and led to Glen Oaks being nominated in this year's UK Housing Awards. I'm delighted to report that we made it on to the shortlist of finalists in the 'Outstanding Approach to Digital Inclusion' category. We attended the award ceremony in London earlier this year, and although we didn't win this time, we were thrilled to have the hard work of our staff recognised and I'd like to take this opportunity to thank everyone involved.

Funding received from the Scottish Government's Aspiring Communities Fund allowed us to establish our **go connect** project which was introduced to support and encourage our residents to become more involved in their local community. Several classes and clubs have been set up and residents are invited to come along to meet new people, feel less isolated and improve their confidence, self-esteem and mental health. We have also set up partnerships with a number of local organisations to offer additional services and classes for the benefit of our residents.

Both of these projects continue to be very successful and I would encourage anyone who needs support or advice to contact our staff for more information.

Glen Oaks' award-winning Service Improvement Group (SIG) goes from strength to strength. To date, the SIG has reviewed our Lettable Standard and estate management function, making recommendations that have not only improved the services we provide but have also led to significant increases in tenant satisfaction levels. The Group is currently reviewing our Allocations process. Please contact our office if you would like to become involved in the work of our Service Improvement Group.

I would like to take this opportunity to thank our Board, our Service Improvement Group and our staff for their hard work and commitment to Glen Oaks ... and a big thank you to all of our residents and shareholders for their continuing support.

Glen Oaks has a strong future as an organisation that prides itself in providing excellent customer services while promoting and encouraging community regeneration and resident control.

A handwritten signature in black ink that reads 'Elaine McShane'.

Elaine McShane, Chairperson

# Our Vision, Mission Statement and Values

Glen Oaks' vision 'Where Communities Thrive' and our mission statement 'Our aim is to provide good quality affordable housing and an excellent service. We will encourage resident participation and work with other agencies to regenerate our community' provide the foundation for Glen Oaks Housing Association's commitment to its residents and the communities they live in. This commitment is also demonstrated in the Association's values:

## dedicated

we will give 100% commitment to our work

## transparent

we will be open and honest about what we do

## respectful

we trust and respect our customers and each other

## aspirational

we will strive to achieve the best we can for our communities

## Our Objectives

**Customer Service:** We will provide excellent customer service, through analysis and evaluation of customer feedback.

**Governance:** We will continue to review our governance requirements to ensure strategic leadership and direction.

**Financial Viability:** We will manage finance to sustain the business to allow for the continued delivery of services.

**Asset Management:** Through a robust programme of reactive, void, cyclical and planned repairs, we aim to maintain and improve existing properties.

**Community Regeneration:** By building on existing partnerships, we hope to create opportunities to enhance services in our estates.

**Development:** We will work to support the Scottish Government's 50,000 New Homes Target. We will build high standard new homes to meet the needs and aspirations of our customers.

## Complaints

We are dedicated to providing the best possible service to our customers. If we let anyone down we want to know about it so that we can do better in future. In the last year we received 129 complaints - most of these were frontline complaints which were quickly resolved.

		2017/18	2016/17
Complaints received	Stage 1	101	109
	Stage 2	28	34

		2017/18	2016/17
Resolved within timescale	Stage 1	85.1%	76.1%
	Stage 2	89.3%	70.6%

### The most common complaints were about:

- Responsive repairs / contractor 37.2%
- Standard of service 34.1%
- Dissatisfaction with Glen Oaks policy 9.3%

# Our Board

The Board decides on the Association's strategic direction and the best way to deliver its Business Plan. The Association has 6 main objectives for 2018-2023 which have been agreed by the Board and form the basis of our 5-year plan, setting out what we hope to achieve during this period. The Board is supported by our Corporate Management Team. All of our Board members are volunteers who share our values and are committed to supporting Glen Oaks. By combining their individual skills and experience, our Board members ensure that the Association provides the best possible service to its residents.



## Marisa Mundt

We're very sad to report that the Association's Secretary, Marisa Mundt, passed away in September this year. As an active member of our Board and Sub-Committees for many years, Marisa was extremely committed to our work and was a keen supporter of both Glen Oaks and the wider housing association movement.

Marisa was a warm, friendly person and is greatly missed by everyone at Glen Oaks.

### Our Board Members (at 19.9.18, following the AGM) are:

- Kimberley Barker
- Lawrence Lawson
- Maryrose Flaherty
- Alison Louden
- Simon Gaunt, Vice-Chairperson
- Pat McGinlay MBE
- Helen Gracie
- Elaine McShane, Chairperson
- Alexander Kirkwood
- Michael Smith

Bill McNamara, one of our longest-serving Board members, retired from the Board earlier this year. At our AGM in September, Elaine McShane presented Bill with a bottle of whisky to mark his retirement and thanked him for his many years of service as a Board member which also included serving as our Chairperson. Bill's wife Frances received flowers from the Association.



