



Glen Oaks
HOUSING ASSOCIATION



Annual Report 2022/23

Chairperson's Report

Welcome to our Annual Report for 2022-23.

The past few years have been very challenging, not just for our tenants but also for Glen Oaks as an organisation. We are acutely aware of the hardships faced by our tenants during the current cost of living crisis and I would like to take this opportunity to confirm our commitment to supporting you through these tough times. I would ask anyone who is experiencing financial difficulties to get in touch with our staff because we genuinely want to help as much as we can. Please turn to pages 8 and 9 to find out more about the support we can provide.

For us here at the Association, we have also had to cope with the sad loss of our former Chief Executive, Alasdair McKee, who passed away suddenly last November. The loss of Alasdair is still keenly felt by everyone at Glen Oaks and in the wider housing community. We were all privileged to have known him. We have enclosed a tribute to Alasdair with this Report which includes some of the touching comments we received following his death.

Following an extensive recruitment process, the Board was delighted to announce the appointment of Nicola Logan as our Chief Executive. Nicola was previously our Finance Director and, having been with Glen Oaks since 1999, she has been able to use her knowledge and experience to provide stability and support



for our Board and staff team during this very difficult time. You can read Nicola's first Chief Executive's report on page 11. After Nicola's appointment to her new role, we began recruiting for a new Finance Director and I'm delighted to welcome Cindy McNeill to our Corporate Management Team.

Despite the challenges of the past year, I'm pleased to report that the Association has still performed well and we remain committed to achieving the priorities set out in our Business Plan. A [summary](#) of our Business Plan is available on our website.

We rely on feedback from our tenants to help us to improve the services we provide and there are lots of different ways that you can get involved in our work, such as becoming a Glen Oaks shareholder or by letting us know what you think by completing our surveys. If you have a little more time to spare and want to make a difference to your community, you could apply to become a member of our Board or Service Improvement Group. Whatever you are comfortable with, we would love to have your input, so please get in touch.

We couldn't function without the support of our people - our Board, Corporate Management Team, Service Improvement Group, staff team and of course you, our tenants and residents.

Thank you, each and every one of you.

Simon Gaunt, 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

respectful

we trust and respect our customers and each other

aspirational

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

transparent

we will be open and honest about what we do

Governance

Our Board



Glen Oaks has a strong, dedicated Board that meets regularly and is responsible for the governance, financial health and direction of the Association. Our Board members come from all walks of life and share a vision for improving the lives of our tenants. This vision is not just about providing housing, it's also about maintaining and improving the areas our tenants live in, and ensuring that we continue to offer the help and support our tenants need.

We currently have 11 Board members (our Rules allow a maximum of 15). 5 of our Board members live in the local community and we are keen to strengthen this area of our Board so if you are interested in making a difference and having your voice heard, please consider applying to join Glen Oaks' Board.

Annual Assurance Statement



The Board recently submitted our Annual Assurance Statement to the Scottish Housing Regulator (SHR). The Assurance Statement is an important part of the SHR's Regulatory Framework and it allows our Board to declare that it is confident about the governance of the Association and is assured that Glen Oaks complies with all regulatory requirements and standards.

Customer Service Excellence



We were re-assessed for Customer Service Excellence (CSE) this year and we are pleased to confirm that we retained our accreditation. Customer engagement is very important to us and meeting the high standard set by CSE demonstrates our commitment to continually improving the services we provide, ensuring that our customers have the best possible experience when they contact us.

Investors in People



The Association is committed to looking after and developing its staff team. We have successfully retained Investors in People accreditation for a number of years and we were delighted to achieve Silver Investors in People status in 2020. We will shortly be re-assessed against the standard and we hope to be able to report on the outcome of this assessment by the end of year.

Cyber Essentials Plus



Glen Oaks has also retained Cyber Essentials Plus accreditation which demonstrates our commitment to ICT security and protecting the Association against cyber attacks.

Glen Oaks Housing Association has 4 main objectives that we will achieve in the next 5 years. Each department has a detailed implementation plan which sets out how the outcomes will be achieved.

**Governance
and Financial
Viability**

**Customer
Service and
Community
Regeneration**

**Asset
Management
and
Development**

**Our
People**

Service Improvement Group



Glen Oaks' Service Improvement Group (SIG) was set up over 8 years ago to review how we provide our services and to help us improve our communication with our tenants.



