



# Chairperson's Report

Welcome to our Annual Report for 2018/19. The report will let you see how well we have performed during the past year in relation to the standards and outcomes set out in the Scottish Social Housing Charter. It will also update you on the work we are doing now and let you know about some of our plans for the future.



This is my final report as Chairperson of Glen Oaks. The time has flown by and I really can't believe I've been Glen Oaks' Chairperson for the last five years.

I'd like to take this opportunity to say how proud I am to have been the Chair of such a forward-thinking, high-performing housing association. It's been a pleasure to have been the Chair but, in accordance with our Rules, it's time for me to step down. However, I will be staying on the Board and I'm delighted to let you know that our new Chairperson is Simon Gaunt who was elected by our Board after the Annual General Meeting in September. We're all looking forward to supporting Simon in his new role.

Each year, we provide information about our performance to the Scottish Housing Regulator (SHR). The SHR then publishes its Landlord Reports which let tenants see how well their landlord is performing and how that performance compares with other housing associations in Scotland. I'm glad to confirm that we are performing very well. The Landlord Report is available on our website at [www.glenoaks.org.uk](http://www.glenoaks.org.uk) and the Scottish Housing Regulator's website at [www.scottishhousingregulator.gov.uk](http://www.scottishhousingregulator.gov.uk)

I'm pleased to report that Glen Oaks continues to build new houses as part of our commitment to the Scottish Government's target of delivering 50,000 affordable homes by 2021. The Association has spent over £10 million on building new homes in the past five years. Our latest development in Arden, built in partnership with AS Homes (Scotland) Limited, is well under way and will provide 49 high-quality homes which are a mix of terraced and semi-detached homes, as well as cottage flats. This new development, to be called Kilmuir Close, has been made possible thanks to £3.9 million of funding from the Scottish Government and Glasgow City Council, in addition to private finance.

## Highlights from the past five years:

2015

- Launch of Starting Out Project
- Work starts on 48 homes to be built on the site of the former St. Louise Primary School in Arden

2016

- The Association celebrates its 25th Anniversary!
- Glen Oaks achieves Customer Service Excellence accreditation
- Workingrite Project announces 100th Trainee

2017

- Opening Ceremony for 48 new homes in Arden (Lunestone Court)
- Service Improvement Group wins the 'Most Inspiring Scrutiny Newcomer' award at the TIS National Excellence Awards
- Glen Oaks is finalist in the 'Housing Association of the Year' category at the Scottish Home Awards
- 15th Anniversary of Glen Oaks' Gold Service

# Chairperson's Report

We encourage our residents to get involved in the work of the Association. One of the ways you can do this is by joining our Service Improvement Group (SIG). The excellent work done by the SIG, who scrutinise our policies and procedures, has led to a number of improvements to our services. If you would like to join the SIG, or find out more about the work they are doing, please contact our office.

Thank you to everyone who took part in our recent Tenant Satisfaction Survey. 520 of our residents were asked about Glen Oaks' performance and I'm pleased to report that the results were very positive with 90% of the tenants surveyed saying that they are very satisfied or satisfied with our service. By listening to you, our customers, we will continue to improve on how we work **for** and **with** you in the future.

We are determined to deliver value for money in everything we do and this includes our commitment to providing homes at affordable rents. We recently carried out a Rent Setting survey to give our tenants the chance to influence how we will calculate future rents. Feedback from the survey will be reported in our newsletter.

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 I look forward to working with them to support our new Chair.

Thanks also to our staff team and our Service Improvement Group. It's been great to work with people who are so enthusiastic about taking on new challenges and who show real determination to do their best for our communities.

I would like to end my report by thanking everyone involved with the Association for making my time as Chairperson so rewarding and enjoyable. I hope you are all as proud of Glen Oaks as I am.



**Elaine McShane,  
Chairperson**

## 2018

- goConnect project wins runner-up prize in 'Best Practice in Developing Communities' category at the TPAS National Good Practice Awards
- Launch of new Tenant Handbook and Website
- 10th Anniversary of Good Neighbour Awards
- 25th Darnley Fun Run and 1st ever Toddler Waddle!

## 2019

- Work starts on 49 new homes in Arden (Kilmuir Close)
- Tenant Satisfaction Survey carried out
- Completion of Service Improvement Group's scrutiny report on Allocations process
- Introduction of Factoring Newsletter
- Completion of Arden backcourt pilot project



We also organise lots of annual events, e.g. Fun Days, Over 60's Party, Garden Competition, Residents Event, AGM and loads more - we advertise these events in our newsletter, on our website and via Facebook and Twitter.

# 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

## Our Objectives

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

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

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

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

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

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

## Complaints

We are dedicated to providing the best possible service to our customers. To achieve this commitment we use any complaints we receive as an opportunity to identify areas where we need to improve. If we let anyone down we want to know about it so that we can do better in future. In the last year we received **116 complaints** - most of these were frontline complaints which were quickly resolved.