Monica Loughran also left the Board recently due to work commitments and we would like to thank Monica for her work during her time as a Board member.

We have always had a very good attendance at Board, Sub-Committee and Working Group meetings during the year. Our Board members have very busy lives but they still find the time to attend meetings and represent the Association at other events. We are very grateful for their dedication and commitment to Glen Oaks.



**Board Meetings 2017/18  
(including the Strategy Session)**

2016/17 = 9



**75%**

**Average attendance at  
Board Meetings 2017/18**

2016/17 = 74%

# Participation

Tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.

## Membership

We encourage our residents to become involved in the work of the Association. One of the ways you can participate is by becoming a shareholding member. Members are able to vote in the Board elections and can stand for election to the Board themselves. If you would like to join Glen Oaks (it only costs £1 for lifetime membership) please contact our office for an application form or download a form from our website at [www.glenoaks.org.uk](http://www.glenoaks.org.uk)

Despite the best efforts of Storm Ali, 20 of our 110 shareholders attended this year's AGM. This was an excellent turnout given the appalling weather conditions. We really appreciate the support of our shareholders (especially those who braved the elements to come along to the meeting)...

## THANK YOU!

### Shareholders 2017/18



(2016/17 = 115)

### New Shareholders 2017/18



(2016/17 = 4)

### Attendance at AGM 2018



(2017 = 33)

## Service Improvement Group

We are keen to see more residents join our Service Improvement Group (SIG) where they can make a real difference to how we deliver our services.

Over the past year the SIG looked at how the Association manages its neighbourhoods and the environment. This involved reviewing our policies and procedures, the specification of the landscaping contract, services provided by Glasgow City Council and inspections of all our estates. They produced an excellent report which contained many recommendations that have now been taken forward. Feedback from the SIG was invaluable when we were developing our new tenant handbook. We now have an easy-to-follow handbook containing a lot of useful information about all aspects of our service.

## Surveys

We carry out a lot of surveys every year so that we can measure our performance and look at the areas where we could do better. We are very grateful to everyone who takes the time to complete our surveys and we report the results in our newsletter. We appreciate any feedback from our residents so please let us know what you think about any area of our work because we really do value your opinion.

## Other ways to get involved

You don't have to join our Board or Service Improvement Group to become involved in what we do - you can also support us by coming along to our community events.

# Value for Money

Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

At 31 March 2018,  
Glen Oaks owned



2016/17 = 1293

At 31 March 2018,  
we managed



2016/17 = 43

**59.2%** of tenants  
felt that the rent we charge  
for homes represents good  
value for money

2016/17 = 86.0%  
Scottish Average = 83.2%



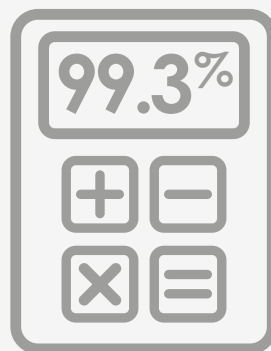
The consultation highlighted that tenants are continuing to look for investment in their homes.



The total rent due for 2017/18  
that was collected was

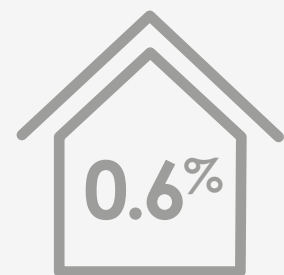
**£5,447,953**

2016/17 = £5,122,249



of the total rent due for  
2017/18 was collected

2016/17 = 100.1%  
Scottish Average 2016/17 = 99.4%



of the total rent due for  
2017/18 could not be  
collected as a result of  
homes being empty

2016/17 = 0.5%  
Scottish Average 2016/17 = 0.7%

We are committed to continuous investment in our properties. For the year to 31 March 2018, we spent a total of £2,126,601 on property repairs, improvements and new properties.