The SIG are very involved in our annual rent consultation and they make recommendations about the information provided so that tenants can make an informed choice from the options given. Recommendations from the SIG are welcomed by the Board and Corporate Management Team and incorporated in the final rent consultation document.

Our SIG's most recent project saw them review the Association's close cleaning service. Their decision to scrutinise this area of our service followed the recent re-tendering of this contract and the dissatisfaction expressed by some tenants regarding the standard of the clean. The SIG's scrutiny work included reviewing the current contract specification, meeting with staff and our close cleaning contractor, and conducting a comparison with other housing associations. SIG members also joined staff in inspecting closes to check

if the contract requirements were being met. This gave them a better understanding of the standard of clean expected and the challenges experienced by our staff and the contractor to deliver this service.

Tenants were asked to give us their views by completing a close cleaning survey created by the SIG. We had an excellent response to the survey and, on behalf of the SIG and the Association, we would like to thank everyone who took the time to give us their comments.

We received 53 responses:



72% of tenants were satisfied with the overall service



43% of tenants think the service represents value for money



59% of tenants would not pay more for a higher specification of clean

The feedback received from tenants, staff and the close cleaning contractor has been very helpful to the SIG during their review of the service. The SIG prepared a comprehensive report for our Board which included 23 recommendations for improvements to the close cleaning service. An action plan has been developed to ensure the recommendations are followed up and taken into consideration when the contract is next procured.

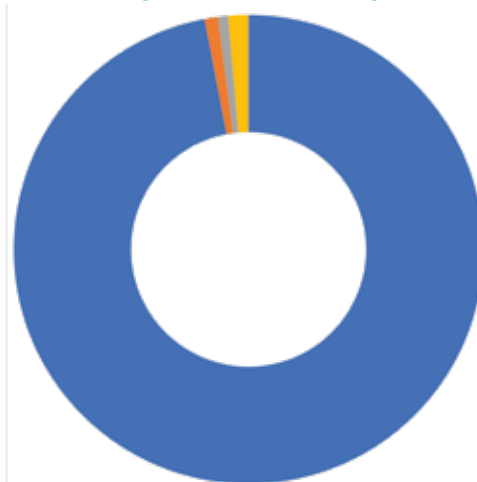
The Association recruited a new Estate Co-ordinator during the year. The creation of this post will mean that close cleaning will remain a high priority for Glen Oaks and improvements are already starting to be seen.

Financial Highlights

Statement of Comprehensive Income for the Year ended 31 March 2023	2023	2022
Revenue	7,367,940	7,422,759
Less operating costs	(5,372,963)	(5,794,234)
Operating Surplus	1,994,977	1,628,525
Profit/(loss) on sale of Assets	-	-
Interest receivable	48,046	1,342
Interest Payable and similar charges	(1,281,320)	(1,135,395)
Other Finance Charges	(1,000)	(16,000)
Surplus for year	760,703	478,472
Other Comprehensive Income		
Adjustment relating to operating pension liability	-	-
Actuarial gains/(losses) on defined pension plan	(216,000)	576,000
Surplus on ordinary activities after taxation	544,703	1,054,472

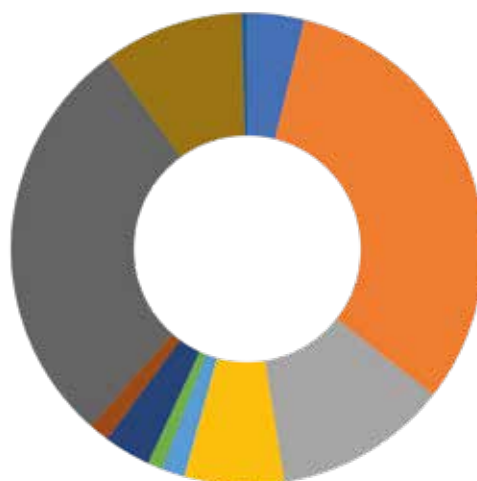
Statement of Financial Position as at 31 March 2023	2023	2022
Tangible Fixed Assets		
Housing Properties (less depreciation)	57,954,780	58,646,701
Intangible Assets	275,388	216,923
Other Fixed Assets	175,168	282,644
	58,405,336	59,146,268
Investments		
Investment Property	-	47,064
Assets/liabilities		
Receivables	529,477	455,930
Cash at bank and in hand	9,908,118	8,944,233
Creditors due within one year	(3,229,088)	(2,816,568)
Creditors due after one year	(26,389,614)	(26,957,866)
Pension and other provisions		
Scottish Housing Association Pension Scheme	(192,000)	(91,000)
Deferred Income		
Social Housing Grant	(26,534,128)	(26,747,869)
Other Grants	(2,418,994)	(2,445,774)
	10,079,107	9,534,418
Capital and reserves		
Share Capital	80	98
Revenue Reserves	10,271,027	9,356,852
Pension Reserves	(192,000)	(877,000)
	10,079,107	8,479,950

