

30th Anniversary

Glen Oaks

HOUSING ASSOCIATION



Celebrating 30 years of working with the community



Annual Report
2020/21

Chairperson's Report

Welcome to our Annual Report for 2020/21. I hope you and your family are well.

The past year has continued to be dominated by the Coronavirus pandemic. We've all had to find ways to adapt to the new 'normal' as we face the challenges that have arisen as a result of the Covid-19 crisis.

The pandemic has had a big impact on our business but the risk management and business continuity planning procedures that we have in place meant that we were able to react quickly and introduce new ways of working to support our residents. Our prompt response to Government advice to close our office allowed us to protect the safety of our residents, staff, Board members, Service Improvement Group members, contractors and other customers.

At the time of writing, our staff continue to provide the best possible service they can while mainly working from home. We've resumed our full repairs service and are also opening the office a couple of days a week to allow staff to meet with tenants on an appointment basis. To continue to ensure the safety of both customers and staff, we are still asking tenants to contact us by phone, email or through our tenant portal in the first instance. Unfortunately, some aspects of our service have had to be put on hold and I apologise for any inconvenience this may have caused.



We were very sorry to lose 2 members of the Glen Oaks team in the last year, Pat McGinlay MBE, one of our founding Board members and Liz Rice, Service Improvement Group member. We've paid tribute to Pat and Liz elsewhere in this report and I would like to offer my sincere condolences to their families; both Pat and Liz played a massive part in Glen Oaks and will be sorely missed.

Our Board has met throughout the pandemic, via video conferencing, which has allowed us to continue to set the Association's strategic direction, ensuring that Glen Oaks maintains its governance standards. For the second year running we also held our Annual General Meeting by video conference.

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 assured that Glen Oaks complies with all regulatory requirements and standards.

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

Thank you, every one of you, for your continuing support.



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

Pat McGinlay MBE

We are very sad to report that one of the Association's founding members, Pat McGinlay MBE, passed away in August this year.

Pat was a member of our Management Committee/Board for over 30 years and during that time she also served several terms as our Chairperson. Her unwavering support for Glen Oaks helped us to become the thriving housing association we are today.

Pat was devoted to her family and would do anything for her friends and neighbours. She was an extraordinary person and was totally committed to making sure everyone in her community had a decent and affordable home. As you can see from the photos on this page (and in the 30th Anniversary highlights on pages 8 - 11) Pat's many achievements were not only recognised by her peers in the housing

sector, she was also awarded an MBE which was presented to her by the Queen. We've received many touching tributes to Pat from her colleagues in the housing association movement and from people in the local community who knew, loved and respected her - those messages would have meant more to Pat than any of the awards she received.



Pat's contribution to Glen Oaks and our communities is almost impossible to measure. She changed the lives of many of our tenants for the better and there can be no better epitaph than that for such an inspirational woman. We will all miss Pat very much.



Tributes to Pat McGinlay MBE:

Pat WAS Glen Oaks but beyond the Association she commanded huge respect from her peers, largely because of her experience and determination to get things done.

A genuinely lovely woman and a lovely neighbour - Pat, you will be missed.

A totally inspirational, hard-working woman who always stood by the Darnley community.

Service Improvement Group

Glen Oaks' award-winning Service Improvement Group (SIG) has been independently scrutinising our performance for over 6 years. The SIG are a committed group of volunteers who work together to hold us to account and help us to shape the services that we provide for our tenants and other customers.

The Group reviews our policies, procedures and processes, identifying what works well and what could be improved, before reporting

their findings to our Board along with their recommendations for improvement. The SIG's most recent review scrutinised our communication methods and they submitted over 30 recommendations for consideration by our Board, most of which have already been implemented.

Our Board places a high value on the work done by the SIG and appreciates the commitment shown by the Group who have continued to meet throughout the pandemic.