For the year to 31 March 2018, we spent

**£610,050**

on major refurbishment works

2016/17 = £1,642,722

For the year to 31 March 2018, we spent

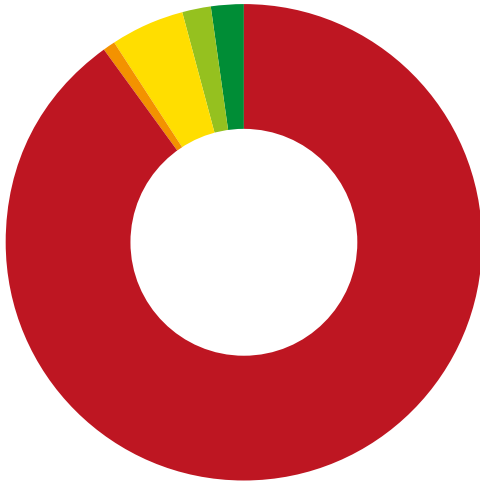


on new build properties

2016/17 = £4,097,782

# Financial Highlights

## Income



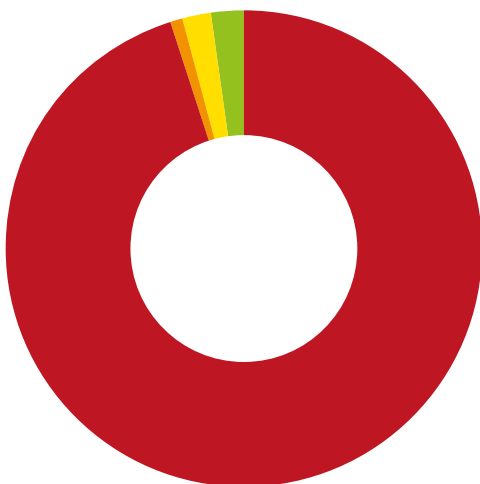
● Rents and Services	90%
● Factoring	1%
● Grants released from Deferred Income	5%
● Other Income	2%
● Interest Receivable	0%
● Gain on sale of Housing Stock	2%

## Expenditure



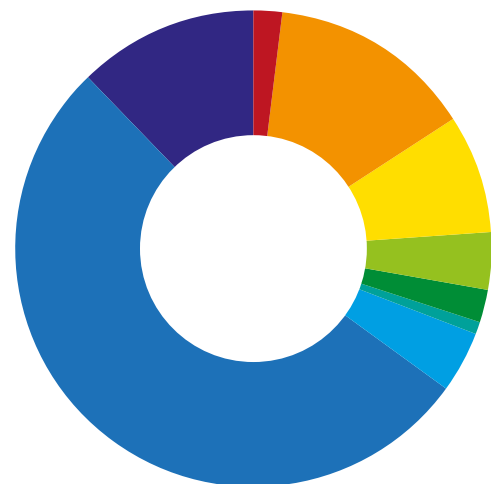
● Service Costs	3%
● Management & Maintenance Admin Costs	29%
● Reactive Maintenance	15%
● Planned & Cyclical Maintenance	8%
● Bad Debts	1%
● Depreciation	20%
● Factoring	1%
● Wider Action/Wider Role	5%
● Development Activities	1%
● Other Finance Charges	0%
● Other Activities	1%
● Interest Payable	16%

## Where every £1 of our money came from



● Customer Income from Rents and Service Charges	95p
● Income from Factoring	1p
● Government Grants to develop and adapt homes	2p
● Other Grants Received	2p

## How we spend every £1 of our money



● Service Costs	2p
● Cost of Delivering Services (staff, offices, Gold Service etc.)	14p
● Day to Day Repairs	8p
● Planned Maintenance and Improvements	4p
● Other Costs (bad debts, etc.)	2p
● Factoring Costs	1p
● Wider Action/Wider Role	4p
● Investment in New Properties	53p
● Interest and Loan repayments	12p



# Financial Highlights

Statement of Comprehensive Income for the Year ended 31 March 2018	2018	2017	A Non-Accountant's Guide to the Accounts
Revenue	6,194,347	5,854,501	Rental Income
Less operating costs	(4,865,808)	(4,718,933)	Cost of Management/Maintenance of properties
Operating Surplus	1,328,538	1,135,568	
Profit/(loss) on sale of Assets	105,793	(5,170)	Deficit/Surplus on the sale of property
Interest receivable	7,417	19,876	Interest earned on money invested
Interest Payable and similar charges	(967,517)	(958,106)	Interest paid on Mortgage
Other Finance Charges	(3,000)	(95,212)	
Surplus for year	471,231	96,956	Amount left from income after deducting expenses
Total Comprehensive Income	471,231	96,956	Leaving this general surplus
Surplus on ordinary activities after taxation	471,231	96,956	Our reserves shown in the balance sheet are this much

Statement of Financial Position as at 31 March 2018	2018	2017	A Non-Accountant's Guide to the Accounts
<b>Tangible Fixed Assets</b>			
Housing properties (less depreciation)	50,026,579	50,569,590	All the houses owned by us cost this to build
Intangible Assets	330,919	349,028	
Other fixed assets	326,975	312,713	Computer and office equipment costs
	50,684,473	51,231,331	

## Investments

Investment Property	28,500	27,455
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## Assets/liabilities

Receivables	297,277	344,985	Money owed to us
Cash at bank and in hand	5,645,433	5,818,717	Money in the bank
Creditors due within one year	(2,529,774)	(2,962,703)	Money we owe to others
Creditors due after one year	(21,564,025)	(22,010,778)	Money owed on loans (these are secured by specific charges on our properties and repaid at varying rates of interest)

## Deferred Income

Social Housing Grant	(23,494,613)	(23,836,043)
Other Grants	(2,553,192)	(2,570,109)
	6,514,078	6,042,855