Where every £1 of our money came from



Customer Income from Rents & Service Charges	97p
Factoring	0.9p
Interest Receivable	0.7p
Grants Received	1.4p

How we spend every £1 of our money



Service Costs	3.9p
Cost of Delivering Services (staff, offices, Gold Service, etc.)	31.7p
Day to Day Repairs	11.9p
Planned Maintenance and Improvements	6.8p
Other Costs (bad debts, etc.)	1.6p
Factoring Costs	1p
Wider Action/Wider Role	3.2p
Investment in New Properties	1.4p
Interest and Loan repayments	28.5p
Planned Maintenance and Improvements	9.6p
Other Fixed Assets	0.4p

How we are doing... at a glance

(our Landlord Report for 2022/23 is available on the Scottish Housing Regulator's website)



94.7%

of tenants said that they were very or fairly satisfied with the overall service provided by Glen Oaks

2021/22 = 94.7%



98.2%

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

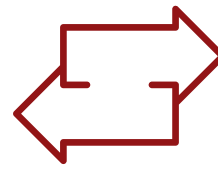
2021/22 = 98.2%



98.9%

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

2021/22 = 98.9%



98%

of tenants satisfied with Glen Oaks' contribution to the management of the neighbourhood they live in

2021/22 = 98%



48.2%

of tenants felt that the rent we charge for their homes represents good value for money

2021/22 = 93.6%



At 31 March 2023, Glen Oaks owned 1348 homes

2021/22 = 1348



£6,596,718

The total rent due for 2022/23 was £6,596,718

2021/22 = £6,340,562



99%

of the total rent due for 2022/23 was collected

2021/22 = 99.2%



of the total rent due for 2022/23 could not be collected as a result of homes being empty

2021/22 = 1%



4.2%

Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year

2021/22 = 3.7%



We consulted our tenants on 3 rent increase options - 6%, 7% and 9% and the majority of tenants supported an increase of

6%

(2021/21 = 3.5%)



166

responses to the consultation were received

2021/22 = 379



69%

supported a 6% increase

2021/22 = 75.5%



18%

supported a 7% increase

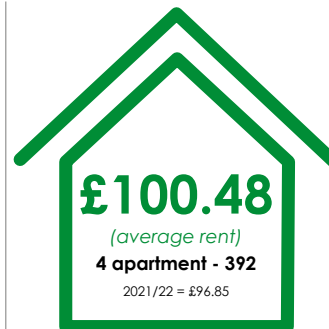
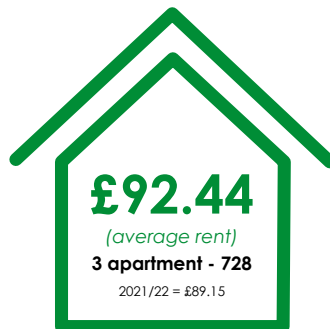
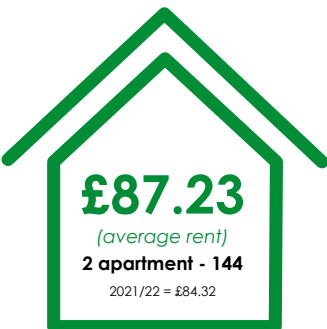
2021/22 = 14.0%



13%

supported a 9% increase

2021/22 = 10.5%



tenancies were allocated during the year to existing tenants

2021/22 = 9



tenancies were allocated during the year to housing list applicants

2021/22 = 44



tenancies were allocated during the year to homeless applicants

2021/22 = 27



47.7 days

The average time taken to re-let homes during 2022/23 was 47.4 days

2021/22 = 56.5 days

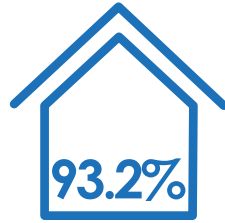
How we are doing... at a glance

(our Landlord Report for 2022/23 is available on the Scottish Housing Regulator's website)



