

# Glen Oaks

HOUSING ASSOCIATION



**Annual Report**  
2023/24

# Chairperson's Report

Welcome to our Annual Report for 2023-24.

The report will tell you how well we have performed during the past year.

This is my final report as Chairperson of Glen Oaks and I would like to take this opportunity to say how proud I am to have been Chairperson. However, in accordance with our Rules, it's time for me to step down.

On reflection, the past five years have presented many challenges, but I am extremely proud of all the efforts of the Board, Service Improvement Group and our staff team to work together to ensure that the Association continued to deliver an excellent service.

In my first year as Chairperson, we celebrated the completion of 49 new homes in Kilmuir Close and the Association's 30th Anniversary! But shortly after, the Covid-19 pandemic struck and we changed the way we worked to continue to provide a service and, most importantly, to support our residents through this difficult period. Many of these changes proved successful and continue to be used today.

We were pleased to report that our full Residents Survey, carried out in 2021, showed high levels of satisfaction. However, we will never become complacent and are always looking for ways that we could improve our service. During this time, we also strengthened our IT system and it was the first year that we achieved Cyber Essentials Plus accreditation.

Over the following year, the cost-of-living crisis deepened and our staff team supported our residents in many ways. This included the excellent work of our Welfare Rights team and we also organised an event to give vital advice and support to our tenants.

2022 and 2023 saw many changes in our Senior Staff team. Our long-serving Housing Services Director, Jean Murray, retired and Kirsty Wilson was appointed as our new Housing Services Director. In November 2022, our former Chief Executive, Alasdair McKee, passed away suddenly. In 2023, Nicola Logan was appointed as Chief Executive and Cindy McNeill appointed as Finance Director.

2023/24 has been extremely busy with the update of our Customer Service Standards, and the introduction of new digital communications.



We appointed new repairs contractors and started two major projects involving window and kitchen replacements. I am also delighted that we retained Customer Service Excellence accreditation and gained two additional Compliance Plus awards.

It was great to see such an excellent turnout at the Big Conversation event we held in June this year. Our team do want to know what your priorities are for our homes and estates and this was just the start of events where we can share information and get your views and feedback. We were able to launch the Housing Perks app at the Big Conversation and I hope you will find it beneficial.

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**.

As I previously mentioned, we rely on feedback from our tenants to help us to improve the services we provide. 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.

I would like to take this opportunity to thank my fellow Board members for their support, commitment, dedication and hard work during the past five years and look forward to working with them to support the new Chairperson.

We could not 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.

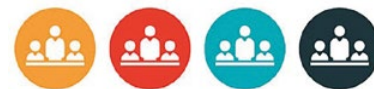
Thank you, each and every one of you.

A handwritten signature in black ink, appearing to read 'SG', which is the signature of Simon Gaunt.

**Simon Gaunt, Chairperson**

# 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). 4 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 delighted to confirm that we retained our accreditation and we also received 2 additional Compliance Plus awards (for our Tenant Engagement Strategy and for consulting with our customers to improve services). 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 2021. We are pleased to report that we have retained our Silver accreditation and we are now working towards achieving Gold status.

**Glen Oaks' Strategic Plan sets out 4 key strategic objectives for the next 3 years. Each department has a detailed implementation plan which sets out how the outcomes will be achieved.**

**Customers  
First**

**Desirable  
places to live**

**Agile  
Organisation**

**Dedicated  
Team**



# Service Improvement Group



Glen Oaks' Service Improvement Group (SIG) continues to be a strong scrutiny group and, after 9 years, the SIG are still helping us improve our services and how we communicate with our tenants.

Every year they are involved in our annual rent consultation by making recommendations about what information should be provided and how it should be presented, 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.

This year their focus has been on damp and mould. They want to ensure that all tenants know what to do if they experience damp and mould in their property and that our policy and procedures ensure that this often-difficult repair

to resolve, is done quickly, consistently and in line with our tenants' expectations.