## Capital and reserves

Share Capital	117	125	Represents shares at £1 each
Revenue reserves	6,513,961	6,042,730	Sums built up from this and previous years surpluses
	6,514,078	6,042,855	

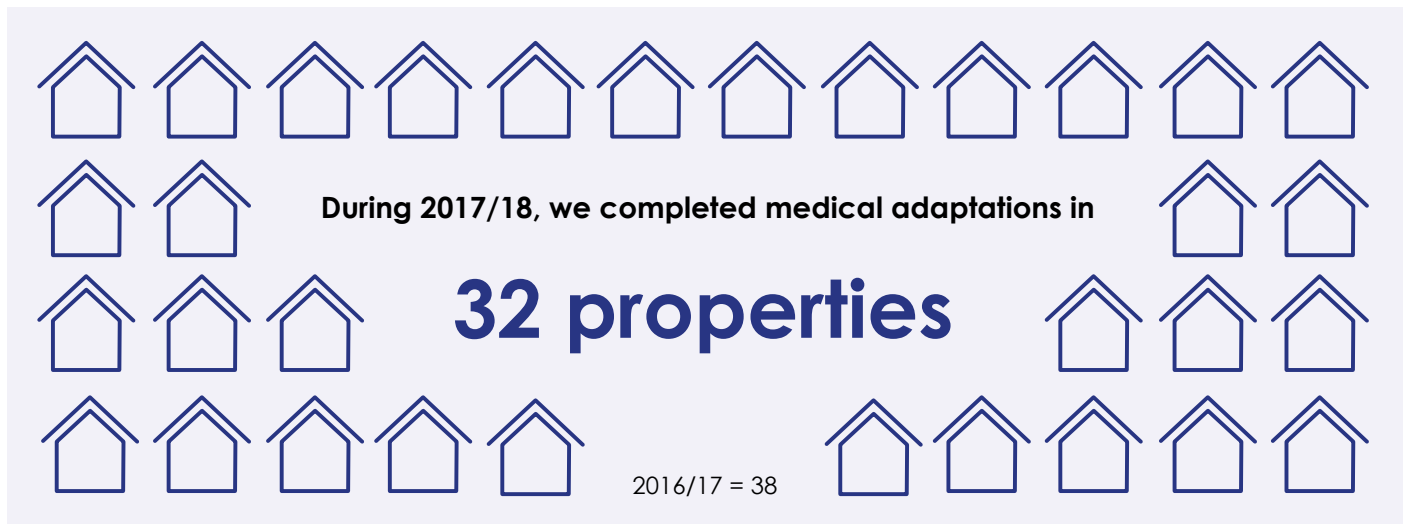
# Equalities

Every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

We aim to make it as easy as possible for you to access information about Glen Oaks and the services we provide. Our newsletter, policies and letters are available in various formats, such as large print, audio or Braille - please let us know if you would like us to arrange this for you. As members of Happy to Translate, we are able to offer interpreting and translation services where necessary.

Our office can be accessed by wheelchair users and we also have induction loop technology in our office to help customers who may have a hearing impairment.

We do our best to help our tenants stay in their homes. If you are having difficulties living in your home, you may be able to have the property adapted to suit your individual needs. Examples of medical adaptations include fitting handrails in your home (or outside your home) or possibly replacing your bath with a level-access shower. To find out if you are eligible, please contact the Social Work Department who will ask an Occupational Therapist to visit you to carry out an assessment. If the Occupational Therapist agrees that work is required we will do this as soon as we can.



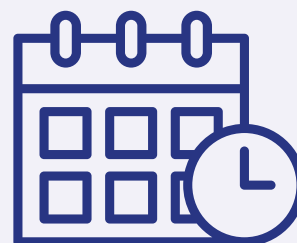
**94.1%**  
of approved  
medical  
adaptations  
were completed  
during 2017/18

2016/17 = 100%  
Scottish Average = 84.3%



**Major adaptation requests received in February & March 2018 were not completed until the current financial year.**

The average time taken to complete approved medical adaptations was



**43.5 days**

2016/17 = 35  
Scottish Average = 51.3 days



**Result was skewed by major adaptation to install a WC cloakroom in existing bedroom which increased the average length of time to fit. Without this case, average would have been 37 days.**

# Communication

Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

It's very important to us to hear what you think about the work we do and the services we offer to our residents. The following tenant satisfaction statistics have been taken from our last Tenant Satisfaction Survey which was carried out in July 2015. We have made arrangements to carry out another Tenant Satisfaction Survey later this year.



**91.2%**

**of tenants said they were satisfied with the overall service provided by Glen Oaks.**

Scottish Average  
2017/18 = 90.5%



**96.3%**

**of tenants said that Glen Oaks is good at keeping them informed about our services and decisions.**

Scottish Average  
2017/18 = 91.7%



**96.7%**

**of tenants were satisfied with the opportunities to participate in Glen Oaks' decision-making process.**

Scottish Average  
2017/18 = 85.9%

We use letters, emails, texts, Facebook and Twitter to keep you up to date with what we are doing. Last year, we launched our SMS service which allows us to communicate with residents by text via our IT system, giving information about upcoming community events, confirming appointments, and much more. You can also text us on 07860 027496 with any enquiries, e.g. to ask about your rent balance or to re-arrange a repair. We use our website to ask for your comments when we review our policies.