Liz Rice

We're very sad to report that one of the founding members of our Service Improvement Group, Liz Rice, passed away in May after a long battle with Covid. Her heartbroken family also suffered the loss of Liz's husband Raymond from the virus earlier this year.

When she joined our Service Improvement Group, Liz was continuing her family's long relationship with Glen Oaks because her father, Archie Watt, was a member of the steering group that set up the Association over 30 years ago.

Liz's warm, friendly personality helped to create a positive team spirit within the SIG and her commitment to working with the other members of the Group led to the SIG winning awards for leading the way in tenant scrutiny and making a real difference to the local community.

Liz will be sorely missed, not only by the SIG and the staff members who worked closely with her, but by the wider Glen Oaks team.

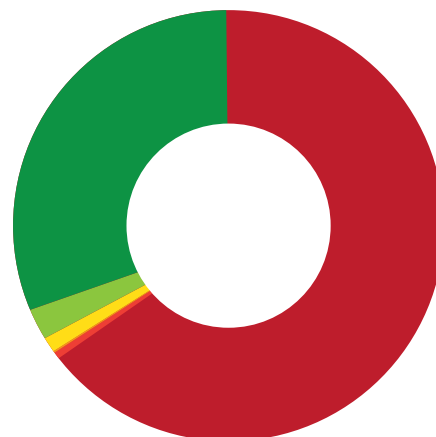


Financial Highlights

Statement of Comprehensive Income for the Year ended 31 March 2021	2021	2020
Revenue	6,927,461	6,655,373
Less operating costs	(4,804,621)	(5,012,301)
Operating Surplus	2,122,840	1,643,072
Profit/(loss) on sale of Assets	39,498	35,792
Interest receivable	4,337	37,780
Interest Payable and similar charges	(1,102,840)	(1,156,603)
Other Finance Charges	(1,000)	(30,000)
Surplus for year	1,062,835	530,041
Other Comprehensive Income		
Adjustment relating to operating pension liability	-	-
Actuarial gains/(losses) on defined pension plan	(965,000)	1,067,000
	97,835	1,597,041
Surplus on ordinary activities after taxation	97,835	1,597,041

Statement of Financial Position as at 31 March 2021	2021	2020
Tangible Fixed Assets		
Housing Properties (less depreciation)	59,731,820	59,616,366
Intangible Assets	243,515	283,281
Other Fixed Assets	308,653	338,879
	60,283,988	60,238,526
Investments		
Investment Property	47,064	28,500
Assets/liabilities		
Receivables	471,317	434,698
Cash at bank and in hand	8,319,044	5,635,898
Creditors due within one year	(2,652,194)	(3,173,128)
Creditors due after one year	(27,555,878)	(24,985,226)
Pension and other provisions		
Scottish Housing Association Pension Scheme	(877,000)	(148,000)
Deferred Income		
Social Housing Grant	(27,083,837)	(27,149,814)
Other Grants	(2,472,554)	(2,499,333)
	8,479,950	8,382,121
Capital and reserves		
Share Capital	98	104
Revenue Reserves	9,356,852	8,530,017
Pension Reserves	(877,000)	(148,000)
	8,479,950	8,382,121

Where every £1 of our money came from



Customer Income from Rents & Service Charges	65.2p
Factoring	0.5p
Interest Receivable	0.1p
Other Grants Received	1.3p
Development Grants	2.4p
New Funding	30.5p

How we spend every £1 of our money



Service Costs	4.6p
Cost of Delivering Services (staff, offices, Gold Service, etc.)	32.2p
Day to Day Repairs	10.2p
Planned Maintenance and Improvements	8.6p
Other Costs (bad debts, etc.)	0.8p
Factoring Costs	0.9p
Wider Action/Wider Role	4.1p
Investment in New Properties	2.5p
Interest and Loan Repayments	30p
Planned Maintenance and Improvements	5.9p
Other Fixed Assets	0.2p