They started by carrying out a thorough review of the policy which included benchmarking it against 5 other associations to make sure it was fit for purpose and was best practice. They have looked at complaints received in the last year and have spoken to staff delivering the service about how the procedures work and what information is given to tenants.

The SIG are keen to carry out a survey with all tenants who have reported damp and mould in the last year in their home. This feedback will form part of their report to the Board so, if you do receive a survey, the SIG would encourage you to take a couple of minutes to give your feedback.

Once their review is completed, the SIG will meet with the Corporate Management Team in the New Year and discuss their findings. Their final report, along with any recommendations for improvements, will go to the next Board meeting. We will share more details of their findings in the Spring Newsletter.

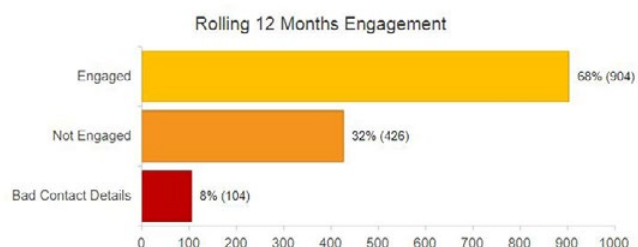
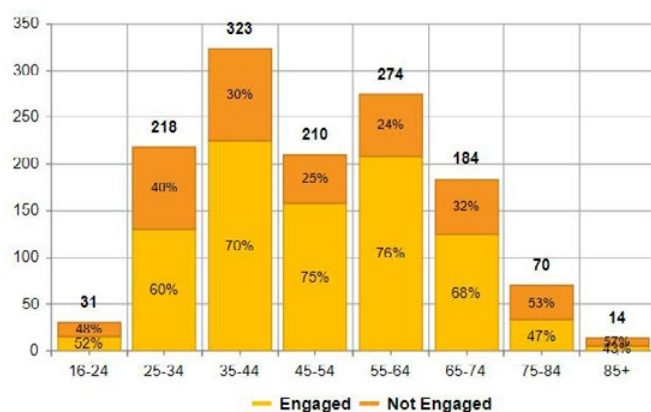
## Engagement Plus!

This year we invested in a new way of communicating with you digitally. We can now send you information that is clearer, provides links to where you can find more information or who to contact and, most of all, is tailored to you and what you need to know.

Our new communication tool allows you to also update your contact information directly and select your preference for receiving communications from us - email, SMS or postal. For the first time, we are also able to track engagement levels with our different tenant groups and make sure what we are communicating is of interest to you and change things up if we need to.

We are delighted to see that our engagement levels are high with 68% of tenants reading the information we send or taking part in surveys. It is also great that across all our different age groups a high percentage of our tenants are engaging with us digitally - 76% of those aged 55-64.

Remember if you need help getting online we have a Digital Inclusion Assistant who can help.