Our rent consultation process begins at our annual Residents Event where we ask delegates what they think about our proposals for the next year's rent and service charge increase and ask for their feedback. We write to you every year to give you detailed information about our proposals and tenants who have provided us with their email address will also receive the rent consultation document by email. **Please return the feedback form - your opinion is very important to us.** The rent consultation information is also included in our winter newsletter and on our website.



**37.0%**

**of the 182 residents who responded to the Rent Consultation agreed with the proposed rent increase.**

2016/17 = 61.0% of 62 responses



**We used Survey Monkey for those tenants for whom we had an email address and this increased the number of responses.**



**Rent Increase 2017/18**

**4.3%**

2016/17 = 2.9%  
Scottish Average 2017/18 = 3.2%



**Our proposed rent increase for 2017/18 was 4.9%, however our Board carefully considered the feedback received from residents as a result of the consultation process and agreed to a reduced figure of 4.3%.**

# Repairs, Maintenance and Improvements

Tenants' homes are well-maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.

We are committed to making sure that we offer the best possible repairs and maintenance service. We offer appointments for repairs or gas safety checks and we can arrange your appointment for between 9.30am and 3pm if you have to do the school run.

2017/18



**of tenants who have had repairs or maintenance carried out in the last 12 months were satisfied with our repairs and maintenance service**

2016/17 = 87.2%  
Scottish Average 2017/18 = 92.1%

2017/18



**the average number of repairs per property**

2016/17 = 3.9  
Scottish Average 2017/18 = 3.4



2017/18

**2.0 hours**

**the average time taken to complete emergency repairs**

2016/17 = 2.3  
Scottish Average 2017/18 = 4.0



2017/18

**3.9 days**

**the average time taken to complete non-emergency repairs**

2016/17 = 3.7  
Scottish Average 2017/18 = 6.4



2017/18

**92.6%**

**of repairs were completed 'right first time'**

2016/17 = 93.7%  
Scottish Average 2017/18 = 92.2%

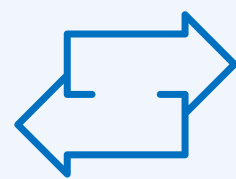


2017/18

**100%**

**of gas safety checks were carried out in our properties**

2016/17 = 100%  
Scottish Average 2017/18 = 99.8%



2017/18

**94.6%**

**of reactive repairs appointments were kept**

2016/17 = 88.9%  
Scottish Average 2017/18 = 95.5%



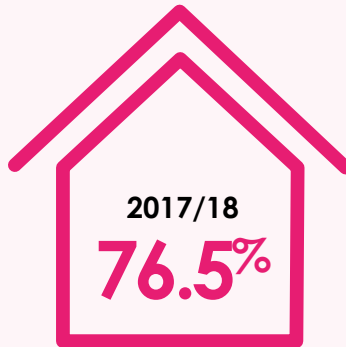
**Alterations to internal procedures and reporting mechanisms allowed for better monitoring of this KPI and improvements to be made.**

# Quality of Housing

Tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) when they are allocated; are always, clean, tidy and in a good state of repair; and also meet the Energy Efficiency Standard for Social Housing (ESSH) by December 2020.

**98.2%**  
of Glen Oaks Homes met  
the SHQS in 2017/18

2016/17 = 97.6%  
Scottish Average = 94.2%



of tenants were satisfied with  
the standard of their home  
when they first moved in

2016/17 = 88.9%  
Scottish Average = 90.2%



Results for 2017/18 were based on a much smaller sample than in 2016/17 when a third party was carrying out our survey work. However, results from Q1 2018/19 have shown 100% of tenants moving in are satisfied or very satisfied with the standard of their home.