		2018/19	2017/18
Complaints received	Stage 1	95	101
	Stage 2	21	28

		2018/19	2017/18
Resolved within timescale	Stage 1	84.2%	85.1%
	Stage 2	76.2%	89.3%

In our recent Tenant Satisfaction Survey, just under 9 in 10 tenants (87%) said they were aware of how to make a complaint to the Association should they be unhappy about any aspect of the service we provide.

# Our Board

Our Board is responsible for the strategic direction of Glen Oaks and deciding on the best way to deliver the Association's Business Plan.

As part of their commitment to good governance, our Board ensures that we comply with the Scottish Housing Regulator's Regulatory Framework which was published in February 2019. A major new requirement is the need for our Board to submit an Annual Assurance Statement to the Regulator by the end of October each year. The Statement confirms the Board's confidence with the governance of the Association which includes our compliance with the regulatory requirements and standards, while providing details of any areas where the Board believes we need to improve.

The Association has 6 main objectives for 2019-2024 which have been agreed by the Board and form the basis of our 5-year Business Plan, setting out what we hope to achieve during this period. All of our Board members are volunteers who share our values and are committed to supporting Glen Oaks. By combining their individual skills and experience, our Board members ensure that the Association provides the best possible service to its residents.

We have a very strong, diverse Board which currently has 14 members and during the past year we were very happy to welcome six new Board members. Ewa Gotowicz joined our Board at the start of the year after previously being a member of our Service Improvement Group. Following a very successful recruitment campaign, we were then joined by a further five Board members in the summer - Johnson Ayorinde, Kerry Clayton, Allan Edgar, Fiona

Koroma and Mitchell Overthrow. There is currently one vacancy on the Board so if you are interested in helping Glen Oaks to shape its future please get in touch with Alasdair McKee and find out how you can apply to join our Board.

**Our Board Members (at 18.9.19, following the AGM) are:**

- **Johnson Ayorinde**
- **Kimberley Barker** (Secretary)
- **Kerry Clayton**
- **Allan Edgar**
- **Maryrose Flaherty** (Treasurer)
- **Simon Gaunt** (Chairperson)
- **Ewa Gotowicz**
- **Helen Gracie**
- **Fiona Koroma**
- **Alison Louden**
- **Pat McGinlay MBE**
- **Elaine McShane** (Vice-Chairperson)
- **Mitchell Overthrow**
- **Michael Smith**

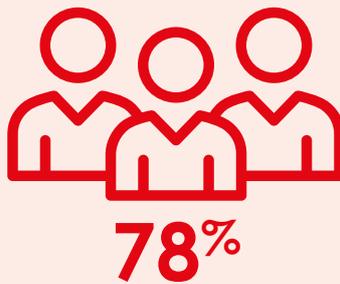
Alex Kirkwood left the Board recently due to work commitments. We would like to thank him for his work and support for Glen Oaks during his time as a Board member.

Attendance is very good at Board, Sub-Committee and Working Group meetings during the year. Despite having very busy lives, our Board members still find the time to come to meetings and also represent the Association at other events. We are very grateful for their continued support and dedication.



**Board Meetings 2018/19  
(including the Strategy Session)**

2017/18 = 9



**78%**

**Average attendance at Board  
Meetings 2018/19**

2017/18 = 75%

**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

# Participation

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

## Membership

We encourage our residents to become involved in the work of the Association. One of the ways you can participate is by becoming a shareholding member. Members are able to vote in the Board elections and can stand for election to the Board themselves. If you would

like to join Glen Oaks please contact our office for an application form or download a form from our website at [www.glenoaks.org.uk](http://www.glenoaks.org.uk) - it only costs £1 for lifetime membership!

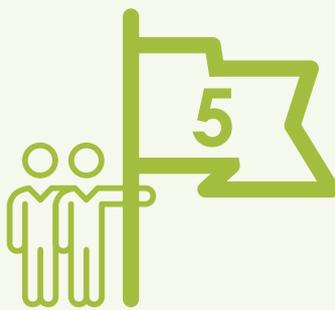
There was an excellent turnout for the Annual General Meeting (AGM) in September and we'd like to say a big **THANK YOU** to everyone who came along. We really appreciate your support.

### Shareholders 2018/19



(2017/18 = 110)

### New Shareholders 2018/19



(2017/18 = 2)

### Attendance at AGM 2019



(2017/18 = 20)

## Service Improvement Group

You can also apply to join our Service Improvement Group (SIG) where you can make a real difference to how we deliver our service to you. The Group meets regularly to review the policies and procedures we have in place. The SIG have already reviewed our Lettable Standard and Estate Management service, highlighting areas where we could do better and making suggestions for improvement. The Group then moved on to our Allocations process and, following a thorough scrutiny exercise, they made 16 recommendations for improvement. We took forward 14 of those recommendations which included producing a new and improved Allocations booklet. The SIG will be looking at our Communication methods next. If you would like to help the SIG to improve our service, please contact our office to find out how you can get involved.

## Surveys

We carry out a lot of different surveys every year so that we can measure our performance and highlight the areas where we could do better.

Every three years we also arrange for a Tenant Satisfaction Survey to be done to gather the views of our tenants and factored owners about the services Glen Oaks provides and how well we perform these services. Earlier this year, we commissioned an independent research agency to carry out the survey on our behalf. 520 interviews were completed and we are very grateful to everyone who took part.