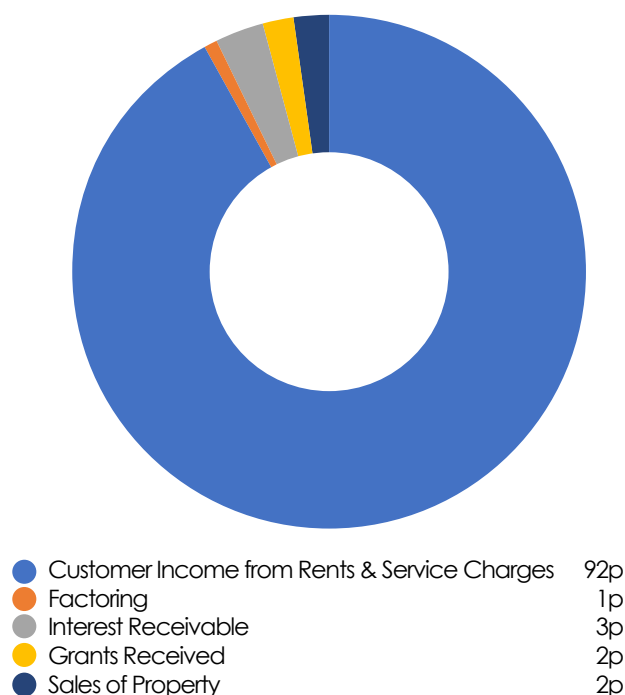


# Financial Highlights

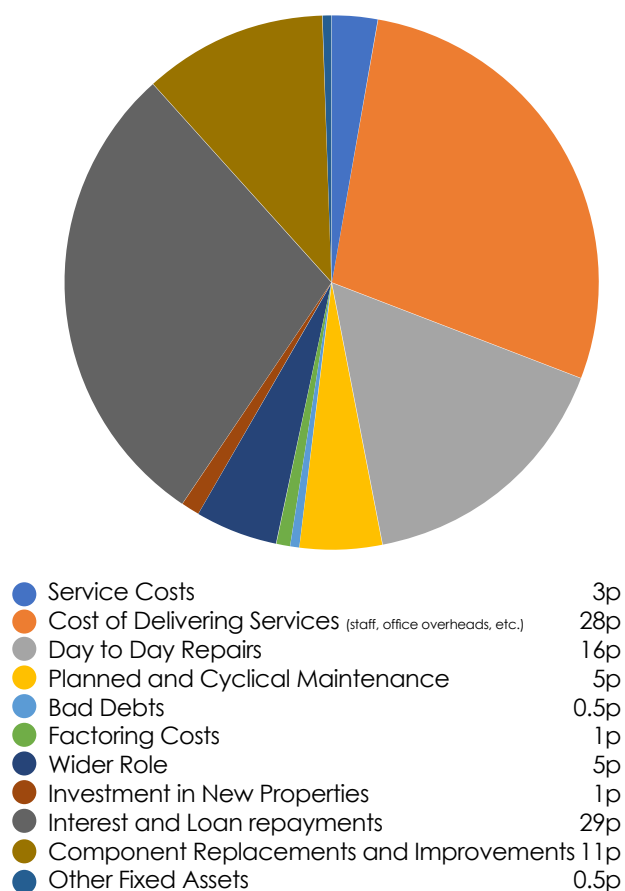
Statement of Comprehensive Income for the Year ended 31 March 2024	2024	2023
Revenue	7,938,319	7,367,940
Less operating costs	(6,082,143)	(5,372,963)
<b>Operating Surplus</b>	<b>1,856,176</b>	<b>1,994,977</b>
Gain/(loss) on sale of Assets	151,904	-
Interest receivable	218,126	48,046
Interest Payable and similar charges	(1,454,223)	(1,281,320)
Other Finance Charges	(9,000)	(1,000)
<b>Surplus for year</b>	<b>762,983</b>	<b>760,703</b>
Other Comprehensive Income		
Adjustment relating to operating pension liability	-	-
Actuarial gains/(losses) on defined pension plan	(335,000)	(216,000)
<b>Surplus on ordinary activities after taxation</b>	<b>427,983</b>	<b>544,703</b>

Statement of Financial Position as at 31 March 2024	2024	2023
<b>Tangible Fixed Assets</b>		
Housing Properties (less depreciation)	57,419,796	57,954,780
<b>Intangible Assets</b>	<b>270,653</b>	<b>275,388</b>
Other Fixed Assets	133,413	175,168
	<b>57,823,862</b>	<b>58,405,336</b>
<b>Investments</b>		
Investment Property	-	-
<b>Assets/liabilities</b>		
Receivables	443,912	529,477
Cash at bank and in hand	10,231,763	9,908,118
Creditors due within one year	(2,273,921)	(3,229,088)
Creditors due after one year	(25,598,331)	(26,389,614)
<b>Pension and other provisions</b>		
Scottish Housing Association Pension Scheme	(536,000)	(192,000)
<b>Deferred Income</b>		
Social Housing Grant	(27,191,987)	(26,534,128)
Other Grants	(2,392,214)	(2,418,994)
	<b>10,507,084</b>	<b>10,079,107</b>
<b>Capital and reserves</b>		
Share Capital	74	80
Revenue Reserves	11,043,010	10,271,027
Pension Reserves	(536,000)	(192,000)
	<b>10,507,084</b>	<b>10,079,107</b>