How we are doing... at a glance

(our Landlord Report for 2020/21 is available on the Scottish Housing Regulator's website)



90.0%

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

2019/20 = 90.0%



96.0%

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

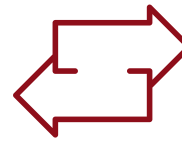
2019/20 = 96.0%



97.1%

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

2019/20 = 97.1%



87.3%

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

2019/20 = 87.3%



53.6%

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

2019/20 = 70.1%



83 Complaints

We are dedicated to providing the best possible service to our customers. To achieve this commitment, we use any complaints we receive as an opportunity to identify areas where we need to improve.

In the last year we received 83 complaints but most of these were frontline complaints which were quickly resolved.

2019/20 = 77

64

We received 50 Stage 1 complaints during 2019/20

2019/20 = 50

19

We received 19 Stage 2 complaints during 2020/21

2019/20 = 27

100%

of Stage 1 complaints were resolved within timescale

2019/20 = 86%

100%

of Stage 2 complaints were resolved within timescale

2019/20 = 74%



At 31 March 2021, Glen Oaks owned **1348 homes**

2019/20 = 1308



£6,036,900

The total rent due for 2020/21 that was collected was **£6,036,900**

2019/20 = £5,916,694



101.5%

% of the total rent due for 2020/21 was collected

2019/20 = 100.4%



% of the total rent due for 2020/21 could not be collected as a result of homes being empty

2019/20 = 0.6%

Letting restrictions introduced as a result of Covid between April and August 2020 led to an increase in rent loss due to properties lying empty.



3.4%

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

2019/20 = 3.6%



Last year, we consulted our tenants on an increase of

1.6%



148

responses (11%) to the consultation were received

2019/20 = 115 (8.9%)



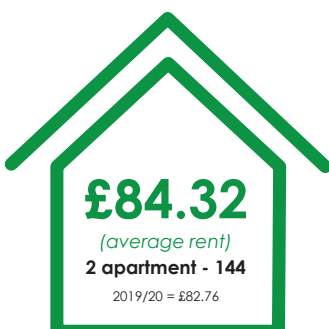
72

(48.7%) supported a 1.6% increase



76

(51.3%) did not support the proposed increase

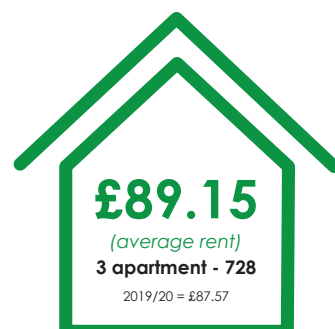


£84.32

(average rent)

2 apartment - 144

2019/20 = £82.76



£89.15

(average rent)

3 apartment - 728

2019/20 = £87.57

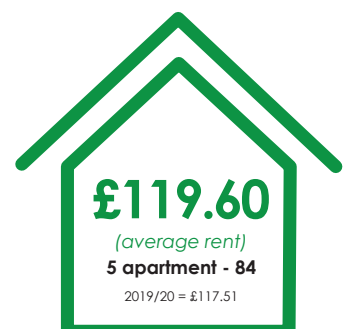


£96.85

(average rent)

4 apartment - 392

2019/20 = £95.14



£119.60

(average rent)

5 apartment - 84

2019/20 = £117.51



tenancies were allocated during the year to existing tenants

2019/20 = 17



tenancies were allocated during the year to housing list applicants

2019/20 = 79



tenancies were allocated during the year to homeless applicants

2019/20 = 20



23.8

The average time taken to re-let homes during 2019/20 was **22.5 days**

2019/20 = 24.4 days

Our void re-let times were increased due to letting restrictions as a result of Covid between April and August 2020.