We will use the findings from all of our surveys to identify areas where we can improve the services we provide for the Association's customers and we'll keep you updated on our progress in our newsletters. Please continue to let us know what you think about any area of our work because we really do value your opinion.

## Other ways to get involved

You don't have to join our Board or Service Improvement Group to become involved in what we do - you can also support us by coming along to our community events, joining one of our clubs, or by taking part in the consultation process when we update our policies.

# Value for Money

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

At 31 March 2019,  
Glen Oaks owned



2017/18 = 1297

At 31 March 2019,  
we managed



2017/18 = 41

86.5%



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

2017/18 = 59.2%  
Scottish Average 2018/19 = 83.2%



The total rent due for 2018/19  
that was collected was

**£5,700,145**

2017/18 = £5,447,953



of the total rent due for  
2018/19 was collected

2017/18 = 99.3%  
Scottish Average 2018/19 = 99.1%



of the total rent due for  
2018/19 could not be  
collected as a result of  
homes being empty

2017/18 = 0.6%  
Scottish Average 2018/19 = 0.9%



Rent Arrears for 2018/19

**4.8%**

2017/18 = 4.6%  
Scottish Average 2018/19 = 5.7%

There was an increase in  
overall rent arrears for the  
year due to the impact of  
Universal Credit.

We are committed to continuous  
investment in our properties and the  
development of new properties. For the  
year to 31 March 2019, we spent:



**£2,997,484**

on component  
replacements



**£75,816**

on property  
improvements



**£44,425**

on new stock



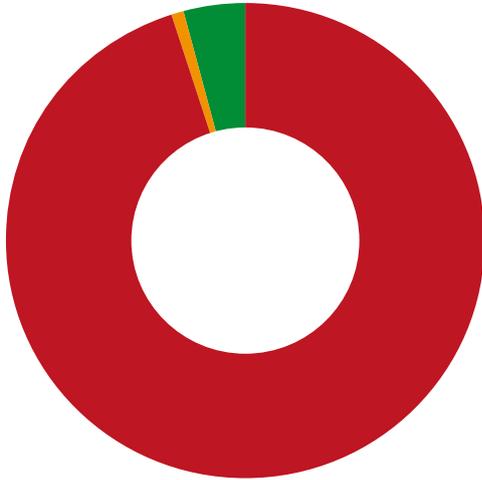
**£1.3 million**

on the Arden Phase 5 development



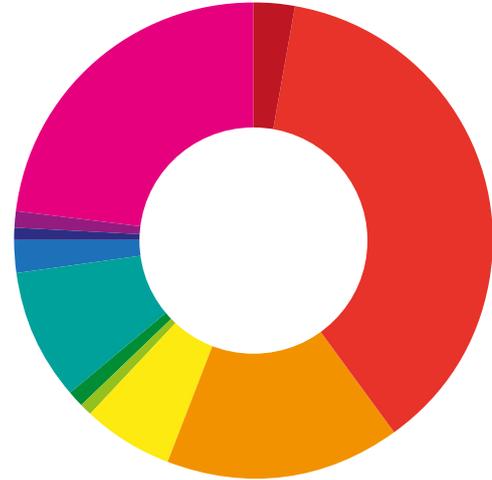
# Financial Highlights

## Income



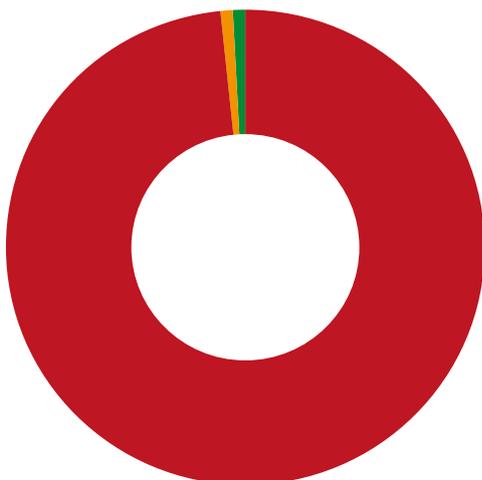
- Rents and Services
- Factoring
- Other Income

## Expenditure



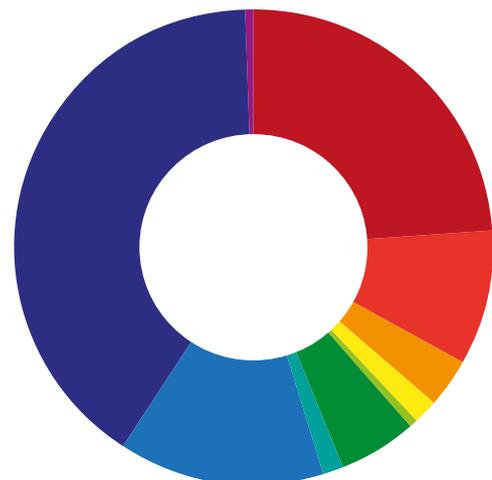
- Service Costs 3%
- Management & Maintenance Admin Costs 37%
- Reactive Maintenance 16%
- Cyclical maintenance 6%
- Bad Debts 1%
- Factoring 1%
- Wider Action 9%
- Development Activities 2%
- Other Finance Charges 1%
- Other Activities 1%
- Interest Payable 23%