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

2021/22 = 100.0%



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

2021/22 = 98.4%



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

2021/22 = 81.5%



of tenancy offers were refused during the year

2021/22 = 50.3%



court actions were initiated during 2022/23 for non-payment of rent

2021/22 = 1



properties were recovered from tenants as a result of court action for non-payment of rent

2021/22 = 1



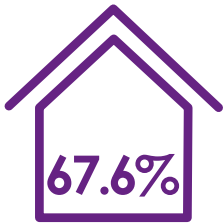
142 cases of anti-social behaviour were reported during 2022/23

2021/22 = 211



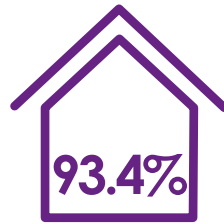
97.9% of those cases were resolved within our targets (which were agreed with our Service Improvement Group)

2021/22 = 99.1%



of our tenants are satisfied with the quality of their home

2021/22 = 97.4%



of Glen Oaks homes met the SHQS (Scottish Housing Quality Standard) in 2022/23

2021/22 = 81%



medical adaptations were completed during 2022/23

2021/22 = 19



the average time taken to complete approved medical adaptations during 2022/23

2021/22 = 24.8 days



of tenants who had repairs or maintenance carried out in the last 12 months were satisfied with the service they received

2021/22 = 91.5%



3.1 hours the average time taken to complete emergency repairs

2021/22 = 2.2



4.4 days the average time taken to complete non-emergency repairs

2021/22 = 3.9



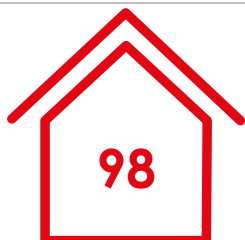
92.1% of reactive repairs carried out in the last year were completed 'right first time'

2021/22 = 95.5%



99.8% of gas safety checks were carried out in our properties

2021/22 = 99%



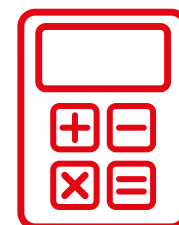
We factored 98 properties during 2022/23

2021/22 = 98



82.9% of owners were satisfied with our factoring service

2021/22 = 82.9%



£161.44 The average Management Fee per factored property

2021/22 = £155.96

During 2022/23, we also completed the following:

- Annual servicing of ventilation systems in 102 properties
- 5 yearly electrical inspections in 97.3% of our properties
- First year of our Tree Management programme
- Annual gutter cleaning programme
- Procurement for windows and external door replacement contract in Darnley
- Retaining wall repairs in Pollok

Welfare Rights Service

Our Welfare Rights Service is, understandably, very popular as a result of the cost of living crisis and we recently recruited additional Welfare Rights staff to deal with the increased demand. We now have two Welfare Rights Officers who will continue to develop our services to provide debt, energy and budgeting advice to complement our existing Welfare Rights Services. The service has produced excellent results, with over 500 new cases created during 2022/23, resulting in over £1 million in financial gains for our tenants.

The Association successfully applied for and received almost £78,000 in funding for our Welfare Rights Service through the Scottish Government's Advice in Accessible Settings Fund. This funding allows us to cover the salary costs of both Welfare Rights Officer posts until March 2024.

Glen Oaks is now working in partnership with the UK's leading debt advice charity, StepChange. Our Welfare Rights staff are able to make referrals to the charity for tenants who have debt they want to resolve but are struggling to



Laura Shields and Laura Mandelson, Glen Oaks' Welfare Rights Officers

pay. StepChange can provide free, specialised debt advice and information services and offer a tailored approach for every client.



StepChange are authorised and regulated by the Financial Conduct Authority

Workingrite

We've been working in partnership with **Workingrite** since 2013. The very successful Workingrite South Glasgow programme has helped to provide support and training to over 300 young people in our area. Workingrite's aim is to increase the confidence of the young people they support while also teaching them the skills they need to progress into work placements with local businesses.

The programme has resulted in some very positive outcomes, with 66% of young people moving on to apprenticeships and jobs. Workingrite encourages trainees to apply for placements in a variety of workplaces. This has included the construction industry, with Workingrite recently partnering with The Wise Group to offer CSCS Health & Safety training

in Glen Oaks' offices. The training enabled the young people taking part to get their CSCS Operatives Card which is an essential requirement for working on a building site.

Workingrite recruits throughout the year. Young people on the programme receive a trainee allowance of up to £100 plus travel expenses when they have progressed on to a work placement.

