Glen Oaks
HOUSING ASSOCIATION

Annual Report
2025/26



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About us

At Glen Oaks Housing Association, we're here to provide good-quality, affordable homes and the support our customers need to build a secure and positive future.

Everything we do starts with our customers. Whether it's carrying out repairs, investing in homes, supporting people through difficult times or helping create stronger communities, our goal is to deliver services that make a real difference to everyday life.

Glen Oaks Housing Association is managed by our Board who are all volunteers. Our Board members are responsible for our strategic direction. The Board also ensures that policies and plans are in place to achieve our strategic goals, monitor our performance and identify and control any risks to our business. We are very fortunate to have an experienced and diverse Board consisting of eleven tenant and non-tenant members who have a range of skills and knowledge.

Customers First

We want every customer to have a positive experience when they contact us. We listen to feedback, involve customers in decisions, and look for ways to make our services easier to access and use.

Desirable places to live

We continue to invest in our homes and surrounding communities so that customers can feel safe, comfortable, and proud of where they live.

Agile Organisation

We are always looking for better ways to work. By using technology and learning from customer feedback, we can improve services and respond more quickly to changing needs.

Dedicated Team

Our staff are at the heart of everything we do. We invest in their skills and development so they can continue providing the best possible service to our customers.

You can make a difference and see real changes in the area you live in by getting involved with Glen Oaks and our work. Take the first step and become a shareholding member for just £1.



Customer Voice

One of the most important ways we improve our services is by listening to the people who use them.

Over the past year, customers shared their views through surveys, local events, scrutiny activities, consultations, and our Big Conversation event.

Your feedback helps us understand what's working well, what needs to change and what matters most to our tenants.

Our ambition is to improve overall tenant satisfaction and achieve a level above the Scottish average. The changes we've made are designed to help us get there. Housing and Property Services now work together as one Customer Service Team, with Customer Service Advisors providing a clear first point of contact and helping tenants get their enquiries dealt with as quickly and effectively as possible.

We're proud that we're already above the Scottish average for keeping tenants informed and providing opportunities to participate. We'll continue to build on this by putting tenant voice at the heart of how we design and improve our services.

83.7%

of tenants were very or fairly satisfied with the overall service provided by us

2024/25 = 83.7% • Scottish Average 87.6%

95.2%

of tenants said we were good at keeping them informed about our services and decisions

2024/25 = 95.2% • Scottish Average 91.4%

92.6%

of tenants were satisfied with the opportunities to participate in our decision-making process

2024/25 = 92.6% • Scottish Average 88.1%

Over 2025-26 customer feedback has directly influenced:

- **Introduction of the Customer Service Strategy**
- **Improvements to repairs processes and communication**
- **Policy decisions including allocations and rent setting**
- **Estate and Community improvements**

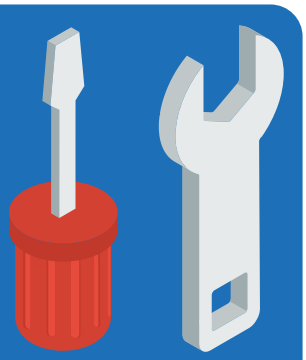
In total **110 improvements** were delivered directly from customer feedback

Turning Tenant Voice into Action

Our Service Improvement Group (SIG) is a well-established and award-winning scrutiny group, and they recently carried out an extensive review of our Tenant Participation Strategy. Their scrutiny outcome report outlines 10 key principles of effective participation designed to strengthen our existing processes and make the impact of tenant involvement even more transparent. The report highlights areas that we are doing well, and a number of recommendations that have already been implemented. You will see many new initiatives over the coming year.

53.9%
of owners were satisfied with our factoring service

2024/25 = 53.9%
Scottish Average 56.8%



Listening to Your Complaints

We want tenants to tell us when something hasn't gone right. We welcome complaints because they give us an opportunity to put things right, learn from your experience and improve our services.

We're pleased that our complaint handling performance is above the Scottish average, but we'll continue to listen, learn, and look for ways to do even better.

You can find out how to make a complaint and read our Annual Complaints Report at **www.glenoaks.org.uk/complaints**.

A summary of last year's performance is shown below.