## Where every £1 of our money came from



## How we spend every £1 of our money



# How we are doing... at a glance

(our Landlord Report for 2023/24 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



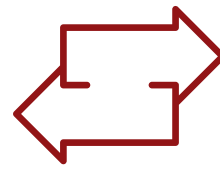
**98.2%**

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



**98.9%**

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



**98%**

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



**48.2%**

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



At 31 March 2024, Glen Oaks owned 1348 homes

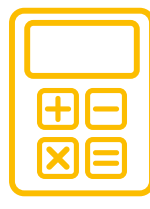
2022/23 = 1348



**£6,956,351**

The total rent due for 2023/24 was £6,956,351

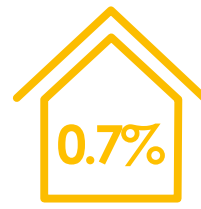
2022/23 = £6,596,718



**99.9%**

of the total rent due for 2023/24 was collected

2022/23 = 99%



of the total rent due for 2023/24 could not be collected as a result of homes being empty

2022/23 = 0.8%



**4.3%**

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

2022/23 = 4.2%



We consulted our tenants on 2 rent increase options - 4% and 5% and the majority of tenants supported an increase of

**4%**

(2022/23 = 6%)



**322**

responses to the consultation were received

2022/23 = 166



**62.3%**

supported a 4% increase



**37.7%**

supported a 5% increase



**£92.44**

(average weekly rent)

2 apartment - 144

2022/23 = £87.23



**£97.96**

(average weekly rent)

3 apartment - 731

2022/23 = £92.44



**£106.45**

(average weekly rent)

4 apartment - 390

2022/23 = £100.48



**£131.42**

(average weekly rent)