Interested? To find out more please contact Anne, Workingrite's local Project Co-ordinator, on **07921 040611** or email **anne@workingrite.co.uk**



Glen Oaks' goConnect Project works to create community capacity and better opportunities for people living in the communities we serve. Tenants who need support, either emotional or financial, can contact our goConnect staff for confidential advice and/or referrals to local agencies who can help.

In partnership with local organisations, our goConnect team continue to provide an excellent advice and support service for our tenants. In the last financial year, goConnect successfully secured £60,000 in funding to assist with the project's work. This is an amazing achievement given the challenges we face in securing funding in the current financial climate.

The funding we receive provides a lifeline to many of our tenants who are experiencing financial hardship and/or fuel poverty. We received funding from the Scottish Government (via SFHA) and the National Lottery's Anchor Fund which meant we were able to distribute over £43,000 in food and fuel vouchers,

discretionary payments in emergency situations, and supply tenants with winter bedding.

Funding received from the Glasgow Mental Health and Wellbeing Fund allowed us to continue many of our classes such as the Craft Class and Community Lunch. Our much-loved "Boogie, Brunch and Blether Disco" in partnership with Weekday Wow Factor was replaced during the Summer months with outings for our Over 50's, including trips to the Kelpies and the Falkirk Wheel, a day out in Largs and a visit to the Banksy exhibition at the Gallery of Modern Art in Glasgow.

Some of the volunteers from our Active Arden Group attended an event at Glasgow University recently which showcased local projects (including goConnect) that were fortunate to have received £2,000 in funding from the University.

This year we also launched a weekly IT for Beginners Class which is run by our Digital Inclusion Assistant and our digital lending library continues to be a popular service.



Visit to Glasgow University



Visit to the Kelpies



Day out in Largs

Complaints

We really value any feedback we receive from our tenants, including complaints. Complaints help us to identify areas of our service that need to be improved so that we can provide you with the best possible service. Glen Oaks is regulated by the Scottish Public Services Ombudsman (SPSO) and we follow their model Complaints Handling Procedure (CHP). This procedure specifies the maximum response times for any complaints we receive. We aim to respond within 5 working days for frontline (Stage 1) complaints. If you are unhappy with our response, or the complaint requires further investigation, we will raise your complaint to Stage 2 and aim to reply within 20 working days.

The CHP includes a requirement to provide you with reports on our complaint handling performance, keep you informed of the lessons we have learned and let you know about any

service improvements we have introduced to prevent the same problem happening again. A full customer guide to our CHP is available on our website. Quarterly complaint performance updates are included in our newsletters and we recently published our 2022-23 Year End Complaints Report on our website -

www.glenoaks.org.uk/complaints-performance

We received a total of 191 complaints in 2022-23 (103 complaints in 2021-22) and the majority of these were frontline complaints which were quickly resolved, often within one day. Only two of the complaints received last year were escalated from Stage 1 to Stage 2. One of those complaints was resolved within the target time and one was resolved outwith the agreed timescale.

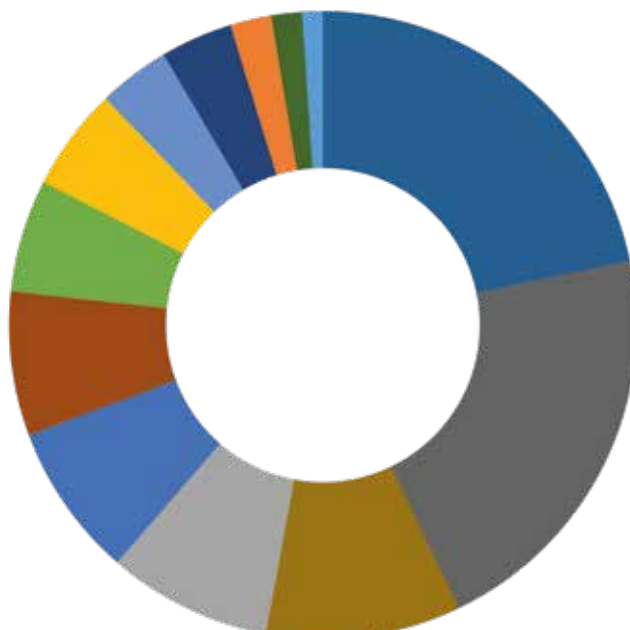
Stage 1 Complaints 2022-23		Stage 1 Complaints 2021-22	
Number received	157	Number received	90
% resolved within timescale	94%	% resolved within timescale	77.8%