## Where every £1 of our money came from



- Customer Income from Rents and Service Charges 98.5p
- Factoring 0.8p
- Interest receivable 0.7p

## How we spend every £1 of our money



- Cost of Delivering Services (staff, offices, Gold Service etc) 23.9p
- Day to Day Repairs 9.3p
- Cyclical Maintenance 3.4p
- Other Costs (bad debts, etc.) 1.5p
- Factoring Costs 0.6p
- Wider Action/Wider Role 5.4p
- Investment in New Properties 1.3p
- Loan Interest 13.9p
- Planned Maintenance and Improvements 40.3p
- Other Fixed Assets 0.4p

# Financial Highlights



Statement of Comprehensive Income for the Year ended 31 March 2019	2019	2018	A Non-Accountants Guide to the Accounts
Revenue	6,430,236	6,194,346	Rental Income
Less operating costs	(4,366,338)	(4,865,808)	Cost of Management/Maintenance of properties
<b>Operating Surplus</b>	<b>2,063,898</b>	<b>1,328,538</b>	
Profit/(loss) on sale of Assets	3,761	105,793	Deficit/Surplus on the sale of property
Interest receivable	39,419	7,417	Interest earned on money invested
Interest Payable and similar charges	(1,079,195)	(967,517)	Interest paid on Mortgage
Other Finance Charges	(27,000)	(3,000)	
<b>Surplus for year</b>	<b>1,000,883</b>	<b>471,231</b>	Amount left from income after deducting expenses
Other comprehensive income			
Adjustment relating to operating pension liability	(303,868)		
Actuarial gains/(losses) on defined pension plan	(426,000)		
	271,015	471,231	Leaving this general surplus
<b>Surplus on ordinary activities after taxation</b>	<b>271,015</b>	<b>471,231</b>	Our reserves shown in the balance sheet are this much

Statement of Financial Position as at 31 March 2019	2019	2018	
<b>Tangible Fixed Assets</b>			
Housing properties (less depreciation)	53,586,313	50,026,579	All the houses owed by us cost this to build
<b>Intangible Assets</b>	293,363	330,919	
Other fixed assets	313,262	326,975	Computer and office equipment costs
	54,192,938	50,684,473	
<b>Investments</b>			
Investment Property	28,500	28,500	
<b>Assets/liabilities</b>			
Receivables	670,612	297,277	Money owed to us
Cash at bank and in hand	8,675,115	5,645,433	Money in the bank
Creditors due within one year	(3,162,140)	(2,529,774)	Money we owe to others
Creditors due after one year	(25,173,312)	(21,564,026)	Money owed on loans (these are secured by specific charges on our properties and repaid at varying rates of interest)
<b>Pension and other provisions</b>			
Scottish Housing Association Pension Scheme	(1,384,000)	-	
Deferred Income			
Social Housing Grant	(24,536,514)	(23,494,613)	
Other Grants	(2,526,112)	(2,553,192)	
	6,785,087	6,514,078	
<b>Capital and reserves</b>			
Share Capital	111	117	Represents shares at £1 each
Revenue reserves	8,168,976	6,513,961	Sums built up from this and previous years surpluses
Pension Reserves	(1,384,000)	-	
	6,785,087	6,514,078	

# Equalities

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

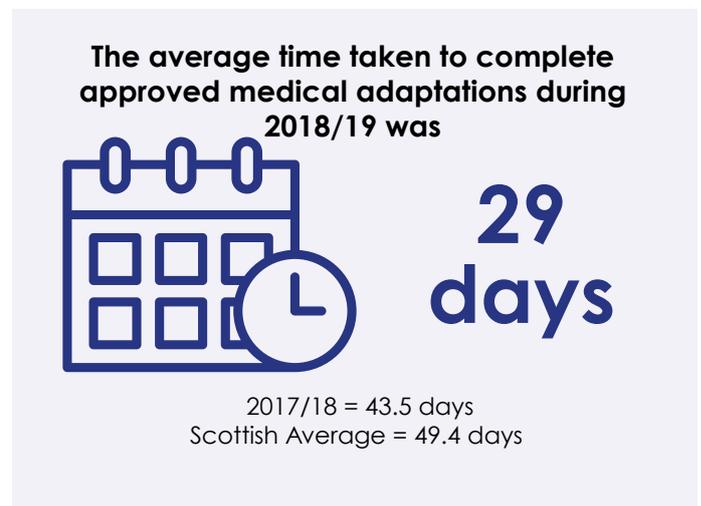
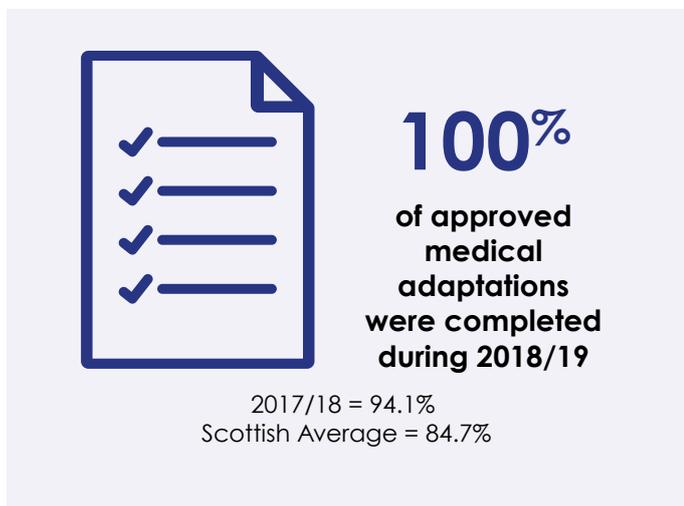