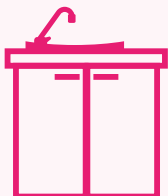
**89.6%**

of our current tenants are  
satisfied with the quality  
of their home

2016/17 = 86.5%  
Scottish Average = 87.9%

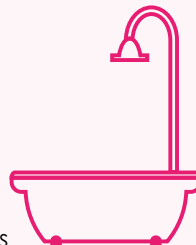
## Planned and Cyclical Maintenance

During 2017/18, we replaced



**34** kitchens and  
**120** bathrooms

2016/17 = 81 kitchens and 390 bathrooms



During 2017/18,  
we upgraded

**20**  
Cloakrooms

2016/17 = 9 cloakrooms



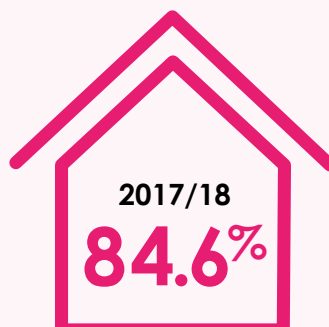
## Factoring

Number of properties  
we factor



2016/17 = 186

Percentage of owners satisfied  
with our factoring service



2016/17 = 85.0%  
Scottish Average 2017/18 = 66.2%

Average Management Fee  
per factored property

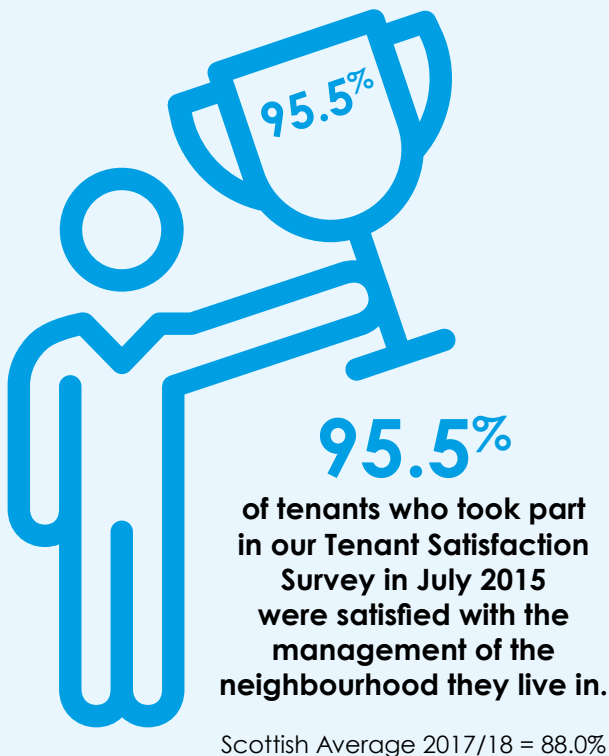


2016/17 = £98.41  
Scottish Average 2017/18 = £86.79

# Managing our Neighbourhoods and the Environment

Tenants and other customers live in well-maintained neighbourhoods where they feel safe.

Our staff carry out estate and close inspections to make sure standards are being maintained and to identify any areas where improvements could be made, either to the neighbourhood or the services we provide. We also issue annual Estate Action Plans for each area. These plans give residents information about cleansing services, garden maintenance and community initiatives.



We host regular Police and Communities meetings in our office in Arden. These meetings are attended by local Councillors, representatives from Police Scotland and Community Safety Glasgow, and Glen Oaks residents and staff. The meetings give residents the chance to discuss anti-social behaviour issues. Our staff work in partnership with Police Scotland and Community Safety Glasgow to deal with instances of anti-social behaviour.

Residents are able to raise any concerns they may have about their local area, for example, street lighting, car parking, and cleansing/ environmental services.

We really appreciate the participation of the residents who take the time to come along to the meetings. Please continue to report anti-social behaviour incidents to the Police, or to our staff, as soon as they happen.



**112**  
cases of anti-social behaviour were reported during 2017/18

2016/17 = 218



**We had fewer cases reported, and most were low level complaints.**



**88.4%**  
of those cases were resolved within our targets (which were agreed following discussions with our Service Improvement Group)

2016/17 = 89.9%

Scottish National Average 2017/18 = 87.9%

# Rents and Service Charges

A balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them.

Tenants get clear information on how rent and other money is spent, including any details of individual items of expenditure above thresholds agreed between landlords and tenants.

We know how important it is to keep our rents affordable and to continue to deliver services that matter to you. Our Board and Corporate Management Team carefully consider how to balance keeping rents at a level our tenants can afford while still making sure that we deliver on the commitments made in our Business Plan.