Stage 2 Complaints 2022-23		Stage 2 Complaints 2021-22	
Number received	34	Number received	13
% resolved within timescale	78.1%	% resolved within timescale	61.5%

The chart below gives a breakdown of the complaints we received during the year:

Complaint Trends 2022/2023

Complaint
Close Cleaning Standard
Repair Standard
Void Standard
Appointment not met
Repair delays
Service failure
Ongoing problem not resolved
Dissatisfaction with policy/procedure
Other
Staff attitude
Communication
Factoring
Contractor attitude



Chief Executive's Report

I hope you've found our Annual Report for 2022/23 interesting.

This is my first report as the Association's senior officer following the sad loss of our former Chief Executive,



Alasdair McKee. I hope you've had time to have a look at the tribute to Alasdair enclosed with this Report. We've been able to share some of our photos with you, along with a selection of the lovely tributes we received from tenants and the wider housing community following Alasdair's sudden passing. Alasdair's unwavering commitment to Glen Oaks and his dedication to the entire housing association movement are almost impossible to measure. We are so grateful to have known and worked with him and I feel very privileged to be appointed as the Association's Chief Executive which will give me the opportunity to build on Alasdair's legacy.

Glen Oaks is as committed as ever to delivering excellence in community-based housing and I'd like to begin my report by updating you how we are performing as an organisation. We report on our performance in our quarterly newsletter but the Annual Report is an opportunity for us to show you how we have been doing across the full year. And, despite the considerable challenges we have faced, I'm very pleased to report that we have performed well. There are some things that we could be doing better but please be assured that I am working with our Board and the staff team to make improvements in those areas.

As our Chairperson mentioned at the start of the report, we are committed to helping

tenants who are facing financial hardship during the current cost of living crisis. We have recently employed an additional Welfare Rights Officer which will help us to tackle the increased requests for support from our tenants during these difficult times. Our staff are here for you so please get in touch if we can help in any way. We also work with a number of local partner organisations and we are able to make referrals for our tenants who may need specialised support.

In order to remain effective and representative of the people we serve, we need the continued support of our membership. If you are interested in becoming a shareholder of Glen Oaks please contact our staff or visit our website. The benefits of membership include the opportunity to apply to become a member of our Board. We currently have 11 Board members but our Rules allow us to have a maximum of 15 members so there are currently 4 vacancies. We would particularly welcome applications from local residents because the opinions of people from our communities are vitally important to us and the work we do. So, if you are an enthusiastic, community-minded person who supports our work and is interested in joining our Board, please contact me for further information.

I would like to thank everyone who has supported, and continues to support, Glen Oaks. First of all, thank you to our dedicated Board and Service Improvement Group members who are all volunteers and give up their free time for the benefit of the Association. My thanks also go to our hard working staff team for their commitment during what has been a very tough year, and last (but not least) you, our valued tenants and residents.

A handwritten signature in black ink that reads "Nicola Logan".

Nicola Logan, Chief Executive

Our Board Members:

Johnson Ayorinde
Kimberley Barker
Emma Brown (joined 2023)
Kerry Clayton
Allan Edgar
Patricia Gallagher
Simon Gaunt
Helen Gracie
Fiona Koroma
Jennie Robertson (joined 2023)
Michael Smith



The Board is supported by our Corporate Management Team:

Nicola Logan (Chief Executive)
Cindy McNeill (Finance Director)
Donald Weir (Technical Director)
Kirsty Wilson (Housing Services Director)

Glen Oaks' Service Improvement Group (SIG):

Margaret Gibson
William Irvine
Jennie Robertson (left the SIG during 2023 and joined the Board)
Marek Stachowiak
Eleanor Stewart
James Stewart

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

Telephone: 0141 638 0999

Email: go@glenoaks.org.uk

Web: www.glenoaks.org.uk

SMS: Text us on 07860 055293

  @GlenOaksHousing

Tenant Portal: webaccess.glenoaks.org.uk

(if you are a new user, all you need is your tenancy reference to register - contact us if you need assistance)

Our office is open 4 days a week to allow staff to meet with tenants and other customers on an appointment basis.

Monday, Tuesday & Thursday: 9am - 5pm
Wednesday: Closed
Friday: 9am - 4pm

For emergency repairs outwith office hours, including weekends and public holidays, please contact:

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

All Other Emergencies (City Building): 0800 595595