We aim to make it as easy as possible for you to access information about Glen Oaks and the services we provide. You can find out all about us and the work we do by visiting our website at [www.glenoaks.org.uk](http://www.glenoaks.org.uk)

Our newsletter, policies and letters can be made available in various formats, such as large print, audio or Braille - please let us know if you would like us to arrange this for you. As members of Happy to Translate, we are able to offer interpreting and translation services where necessary.

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

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



# Repairs & Maintenance

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



We are committed to making sure that we offer the best possible repairs and maintenance service. Our repairs team has now been split into 'patches' which means that you will have a dedicated Technical Officer and Technical Assistant for your property. We offer appointments for repairs or gas safety checks and we can arrange your appointment for between 9.30am and 3pm if you have to do the school run.

Glen Oaks also offers a FREE Handyman Service - there is no cost for the labour, tenants only need to pay for the materials.

The Handyman Service is available to any tenant who is over 65 years old or, irrespective of age, anyone who has a disability or long-term health condition.

We recently commissioned a pilot project to improve the condition of the tenement backcourts in Arden. The work will consist of demolishing the existing bin shelters and replacing them with new bin shelters designed to house 2 large 'Euro' bins. The backcourts will also be re-surfaced and the clothes poles replaced. We'll keep you up to date with the progress of the project in our newsletter.



2018/19

**91.7%**

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

2017/18 = 87.2%

Scottish Average 2018/19 = 91.7%

2018/19



**the average number of repairs per property**

2017/18 = 3.8

Scottish Average 2018/19 = 3.4



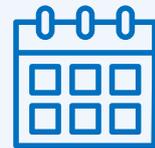
2018/19

**2.1 hours**

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

2017/18 = 2.0

Scottish Average 2018/19 = 3.6



2018/19

**3.6 days**

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

2017/18 = 3.9

Scottish Average 2018/19 = 6.6



2018/19

**94.1%**

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

2017/18 = 92.6%

Scottish Average 2018/19 = 92.5%



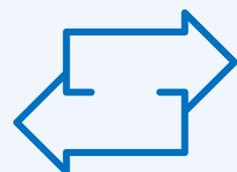
2018/19

**100%**

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

2017/18 = 100%

Scottish Average 2018/19 = 99.9%



2018/19

**94.9%**

**of reactive repairs appointments were kept**

2017/18 = 94.6%

Scottish Average 2018/19 = 99.9%

# Quality of Housing

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



**98.2%**

**of Glen Oaks Homes met the SHQS in 2018/19**

2017/18 = 98.2%  
Scottish Average 2018/19 = 94.1%

**87.5%**

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

2017/18 = 89.6%  
Scottish Average 2018/19 = 88.1%

2018/19 **100%**

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

2017/18 = 76.5%  
Scottish Average 2018/19 = 90.8%

## Planned and Cyclical Maintenance

During 2018/19, we replaced windows in c. 450 properties in a £3 million contract, kitchens at 28 properties, bathrooms in 29 properties as well as a full programme of cyclical maintenance covering such items annual gas servicing, 6 monthly common tank inspections and annual inspections of ventilation systems.

2018/19



**450**

**properties had their windows replaced**

2018/19



**28**

**kitchens replaced**  
2017/18 = 34

2018/19



**29**

**bathrooms replaced**  
2017/18 = 120

2018/19



**17**

**cloakrooms upgraded**  
2017/18 = 20

## Factoring

This year, we introduced our new twice-yearly Factoring Newsletter which will keep our factored owners up-to-date with the services we provide, why we provide them and what we charge for. We also carried out 25 interviews with owners during our recent Owner Satisfaction Survey. The purpose of the survey

was to find out how satisfied owners were with the Association's communal maintenance and landscaping services, what they thought about our communication methods and opportunities to participate in our work, and also if they considered the factoring charge to be good value for money.

**Number of properties we factor**



2017/18 = 188

**Percentage of owners satisfied with our factoring service**



2017/18 = 84.6%  
Scottish Average 2018/19 = 67.0%

**Average Management Fee per factored property**



2017/18 = £97.93  
Scottish Average 2018/19 = £93.73

# Value for Money

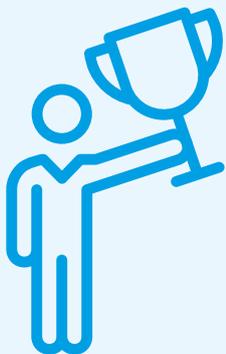
Tenants and other customers live in well-maintained neighbourhoods where they feel safe.