5 apartment - 83

2022/23 = £123.98



tenancies were allocated during the year to existing tenants

2022/23 = 6



tenancies were allocated during the year to housing list applicants

2022/23 = 38



tenancies were allocated during the year to homeless applicants

2022/23 = 32



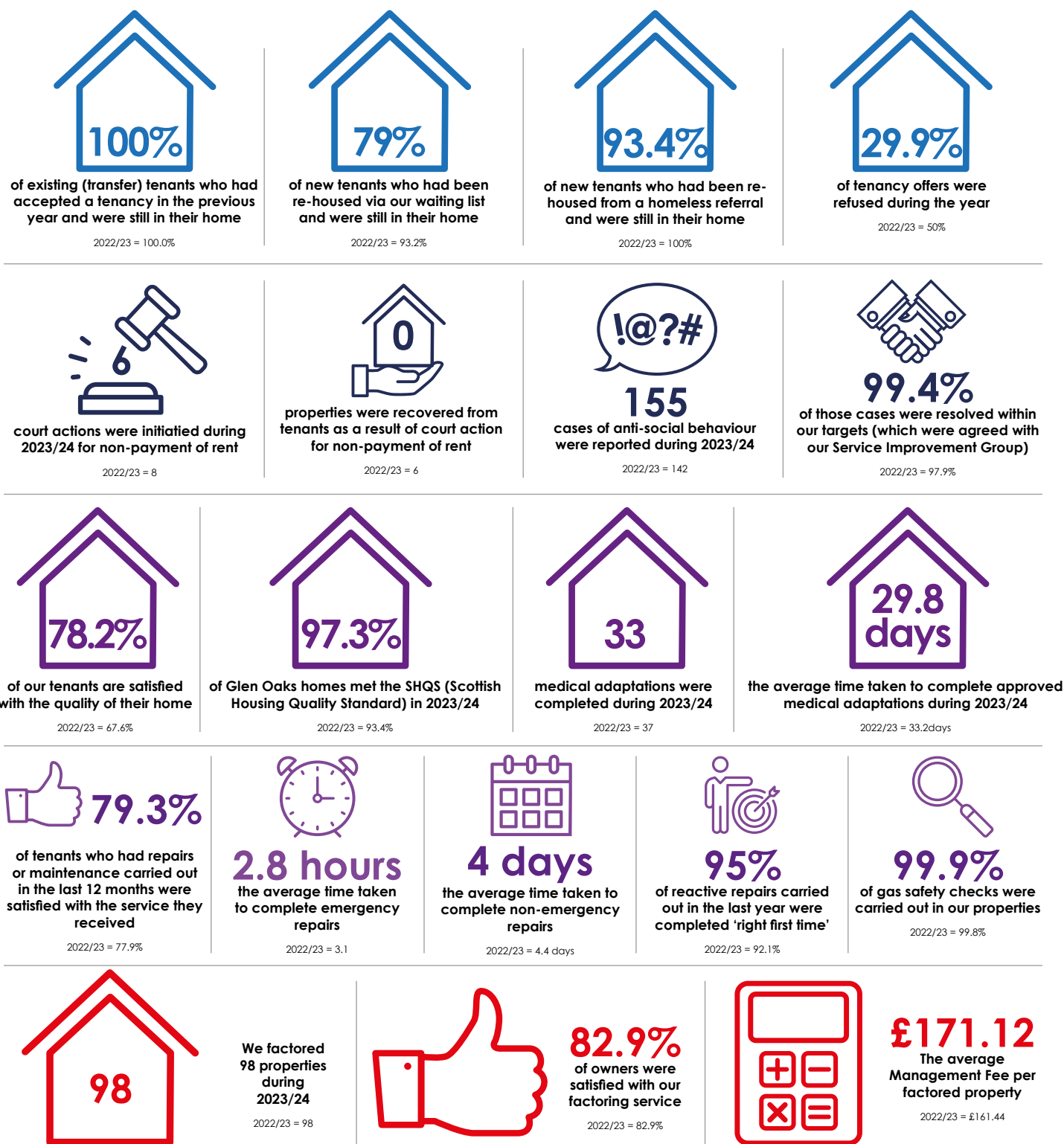
**44.6 days**

The average time taken to re-let homes during 2023/24 was 44.6 days

2022/23 = 47.4 days

# How we are doing... at a glance

(our Landlord Report for 2023/24 is available on the Scottish Housing Regulator's website)



During 2023/24, we also carried out the following work:

## Cyclical Maintenance

- Annual servicing of ventilation systems in 102 properties
- 5 yearly electrical inspections in 100% of our properties
- Second year of our Tree Management programme
- Annual gutter cleaning programme
- Procurement of new landscape contract (our new contractor, John O'Conner, started on-site in March 2024)

## Planned Maintenance

- Work started to replace all windows and external doors in Darnley and Regents Park (on-site March 2024)
- New rolling programme of kitchen replacements (on-site March 2024)

# Alasdair McKee Awards

The Association wanted to create a lasting tribute to Alasdair who had been the Chief Executive for 31 years. His passion for improving communities and the lives of the people in them transformed the areas of Darnley, Pollok and Arden. When he heard about the Workingrite programme, he was determined that Glen Oaks should get involved. We have now supported Workingrite for over 10 years and helped many young people from our communities on the path to employment.

It was therefore considered a fitting tribute to recognise the achievements of young people with an award in Alasdair's name. The Board agreed that two young people would each be given an award of £500 in recognition of the journey they had been on since joining the Workingrite programme.

The winners of the inaugural Alasdair McKee awards were:

- **Steven March** who received the RISING STAR award for the contribution he has made to LastLawn Plus. Thanks to the mentoring Steven received from Fraser, he has gone from strength to strength and is now a highly valued member of the team.



- **Jack Findlay** received the MOST INSPIRATIONAL YOUNG PERSON award for everything he has achieved since joining The Kitchen Depot. His mentor Graeme said he has shown exceptional willingness and determination to learn, grow and succeed and is an inspirational role model to all young people.