61 **Stage 1 Complaints were received in 2025/26**
2024/25 = 75

98.4% **of complaints were responded to in full at Stage 1**
2024/25 = 97.9% • Scottish Average 98.2%

46 **Stage 2 Complaints were received in 2025/26**
2024/25 = 64

98.1% **of complaints were responded to in full at Stage 2**
2024/25 = 86.8% • Scottish Average 92.6%



Safety & Quality

Nothing is more important than making sure our customers live in homes that are safe, well maintained and looked after to a high standard.

Throughout the year, we continued to invest in essential safety checks, inspections and maintenance programmes across our homes and neighbourhoods. This included gas servicing, electrical safety inspections, water hygiene checks, smoke and heat detector testing, ventilation maintenance, and regular inspections of communal areas.

Behind the scenes, our teams work every day to make sure we meet important safety standards and respond quickly when issues are identified. While much of this work isn't always visible, it plays a vital role in keeping customers safe and protecting our homes for the future.

During the year, we strengthened several of our processes to improve the quality of services we provide. This included making improvements to how we manage damp and mould cases, carry out property inspections, and monitor repairs and maintenance work. A key focus going forward is to increase tenant satisfaction with our repairs service and the quality of our homes, and we're confident that the changes we've made, together with continuing to listen to tenant feedback, will help us achieve this.

One positive example is the improvements we've made to how we manage damp and mould. Cases are now being resolved much more quickly, with fewer needing to be reopened, helping customers get issues resolved sooner and with less disruption.

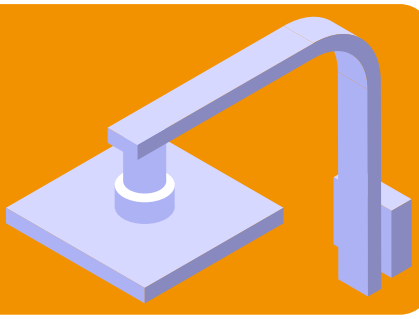
Quality is about more than meeting standards. It's about making sure customers can trust us to do what we say we will do, provide services that meet their needs and continue improving where we can.

As we look ahead, we will continue investing in our homes, strengthening our safety assurance processes, and listening to customer feedback to help ensure our services remain safe, reliable and of a high quality.

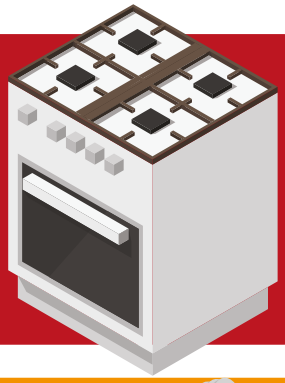
Planned & Cyclical Maintenance

During 2025/26, we spent £1.5 million on home improvements through our planned programmes, including:

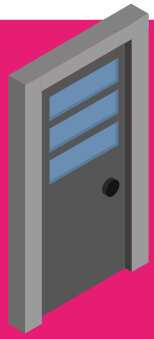
126 Showers



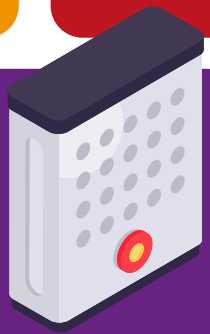
35 Kitchens



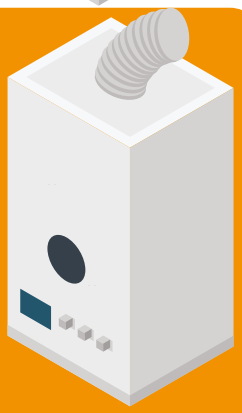
46 Front and rear close doors



36 Door entry system replacements



27 Boilers



83.9%

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

2024/25 = 81.1% • Scottish Average 88.1%





77.8%

of our tenants are satisfied with the quality of their home

2024/25 = 83.9%
Scottish Average 86.6%



96.3%

of our homes met the SHQS (Scottish Housing Quality Standard) in 2025/26

2024/25 = 93%
Scottish Average 89.5%



100%

of gas safety checks were carried out in our properties

2024/25 = 100%



3.4hrs

the average time taken to complete emergency repairs

2024/25 = 4.9 hours
Scottish Average 3.5 hours



4.7days

the average time taken to complete non-emergency repairs

2024/25 = 4.3 days
Scottish Average 8.8 days



94.3%

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

2024/25 = 77%
Scottish Average 95.3%

Neighbourhood & Communities

A great home is only part of what makes a place special. Strong communities help people feel connected, supported, and proud of where they live.