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

We've introduced a new feedback card to make it easier for you to give us your views on our close cleaning service. You can

also complete a close cleaning questionnaire on our website.

Our annual Garden Competition is very popular and we are very grateful for the support we receive from our tenants for this event. We have seen the positive impact that well-maintained gardens can have on our neighbourhoods.



## 87.9%

**of tenants who took part in our Tenant Satisfaction Survey in January/February 2019 were satisfied with the management of the neighbourhood they live in. We hope that the improvements being made to the backcourts in Arden will improve satisfaction levels.**

Previous Tenant Satisfaction Survey = 95.5%  
Scottish Average 2018/19 = 87.8%

We host regular Police and Communities meetings in our office in Arden. These meetings are attended by local Councillors, representatives from Police Scotland and Glasgow City Council's Neighbourhoods & Sustainability Team, plus Glen Oaks residents and staff. Residents are able to raise any concerns they may have about their local area, for example, street lighting, car parking, and cleansing/environmental services. We really appreciate the participation of the residents who take the time to come along to the meetings.

The meetings also give residents the chance to discuss anti-social behaviour issues. Our staff work in partnership with Police Scotland and Glasgow City Council's Neighbourhoods & Sustainability Team to deal with instances of anti-social behaviour. Please continue to report anti-social behaviour incidents to the Police, or to our staff, as soon as they happen. During 2018/19, we had more cases of anti-social behaviour reported than the previous year, but our performance in resolving within timescale has improved.



## 226

**cases of anti-social behaviour were reported during 2018/19**

2017/18 = 112



## 92.5%

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

2017/18 = 88.4%  
Scottish Average 2018/19 = 87.9%

# Rents and Service Charges

A balance is struck between the level of services provided, the cost of the services, and how far current and prospective tenants and other customers can afford them. Tenants get clear information on how rent and other money is spent, including any details of individual items of expenditure above thresholds agreed between landlords and tenants.



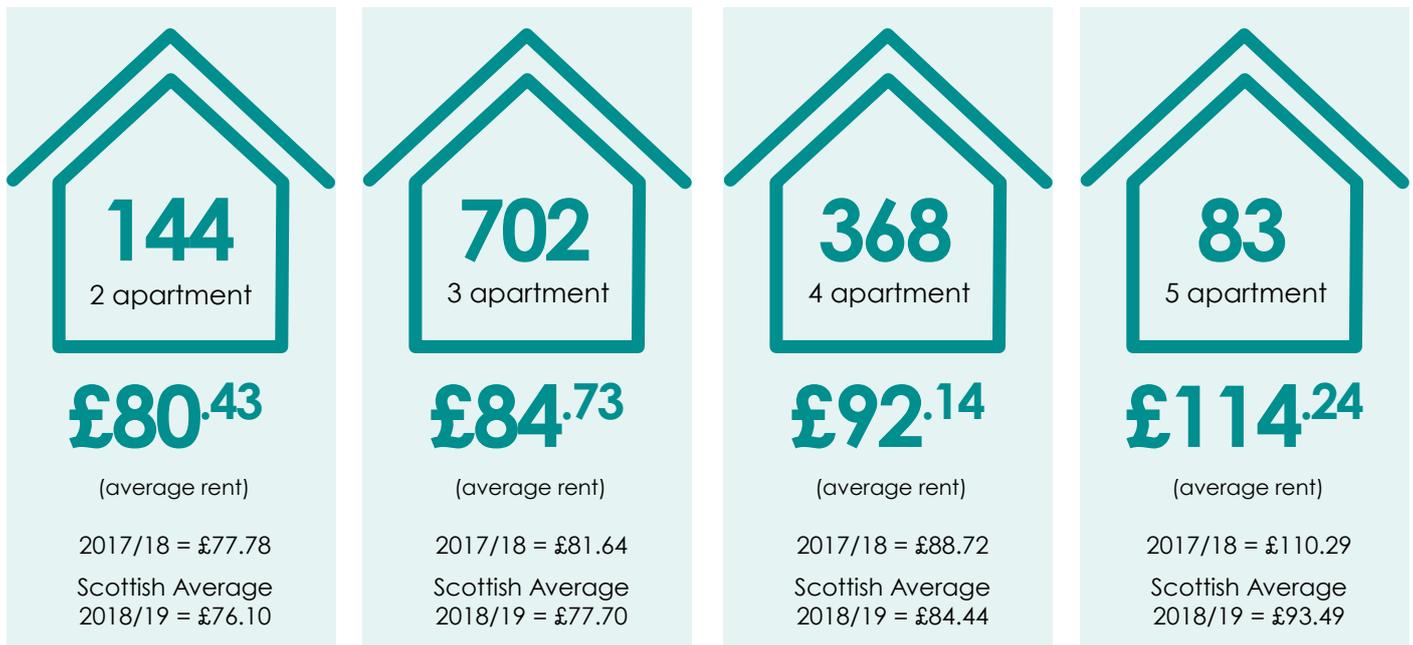
We know how important it is to keep our rents affordable and to continue to deliver services that matter to you. Our Board and Corporate Management Team carefully consider how to balance keeping rents at a level our tenants can afford while still making sure that we deliver on the commitments made in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

Rent collected from our tenants helps us to continue to provide new and improved housing, deliver neighbourhood services and to support local partners to provide services in the community. We constantly review our costs and make every effort to improve value for money. The Association charges for additional

services like garden maintenance, bulk pull-through and close cleaning.