**workingrite**  
SOUTH GLASGOW

## Modern Apprentices

The Association successfully recruited three Modern Apprentices at the beginning of the year. Katie Anderson, Kadie Ferguson and Mia Hillhouse will complete an Apprenticeship in Housing. They will gain valuable experience in all aspects of repairs, maintenance and housing management. In the short time they have been with the Association they have already demonstrated great enthusiasm and a passion for improving the lives of the people in our communities. They all agree that a career in housing is something that more young people should consider. Although it can be challenging at times, it can also be highly rewarding. We're certain these three Modern Apprentices can be the housing leaders of the future!



## Tenancy Support Visits (Annual House Visits)

From April 2024, our Housing Officers have been trialing our new Tenancy Support Visit, a proposed annual visit to all residential properties within our communities.

These house visits serve several important purposes including:

- Property Maintenance
- Tenant Support and Assistance
- Community Engagement

Please note that visits will be scheduled in advance (by letter or SMS depending on your

contact preferences) and tenants will be notified of the date of their visit.

We kindly ask for your co-operation and assistance during these house visits. Your participation is crucial in helping us maintain a safe, supportive, and thriving community for all residents. If you have any questions or concerns regarding the upcoming house visits, please do not hesitate to contact our office on 0141 638 0999, option 3.

We look forward to seeing you at your visit!



# Welfare Rights Service

We are pleased to announce the continuation of AiAS (Advice in Accessible Settings) funding provided by the Scottish Government. The funding has helped us to provide a face-to-face advice service to our communities. This included the set-up of outreach clinics with Carnwadric Church & Foodbank and The Win Family Project, half a day per week.

The service remains in high demand and has produced excellent results, with 299 new cases created during 2023/24, resulting in £934,899.90 of recorded financial gains for our tenants.



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



Our tenancy sustainment project - goConnect - 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 specialist agencies who can help.

In partnership with local organisations, our goConnect team continue to provide excellent advice and support services for our tenants. In the last financial year, goConnect successfully secured £115,434 in funding to assist with the project's work, much of this as vouchers or goods for tenants struggling financially.

The funding we receive provides a lifeline to many of our tenants who are experiencing financial hardship and/or fuel poverty. We received £27,226 in fuel funding from the Scottish Government (via SFHA) and nearly £5,000 from Connecting Scotland to update our Digital Lending Library, provide free mi-fi and sims and nearly £5,000 from Cash for Kids to provide vouchers for the most vulnerable families at Christmas.

Funding received from the Glasgow Mental Health and Wellbeing Fund allowed us to continue many of our classes such as the Craft Class, Knit and Natter, Art, Mens' coffee mornings and Community Lunches. We also had a few Summer trips to the Science Centre and a barge boat trip.

Last year the goConnect team connected with 989 residents, provided 11 classes and 6 events, and saved tenants money through various grants, with savings to the value of £130,056.



*Left to right: Knit and Natter Ladies, Easter Bunny Parade and visit to the Science Centre.*

# 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 2023-24 Year End Complaints Report on our website - [www.glenoaks.org.uk/complaints-performance](http://www.glenoaks.org.uk/complaints-performance)

We received a total of 116 complaints in 2023-24 (189 complaints in 2022-23) 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.

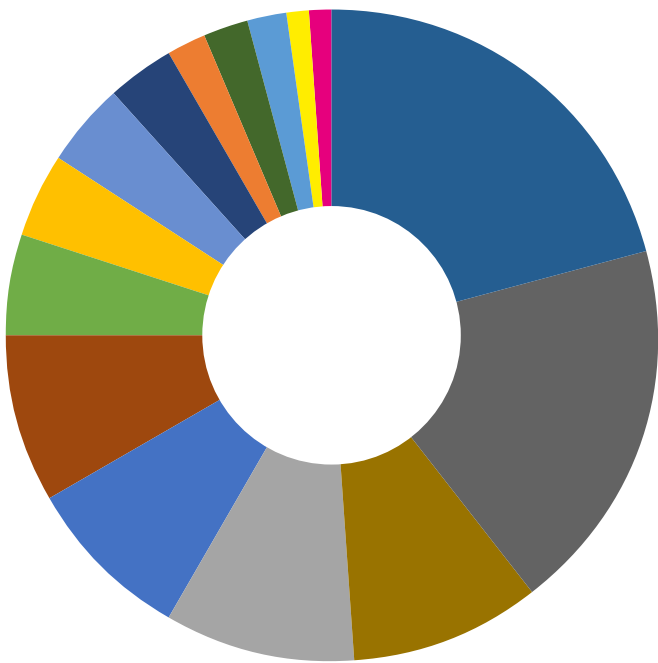
Stage 1 Complaints 2023-24		Stage 1 Complaints 2022-23	
Number received	79	Number received	157
% resolved within timescale	67.5%	% resolved within timescale	94%