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

2019/20 = 100%



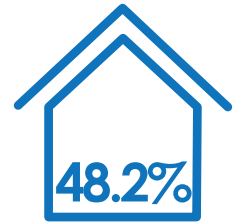
of new tenants who had been re-housed via our waiting list and were still in their home

2019/20 = 87%



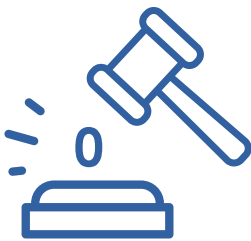
of new tenants who had been re-housed from a homeless referral and were still in their home

2019/20 = 75%



of tenancy offers were refused during the year

2019/20 = 50.6%



court actions were initiated during 2020/21 for non-payment of rent

2019/20 = 12



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

2019/20 = 8



262

cases of anti-social behaviour were reported during 2020/21

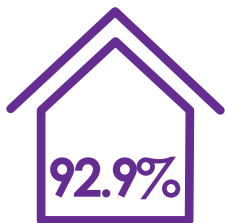
2019/20 = 247



98.5%

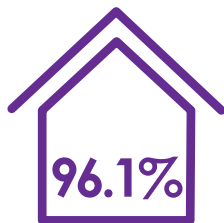
of those cases were resolved within our targets (which were agreed with our Service Improvement Group)

2019/20 = 93.1%



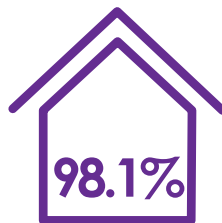
of our tenants are satisfied with the quality of their home

2019/20 = 91.4%



of Glen Oaks homes met the SHQS (Scottish Housing Quality Standard) in 2020/21

2019/20 = 96.2%



% of properties met the EESSH (Energy Efficiency Standard for Social Housing)

2019/20 = 97.5%



of 17 approved medical adaptations were completed during 2020/21

2019/20 = 100%



the average time taken to complete approved medical adaptations during 2020/21

2019/20 = 24 days



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

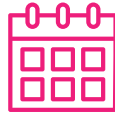
2019/20 = 93%



2.6 hours

the average time taken to complete emergency repairs

2019/20 = 2.2 hours



2.5 days

the average time taken to complete non-emergency repairs

2019/20 = 3.6 days



95.9%

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

2019/20 = 97.5%



98%

of gas safety checks were carried out in our properties

2019/20 = 100%



We factored **98 properties** during 2020/21

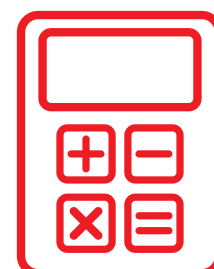
2019/20 = 99



68%

of owners were satisfied with our factoring service

2019/20 = 52%



£155.01

The average Management Fee per factored property was **£155.01**

2019/20 = £150.80

30th Anniversary

Over the past 30 years, Glen Oaks Housing Association has built high quality rented and shared ownership homes and has also refurbished many of its existing properties. Throughout our extensive regeneration work, supported by public and private agencies

like the Scottish Government and Glasgow City Council, Glen Oaks has remained a community-controlled housing association, dedicated to providing the best possible service to our residents. Here are just some of the Association's highlights:

1991
1st Darnley
Steering
Group
Public
Meeting.



1994
Phase 1 -
38 homes
modernised
in Darnley.



1995
34 newly
built homes
completed
in Darnley.



1992
310
deck access blocks in Glen Esk Drive and
Glen Cona Drive transferred from Glasgow
District Council.



1993
First demolition in Darnley.

1996
40 new
homes in
Ben MacDui
Gardens,
Darnley.



1997
Mrs Pat
McGinlay
receives
'Women
Achiever
in Housing'
Award.



1998

Committee and Staff Members submit Glen Oaks' bid for Arden.



2002
Launch of Glen Oaks' Gold Service.

1999

1100 properties in Arden transferred from Scottish Homes in January 1999.



2003

Darnley Phase 4B - completion of 28 unit development.



2000

Launch of kickabout pitch and children's play area in Arden.