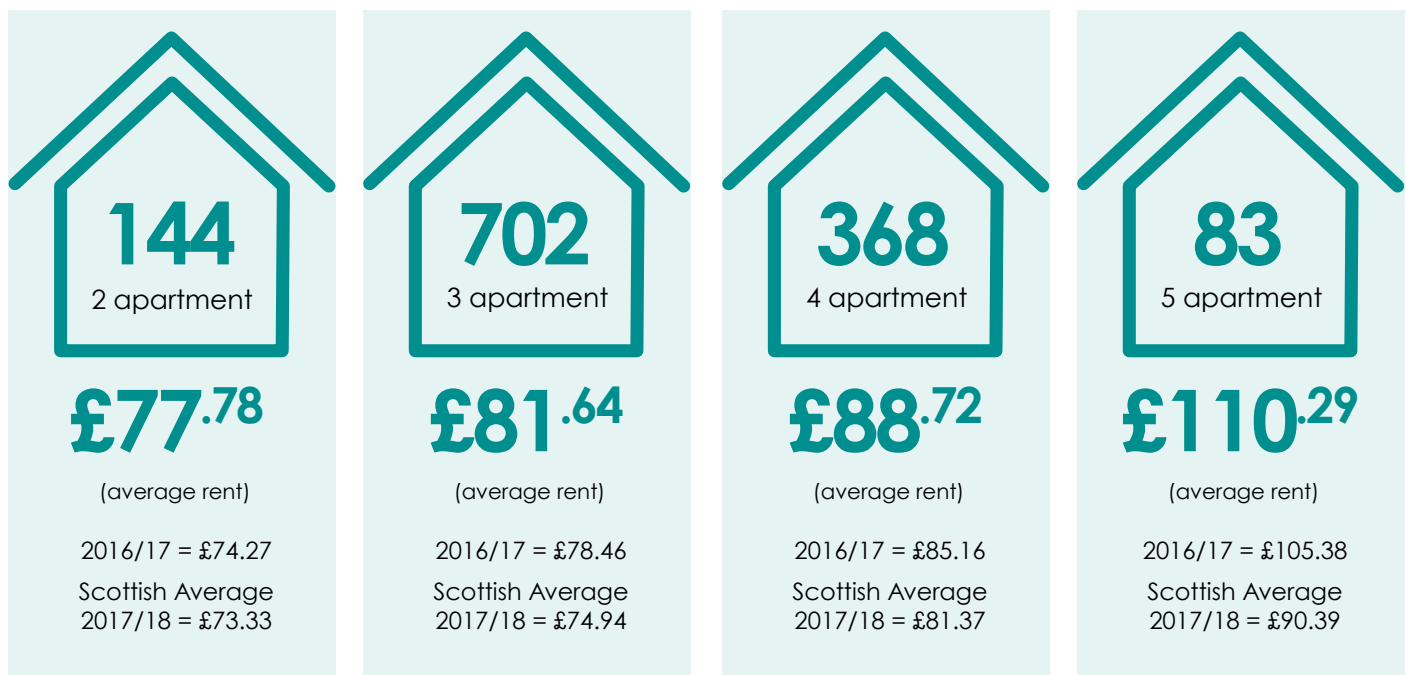
Rent collected from our tenants helps us to continue to provide new and improved housing, deliver neighbourhood services and to support local partners to provide services in the

community. We constantly review our costs and make every effort to improve value for money.

We charge for services like stair-cleaning, bulk pull-through and garden maintenance. Regular satisfaction surveys are sent to our tenants to ask for feedback on our stair-cleaning service.

We really want to know what you think about our rent proposals so when we write to you later this year, please take a couple of minutes to give us your comments.

## Average weekly rents by property size 2017/18



# Housing Options

People looking for housing get information that helps them to make informed choices and decisions about the range of housing options available to them. Tenants and people on housing lists can review their housing options. People at risk of losing their homes get advice on preventing homelessness.

# Access to Social Housing

People looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and on their prospects of being housed.

We provide a housing options approach for applicants which allows us to discuss their housing requirements and give them information about our housing turnover. This lets applicants make an informed choice.



**new applicants were added to our waiting list last year**  
2016/17 = 255



**applicants were registered on our waiting list at the end of March 2018**  
2016/17 = 314



**tenancies were allocated during the year**  
2016/17 = 165



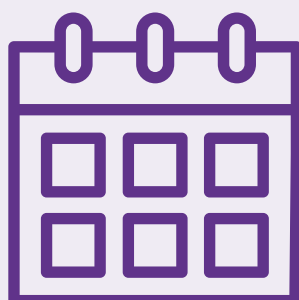
**tenancies were allocated to existing tenants**  
2016/17 = 50



**tenancies were allocated to housing list applicants**  
2016/17 = 106



**tenancies were allocated to homeless applicants**  
2016/17 = 7



**The average time taken to re-let homes was**

**21.5 days**

2016/17 = 17.1 days  
Scottish Average 2017/18 = 30.7 days



**Lower demand for 4 apartment tenement flats can impact on our ability to let quickly.**



# Tenancy Sustainment

Tenants get the information they need on how to obtain support to remain in their home; and landlords ensure suitable support is available, including services provided directly by the landlord and by other organisations.

The Association gives existing tenants opportunities to transfer within our housing stock. This allows tenants to remain in the area of their choice, ensuring that they have the correct size/type of housing to meet their needs. We recognise that some of our tenants (both new and existing) may need our help and support to manage situations that may lead to them having to move home. Our Starting Out and go connect projects help tenants to sustain their tenancies by offering advice, training and support along with opportunities to become more involved with the local community.