Stage 2 Complaints 2023-24		Stage 2 Complaints 2022-23	
Number received	37	Number received	32
% resolved within timescale	75%	% resolved within timescale	78.1%

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

## Complaint Trends 2023/2024

Complaint
Repair standard
Close cleaning standard
Appointment not met
Dissatisfaction with policy/procedure
Repair delays
Void standard
Service failure
Communication
Damp and mould
Staff attitude
Ongoing problem not resolved
Factoring
Procedure failure
Contractor attitude
Other



# Chief Executive's Report

I hope you've found our Annual Report for 2023/24 interesting.

The purpose of the report is to give you information about our performance and financial position during the past year. We have included performance information from last year's report to allow you to see where we have made improvements and also to highlight areas where we could be doing better.

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 continued challenges we have faced, I'm very pleased to report that we have performed well. There are areas that we will continue to work on and develop and we will report on these throughout the coming year.

We are committed to helping tenants who are facing financial hardship during the current cost of living crisis. Our Welfare Rights team 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.

Getting your views on our services is extremely important to us. We want to use the information you give us to improve our services and customer experience. Look out for opportunities to tell us about what you would like to see happen in your community, including engaging with our surveys, events and consultations. You can influence the decision-making of the Association by getting involved.

I would like to add my personal thanks to the Board and Service Improvement Group (SIG). Our Board and SIG members are all volunteers who are passionate about the work of housing associations and give up their free time to support Glen Oaks.

A special thanks goes to Simon Gaunt who stood down from his role as Chairperson this year. Always a keen champion of Glen Oaks, Simon has been able to bring his skills and



experience to the role. Simon was appointed as our Chairperson six months before the Covid-19 pandemic. During this period we experienced the cost-of-living crisis and the sudden passing of Alasdair McKee but Simon was committed to ensuring that the Association continued to deliver an excellent service to its residents and that the staff team were fully supported.

I am delighted that Simon has decided to stay on the Board. I would also like to welcome Michael Smith as our Chairperson and look forward to working with him in his new role.

I would like to thank the staff team at Glen Oaks, who work tirelessly to deliver an excellent service. And finally thank you to you, our residents, for your continuing support.

I'm very proud of Glen Oaks Housing Association, the Board, the SIG, our staff team, tenants and residents, and strongly believe that we can work together to make our communities great places to live and work.

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

**Nicola Logan, Chief Executive**



### Board Members (following the AGM):

Michael Smith, Chairperson  
Kimberley Barker, Vice-Chairperson  
Fiona Koroma, Secretary  
Simon Gaunt, Treasurer  
Emma Brown  
Patricia Gallagher  
Helen Gracie  
Andrew McCafferty  
David Mulhern  
John Russell  
Paul Watson

### Corporate Management Team:

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

### Service Improvement Group:

William Irvine, Chairperson  
Robert Brown                      Margaret Gibson  
Marek Stachowiak              Eleanor Stewart  
James Stewart

### Contact Us:

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 055293

  @GlenOaksHousing

Tenant Portal: [webaccess.glenoaks.org.uk](http://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)

### Office Opening Hours:

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

### Emergency Repairs:

Our telephone system gives tenants the option to report emergency repairs when our office is closed by calling the usual office number 0141 638 0999 and choosing the option which transfers your call to our out of hours call centre, Aquarius, who will contact the appropriate contractor to deal with your emergency situation.

## 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