2004

Glen Oaks wins a place on the Inner City 100 Index, receiving an award for being one of the fastest-growing inner city businesses.



2001

Cartloch Phase 2 - 22 new homes completed.



2005

Work starts on Arden Phase 1 - the first new build project in Arden for almost 50 years, providing 42 new homes.



30th Anniversary



2006
200 residents enjoyed a night out at the panto to celebrate our 15th Anniversary.

2010

To honour her exceptional contribution to Glen Oaks and to housing in general in Scotland, our Board named the Association's new conference suite after Board member and former Chairperson, Mrs Pat McGinlay MBE.



2007

Glen Oaks works with Colin McAllister and Justin Ryan on the 'Colin and Justin on the Estate' television programme for Channel 5.



2011

We donated funds from our Gold Service Community Chest to the Jimmy Dunnachie Centre in Arden to help with environmental projects.



2008

Launch of our Good Neighbour Awards which give residents the opportunity to publicly thank a neighbour whose help and support has made a difference to their life or to their local community.



2012

Our Board Members celebrated the Association's 21st Anniversary at the Corinthian in Glasgow.



2009

Alex Neil MSP carried out the official opening ceremony of our new homes and care facility at Hopeman Avenue in July 2009.



2013

Glen Oaks teams up with Workingrite to help local young people find work placements.



2014

At the Opening Ceremony for our new build site at Kilmuir Crescent, children from Ashpark Primary School helped to bury a time capsule under the new homes.



2018

In September 2018, we celebrated the 25th Anniversary of the Darnley Fun Run and also introduced the first-ever Toddler Waddle!



2015

In May 2015, we held a 'Big Clean Up Day' in Darnley in partnership with Keep Scotland Beautiful and Community Safety Glasgow, with help from children from St. Angela's and Darnley Primary schools.



2016

Glen Oaks celebrated its 25th Anniversary with an event for Board and staff members at the Corinthian.



2019

The Association started work (in partnership with AS Homes) on the development of 49 new homes in Arden.

2020

Funding received from the Scottish Government allowed our goConnect project, in partnership with other local initiatives, to provide 133 meals per week to 72 vulnerable households in Arden, Darnley and Pollok.



2017

Our Service Improvement Group won the 'Most Inspiring Scrutiny Newcomer' award at the TIS National Excellence Awards.





Our goConnect Project works to create community capacity and better opportunities for our residents and the communities we manage. The project offers support to our tenants to help them stay in their own homes and lead fulfilling and happy lives. During what has been a very challenging year, we have continued to offer support to our elderly residents, people who are isolating and those who are experiencing mental health issues. We've also signposted residents to various specialist agencies who are able to offer additional help. By regularly engaging with our most vulnerable tenants, we have been able to reduce the risk that they may need support from an already overstretched NHS.

This has led to us introducing some new services, including:

- Setting up a new forum with partners called the **Arden Mental Health Action Group** with the purpose of helping mental health and becoming a Suicide Safer Community.
- Becoming a member of the newly formed **South Locality Network**, who will be looking at the Adult Healthy Minds Framework.
- Using funding from Glasgow City Council's Area Partnerships to set up our own **Telephone Befriending Service**. The service is really popular with our residents and we now have 3 befrienders (including 1 Polish speaker).

We are starting up our **Active Arden** Club, in partnership with Glasgow Life (Community Sports Hubs) and we're in the process of setting up a committee so that we can have a constituted group to apply for funding. Local primary school children recently took part in a competition to design a new logo for Active Arden and as you can see, the winning design is stunning! Active Arden's activities include a weekly walking group, a Couch to 5k jogging club and a Tai Chi class, and we are also planning some classes with Giffnock Soccer Club. Thanks to our colleagues in the Starting Out Project, we've been able to lend devices so that residents can access our Zoom classes - Chat, IT, SAMH, Relaxation and Photography.