We recently appointed consultants to help us develop a fairer, more transparent rent system. Although we believe that the rent set for each of our homes is affordable, we want to be sure that our rent charges reflect tenant priorities. Every tenant received a survey form to give them the opportunity to influence how future rents will be calculated and tell us what they think we should be considering when we agree our rent charges. We will report on the results of this survey in our newsletter.

## Average weekly rents by property size 2018/19



# Housing Options & Access to Social Housing

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

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

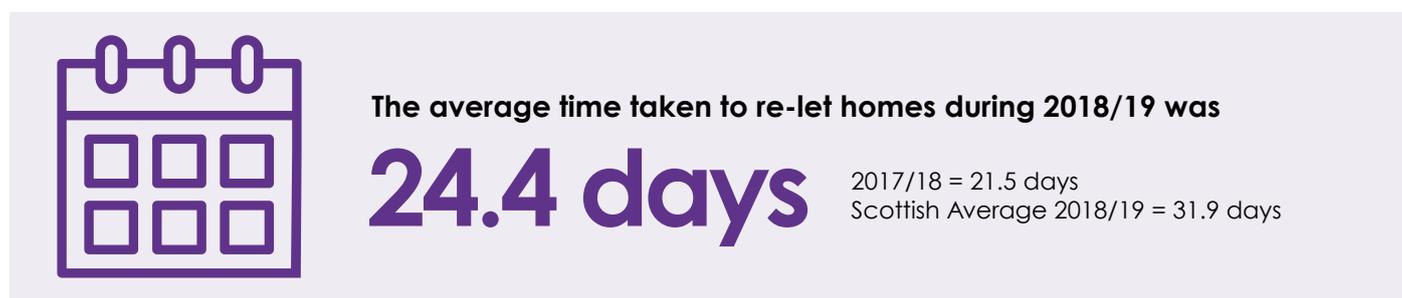
We provide a housing options approach for applicants which allows us to discuss their housing requirements and give them information about our housing turnover. This lets applicants make an informed choice.



We are currently working on an online Housing Application Form which will allow applicants to apply for housing at any time - day or night.



An animated video has been developed to explain tenancy obligations. We hope this will assist tenants whose first language is not English.



# Tenancy Sustainment

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



The Association gives existing tenants opportunities to transfer within our housing stock. This allows tenants to remain in the area of their choice, ensuring that they have the correct size/type of housing to meet their needs.



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

2017/18 = 98.0%  
Scottish Average 2018/19 = 93.6%



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

2017/18 = 86.4%  
Scottish Average 2018/19 = 87.9%



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

2017/18 = 100%  
Scottish Average 2018/19 = 87.6%



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

2017/18 = 39.1%  
Scottish Average 2018/19 = 36.3%

As a community-based housing association we do more than just collect rent. We recognise that some of our tenants (both new and existing) may need our help and support to manage situations that may lead to them having to move home. Our sustainability projects work with partners to support vulnerable tenants, and offer lots of activities for

tenants to get involved with.

The Association's Starting Out and goConnect projects, funded by the Scottish Government and Glen Oaks, help tenants to sustain their tenancies by offering advice, training and support along with opportunities to become more involved with the local community.

# Tenancy Sustainment

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

Starting Out supports tenants who need a little help with managing their money, applying for benefits, or who want to learn how to go online to search for jobs or save money by doing online price comparisons. Staff can also assist with finding a better deal from energy suppliers. We recently ran an energy advice campaign and created a video highlighting successful outcomes for our tenants.

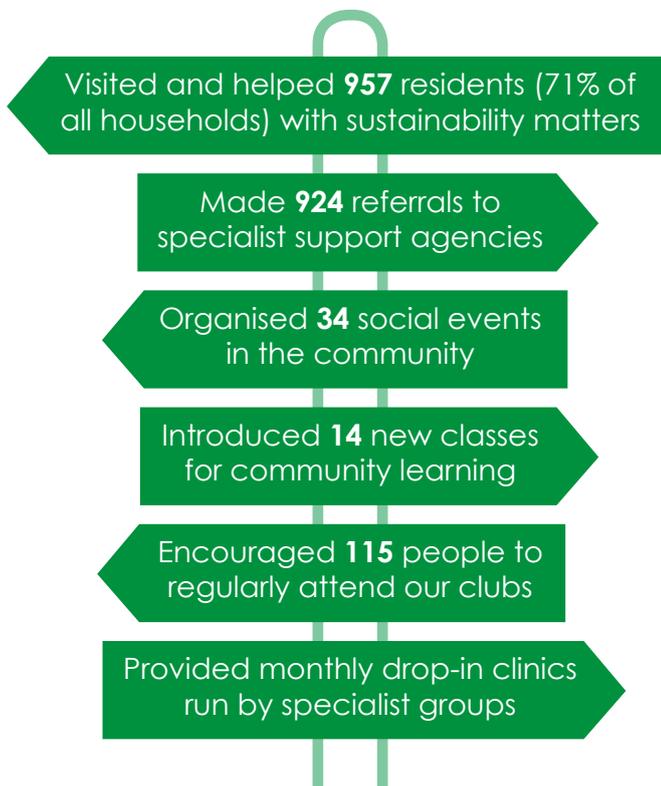
The introduction of Universal Credit has seen many of our tenants facing financial challenges. We will continue to provide our tenants with the help and advice they need to pay their rent and other bills.