Throughout the year, we worked with residents, community groups, and partner organisations to improve our neighbourhoods and respond to local issues.

We also brought people together through a range of community events and activities, including our Garden Competition, Good Neighbour Awards, community litter picks, Swap Shop, and mobile community shop.

These activities help create opportunities for neighbours to connect, strengthen community spirit, and celebrate the positive things happening across our communities.

Results from our recent survey demonstrated high levels of tenant satisfaction with how we manage our neighbourhoods. We recognise our role as landlord is more than focusing on bricks and mortar. It's about creating places 'Where Communities Thrive.'

Our GO Get Involved Calendar brings together all the events and opportunities available for you to get involved and have your say. Look out for it in our newsletters or

you can find out more on our website **www.glenoaks.org.uk/go-get-involved-annual-calendar**

88.9%

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

2024/25 = 88.9%
Scottish Average 84.9%

Our Mission

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.

at 31 March 2026, Glen Oaks owned 1351 homes

31.3.25 = 1349

we factored 96 properties

2024/25 = 98

£188.71

the average management fee for our factored properties

2024/25 - £177.96
Scottish Average £118.77

We encourage everyone to show respect to their neighbours and to our staff and contractors. We are aware that this doesn't always happen (for a few reasons), but we are pleased to note that the number of anti-social behaviour reports has reduced in the past year. Our staff continue to work hard to resolve any issues that are brought to our attention.

75

cases of anti-social behaviour were reported

2024/25 = 140

91.5%

of those cases were resolved within the targets agreed by our Service Improvement Group

2024/25 = 96.4% Scottish average 93.1%

Tenancies

A safe and secure home can make a huge difference to people's lives, especially during challenging times.

That's why helping customers sustain their tenancy remains one of our key priorities.

Our annual home visits continue to provide an opportunity to understand what support people may need and identify potential issues before they become bigger problems.

The cost-of-living crisis continues to affect many households. During the year, our Welfare Rights Team helped customers access over £1.6 million in additional income through benefit advice, welfare support, and assistance with Universal Credit migration.

We also continued to provide practical support through our Go-Ahead Fund and other community initiatives, helping customers access assistance when they needed it most.

50.9 days

the average time taken to re-let homes

2024/25 = 28.2 days
Scottish Average 51.7 days



8

tenancies were allocated during the year to existing tenants

2024/25 = 5



22

tenancies were allocated during the year to waiting list applicants

2024/25 = 34



34

tenancies were allocated during the year to homeless applicants

2024/25 = 30



100%

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

2024/25 = 100%
Scottish Average 95.3%



94.1%

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

2024/25 = 96.7%
Scottish Average 92.4%



76.7%

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

2024/25 = 97.3%
Scottish Average 91.5%

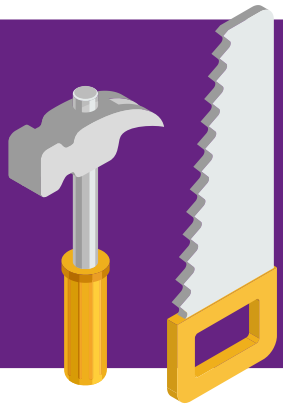


Our staff will do everything they can to help you maintain your tenancy and stay in your home. We can carry out medical adaptations to properties to make sure that any tenants who need some extra assistance can continue to feel comfortable and safe in their homes.

29

medical adaptations were completed

2024/25 = 24



14.2 days

the average time taken to complete approved medical adaptations

2024/25 = 31.1 days
Scottish Average 46.6 days



Rent

We know that rent is one of the biggest household expenses for many people, and that rising living costs continue to put pressure on family budgets.

At Glen Oaks, we are committed to keeping rents as affordable as possible while making sure we can continue to invest in homes, deliver high-quality services, and support our communities.