goConnect - Walking Group outside GOHA April 2021



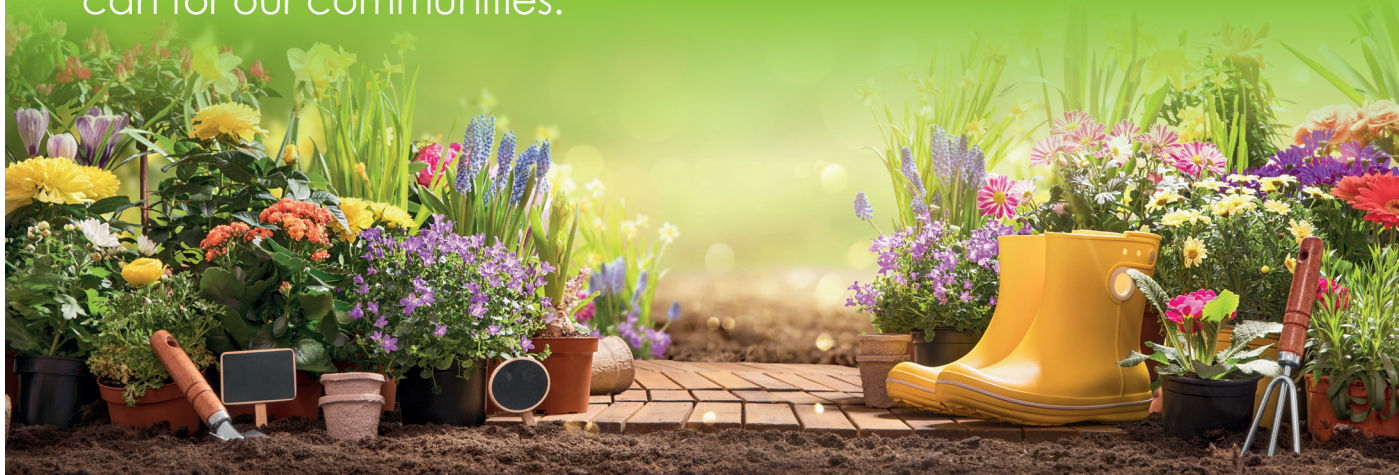
goConnect - Tai chi group

We're looking for ideas for the new...

Community Garden

We want to create a space that can be enjoyed by everyone (especially people who don't have their own garden) and we plan to have dedicated areas for nursery children and our local schools, with a separate zone for teenagers.

We continue to work with local groups and organisations through our goConnect Partnership forum so that we can combine our resources and expertise to achieve the best we can for our communities.



Starting Out

STARTINGOUT your helping hand

During the past year, there has been a huge demand for the services of our Starting Out team which includes a Financial Inclusion Assistant (FIA) and a Digital Inclusion Assistant (DIA).

The FIA advises on money issues (like budgeting and managing debt) and offers welfare rights and energy advice. They have helped 774 residents to save money, or to receive more money via benefits, totalling £451,640. This is an amazing achievement and has helped many of our residents who are struggling financially.

Our DIA has been teaching our residents digital skills so that they can get connected to social media, Zoom chats and classes, order shopping on-line, complete welfare benefit applications and do price comparisons to save money. We applied for a number of grants for computer devices and we received 130 devices in total, including free mi-fi to connect them to



the internet. This meant we could start up a lending library where residents can borrow a tablet and access tuition. We also provide a user guide for each device which gives step by step instructions, making it easy for absolute beginners. The lending library has been a real benefit to our vulnerable residents, such as the elderly, people who are shielding and those with poor mental health who are suffering from loneliness and isolation.

workingrite SOUTH GLASGOW

We've been working in partnership with Workingrite since 2013. The very successful Workingrite South Glasgow programme has helped over 300 young people in our area and their staff have continued to work during the pandemic, providing support and online training to local young people. 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.