**of existing (transfer) tenants who had accepted a tenancy in the previous year and were still in their home**

2016/17 = 93.3%  
Scottish Average 2017/18 = 93.3%



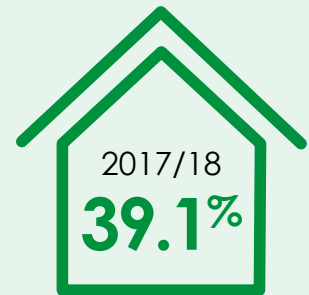
**of new tenants who had been re-housed via our waiting list and are still in their home**

2016/17 = 89.2%  
Scottish Average 2017/18 = 87.5%



**of new tenants who had been re-housed from a homeless referral and were still in their home**

2016/17 = 77.8%  
Scottish Average 2017/18 = 88.4%



**of tenancy offers were refused during the year**

2016/17 = 74.5%  
Scottish Average 2017/18 = 35.9%



**We actively support all new tenants with welfare, energy, budgeting and debt advice.**



**Our sustainability projects work with partners to support vulnerable tenants.**



**There was a higher refusal rate during 2016/17 as applicants hoped to be offered new build properties.**



Bradley, aged 16,  
started an MA in  
Plumbing with CCG  
(Scotland) Ltd

**workingrite**  
GLASGOW



Glen Oaks Shareholders at the 27th Annual General Meeting in September 2018

# Chief Executive's Report

I hope you enjoyed reading our Annual Report.

The main purpose of the report has been to give you information about our performance and our financial position during the past year. We included performance information from last year's report (along with the Scottish average performance information) to allow you to see where we have made improvements and also to highlight the areas where we could be doing better.

The Scottish Housing Regulator recently published its Landlord Reports which were introduced to let tenants see how well their landlord is performing and how that performance compares with other housing associations in Scotland. I'm pleased to confirm that we are performing very well. Our continuing membership of the G8 Benchmarking Group allows us to meet up with 7 other housing associations to compare our performance and share best practice which also helps us to improve our service.

We're delighted to have passed our recent re-assessment for Customer Service Excellence accreditation. Preparing for the assessment was a lot of work and our ability to achieve the standard required is testament to the effort put in by our staff team. Meeting the high standards set by CSE demonstrates our ongoing commitment to providing excellent customer service for everyone who comes into contact with us. Having CSE accreditation encourages us to do better and we will continue to look at how we can improve our service to you.

We are proud to have worked in partnership with Workingrite for over 5 years to offer training and practical work experience to local young people. The project has been a real success story and has supported over 125 young people to move into 'positive destinations', i.e. jobs, apprenticeships or further education. We recently agreed to expand the programme by working in partnership with three other housing associations - Sanctuary, Southside and New Gorbals - and we will continue to build on the success of this exciting initiative.

Our Gold Service scheme was introduced over 15 years ago to give something back to our loyal customers and continues to be very popular. Further information about the benefits of Gold Service membership can be found in

our Gold Service policy which is available from our office or can be downloaded from our website at [www.glenoaks.org.uk](http://www.glenoaks.org.uk)

We'll be launching our new Tenant Handbook and Website at our Residents Event in November. The theme for this year's event is 'communication' so I hope you will be able to come along and give us your opinion about the methods we use to let you know about our services and I look forward to seeing you there.

We're genuinely interested in hearing your ideas about any area of our work, so if you can't attend the Residents Event but would still like to give us your views, please get in touch with us - we would love to hear from you!

I'd like to end my report by adding my personal thanks to the Board, our Service Improvement Group and our staff for their work during the past year. And finally, thank you to you, our residents, for your continuing support.

We will continue to do our best for Glen Oaks and all of its people.



Alasdair McKee, Chief Executive

## Our Corporate Management Team

Alasdair McKee, Chief Executive  
Nicola Logan, Finance Director  
Jean Murray, Housing Services Director  
Donald Weir, Technical Director

**Gold Service  
Members 2017/18**



2016/17 = 634

**Percentage of  
residents who are  
members of Gold  
Service 2017/18**



2016/17 = 49%



Photo taken by: Aiden Kinney

# Glen Oaks

HOUSING ASSOCIATION



Glen Oaks Housing Association Limited  
3 Kilmuir Drive  
Arden  
Glasgow  
G46 8BW

Telephone: 0141 638 0999

Email: [go@glenoaks.org.uk](mailto:go@glenoaks.org.uk)

Web: [www.glenoaks.org.uk](http://www.glenoaks.org.uk)

SMS: Text us on 07860 027496

  @GlenOaksHousing

Our office opening hours are:

Monday, Tuesday and Thursday: 9am - 5pm

Wednesday: 9am - 1pm

(closed every Wednesday afternoon  
for staff training)

Friday: 9am - 4pm

**For emergency repairs outwith office hours, including weekends and public holidays, please contact the following telephone numbers:**

**Gas Central Heating/  
Hot Water Emergencies  
(GasSure): 01294 468113**

**All Other Emergencies  
(City Building): 0800 595595**

Scottish Charity No. SC034301

Financial Conduct Authority Reg No: 2402R(S)

Scottish Housing Regulator No: HCB241