Every pound of rent received helps pay for essential services such as repairs and maintenance, safety inspections, planned improvements, neighbourhood management, and customer support. It also helps us invest in homes, so they remain safe, comfortable and energy efficient for the future.

We're grateful to the many customers who pay their rent on time and help us continue delivering these services. During the year, rent collection remained strong despite the ongoing financial challenges faced by many households.

We understand that circumstances can change unexpectedly. If customers experience financial difficulties, our focus is always on providing support as early as possible. Rather than waiting for arrears to build up, our teams work with customers to understand their situation, offer practical advice, and help them access the support available.

Our Welfare Rights Team continued to play an important role during the year, helping customers maximise their income and access benefits they were entitled to receive.



£101.10
(average weekly rent)
2 apartment - 145
2024/25 = £96.46
Scottish Average £98.61



£106.92
(average weekly rent)
3 apartment - 733
2024/25 = £102.13
Scottish Average £101.42



£116.18
(average weekly rent)
4 apartment - 390
2024/25 = £110.98
Scottish Average £110.33



£143.32
(average weekly rent)
5 apartment - 83
2024/25 = £136.88
Scottish Average £121.71

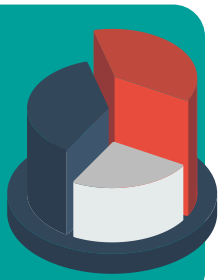
the total rent due was
£7,652,726
2024/25 = £7,314,577



97.7% **of the total rent due was collected**
2024/25 = 99.8% • Scottish Average 99.7%



0.7% **of the total rent due could not be collected as a result of homes being empty**
2024/25 = 0.6%
Scottish Average 1.1%



3.7% **gross rent arrears (all tenants) as at 31 March 2026 as a % of rent due for the reporting year**
2024/25 = 3.6% • Scottish Average 5.9%



6
court actions were initiated for non-payment of rent
2024/25 = 3



2 **Properties were recovered from tenants as a result of court action for non-payment of rent**
2024/25 = 2



Value for Money

At Glen Oaks, value for money means making sure your rent is used wisely to provide good-quality homes, reliable services, and support when it's needed most.

During 2025/26, we continued to invest in our homes and communities while maintaining strong financial performance. We collected 97.7% of rent due and helped tenants secure £1.6 million in additional income through welfare and financial inclusion support.

We regularly review how we deliver services and compare our performance with other landlords to make sure we're getting the best results for our customers. By using our resources carefully, we can continue to invest in the things that matter most to our tenants and communities.

In this year's report, we thought it would be useful to list our highest items of expenditure so that you can see where the money goes:



81.5%

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

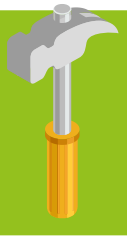
2024/25 = 81.4%
Scottish Average 82%



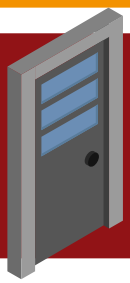
Staffing costs
£2,230,000



Loan interest and repayments
£1,880,000



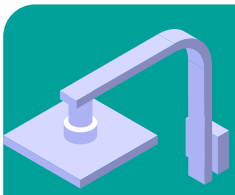
Day to day repairs
£1,220,000



Close doors and door entry systems
£530,000



Repairs to empty homes
£380,000



Installation of showers
£250,000



Paintwork
£250,000



Stair cleaning and removal of bulk items
£220,000



Kitchen replacements
£200,000



Landscape maintenance
£170,000

Helping You Access and Understand This Information

This document is available in a range of accessible formats, including large print, Braille, audio, and alternative languages. If you need this information in another format, or if you have any questions or comments about the content of this booklet, please speak to a member of staff who will be happy to help.

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Any feedback or questions?

Help us improve this document and our services by sharing your feedback - we want to make sure everything is clear, fair and accessible. Complete this short survey here to tell us what you think and ask any questions.

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

dedicated
we will give 100% commitment to our work

respectful
we trust and respect our customers and each other

transparent
we will be open and honest about what we do

Scottish Charity No. SC034301. Financial Conduct Authority Reg. No. 2402R(S) Scottish Housing Regulator No. HCB241