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**

Chief Executive's Report

I hope you've enjoyed our Annual Report. The report allows you to see the work we continue to do well, where we have made improvements, and what we could be doing better.

I am very sorry that we lost Pat McGinlay MBE recently. I worked with Pat since the early 1990's and she contributed so much to Glen Oaks. She was an amazing person and gave me and all of our team so much support. My sincere condolences go out to her son Gerard, daughter Carol-Anne and the rest of her family.

I also offer my sincere condolences to Jamie Louise and the rest of the family of Liz Rice who very sadly also passed away recently. Liz was a very dedicated member of our Service Improvement Group.

Like many other organisations, we had to adapt quickly to the rapidly changing environment caused by the pandemic. I'm very proud of the way our staff team responded to the challenges. Their continuing commitment to the Association, and their dedication to working for you, has helped us to achieve Silver Investors in People status following an assessment.

We are planning for the resumption of all services when it is safe for us to do so. Inevitably, some things will take longer as we adapt to working with increased safety measures and different ways of communicating. However, our commitment to delivering quality customer-focussed services is as strong as ever and we'll make sure we keep you informed about any changes to our service.

It's been a tough 18 months since the first lockdown. As the furlough scheme and £20 Universal Credit uplift have now ended, we understand that some of our tenants may be suffering financial hardship and I would urge anyone who is having difficulty paying their rent



to contact us as soon as they can - we are here to help. Our Starting Out project continues to support residents with claiming Welfare Benefits they are eligible for, providing advice on budgeting and debt management, or support with reducing household bills by finding the best energy deal.

We understand that times are hard and family budgets are stretched. However, as rents are our main source of income, we rely on everyone paying their rent so that we can continue to provide the services you need. We will shortly send you our Rent Consultation document which sets out our proposals for next year's rent. We really want to know what you think about our proposals so please take a few minutes to complete and return the survey form. We will publish the results of the consultation in our newsletter.

I'm pleased to report that the Association is well ahead with plans to build more, much needed new homes - more details coming soon.

To remain effective and representative of the communities we serve, we need the continued support of our membership. We currently have 4 vacancies on the Board and I strongly encourage any enthusiastic, community-minded person who supports our work to contact me if they are interested in joining our Board.

One of our values is 'Dedicated' and I believe that every member of our team is dedicated to our joint purpose which is to look after our customers and provide the best service we can.

I'd like to end our Annual Report by thanking everyone for their continuing patience and support - our dedicated Board and Service Improvement Group members (who are all volunteers and give up their free time to support the Association), our hard working staff team, and last (but not least) you, our valued tenants and residents.



Alasdair McKee, Chief Executive

Our Board Members at 16.9.20 (following the AGM):

- **Simon Gaunt** (Chairperson)
- **Kerry Clayton** (Vice-Chairperson)
- **Kimberley Barker** (Treasurer)
- **Fiona Koroma** (Secretary)
- **Johnson Ayorinde**
- **Allan Edgar**
- **Maryrose Flaherty**
- **Helen Gracie**
- **Alison Loudon**
- **Mitchell Overthrow**
- **Michael Smith**

The Board is supported by our Corporate Management Team:

- **Alasdair McKee** (Chief Executive)
- **Nicola Logan** (Finance Director)
- **Jean Murray** (Housing Services Director)
- **Donald Weir** (Technical Director)

Glen Oaks' Service Improvement Group scrutinises our services and performance:

- **William Irvine** (Chairperson)
- **Margaret Gibson**
- **Jamie Louise Halkett**
- **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)

**At the time of going to print our office
remains closed due to the Covid-19
pandemic, but our staff can still be
contacted during these business hours by
telephone, email, text message, or via the
tenant portal. Our staff are now available
to meet tenants and other customers by
pre-arranged appointment.**

Our office opening hours are:

Monday, Tuesday & Thursday: 9am - 5pm

Wednesday: 9am - 1pm (closed

Wednesday afternoons for staff training)

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