This year we developed a 'Saving you £££s' money saving booklet with information on budgeting, debt, credit, and management of your money.

Our goConnect project was introduced to establish community involvement and participation and also to encourage community spirit. goConnect works in partnership with other organisations to provide easy-to-access services, clubs and classes for our residents. Residents who come along to the classes have said they feel less isolated and their confidence, self-esteem and mental wellbeing have all improved. Some of the activities available include: Community Big Breakfast events, Knit & Natter Club, Crafts Club, Chair Yoga, and ESOL (English for Speakers of Other Languages) classes.



## Since March 2018, goConnect has:



The goConnect project was nominated for 2 awards in the past year. The project won the runner-up award in the Best Practice in Developing Communities category at the TPAS National Good Practice Awards. goConnect was also shortlisted for an award at the prestigious CIH Scotland 2018 Excellence Awards. Although we didn't win an award at that event, it was a fantastic achievement to be shortlisted and to see the excellent work of the goConnect project being recognised.



We are currently undertaking an independent evaluation of the goConnect project and we will have the finalised report by November 2019.



# Communication

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



What you think about the work we do and the services we offer to our residents is very important to us. We're genuinely interested in hearing your ideas about any area of our work, so please get in touch with any of our staff to give us your views, comments or suggestions - we would love to hear from you!

We use letters, emails, texts, Facebook and Twitter to keep you up to date with what we are doing. Our SMS service allows us to communicate with residents by text via our

IT system, giving information about upcoming community events, confirming appointments, and much more. You can text us on 07860 027496 with any enquiries, e.g. to ask about your rent balance or to re-arrange a repair. We also use our website and newsletters to ask for your comments when we review our policies.

**Our Service Improvement Group are currently reviewing our Communication methods - we'll keep you up to date with their progress in our newsletter.**

**The following tenant satisfaction statistics have been taken from our recent Tenant Satisfaction Survey which was carried out during January and February this year.**



(Scottish Average 2018/19 = 90.1%)



(Scottish Average 2018/19 = 91.6%)



(Scottish Average 2018/19 = 86.5%)

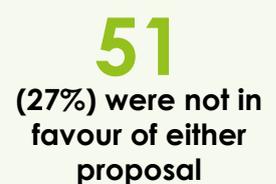
## Rent Consultation

We use several different contact methods to make sure all of our tenants can have their say on our rent proposals. Last year, we started the consultation process at our Residents Event in November. We proposed 2 rent increase scenarios, comparing our rent levels with other local landlords. We wrote to every tenant

giving detailed information about our rent proposals for the following year. Tenants who had provided us with their email address also received the rent consultation document by email. The rent consultation information was also included in our winter newsletter, on our website and on our Facebook page.



Last year = 182 (13.6%)



Thank you to everyone who responded to the consultation. Your comments are vitally important to our Board. In January this year, the Board carefully considered the feedback received from tenants before approving an increase of 3.8% for 2019/20.

**Please continue to return the feedback form when you receive it at the end of the year - your opinion matters.**

# Chief Executive's Report

I hope you've enjoyed reading our 28th Annual Report.

The main purpose of the report has been to give you information about our performance and our financial position during the past year. The report also includes our performance statistics from last year for comparison to this year's performance, along with some results from our recent Tenant Satisfaction Survey. We have made several improvements to our services in the past year and we will continue to improve as we move forward.

From 11 November 2019, all Scottish housing associations will become subject to the Freedom of Information (Scotland) Act 2002 (FOISA). This legislation requires public bodies to publish information about themselves and their activities, and to respond to requests for published information from anyone who requests it. We regularly share information and report on our performance in our Annual Report, newsletters and on our website. However, FOISA places a range of new duties and responsibilities on the Association, and we are currently working to ensure that we comply with these new responsibilities. This work includes reviewing the content of our website to ensure that we are providing as much information about our activities as we can. We have also appointed a Data Protection Officer to ensure that we are compliant with the requirements of the Act.

At Glen Oaks, we believe in the importance of developing young people. We're proud to have worked in partnership with Workingrite since 2013, offering training and practical work experience to local young people. Last year 80% of the young people who completed the programme moved into employment, apprenticeships or further education. In addition to our long-standing partnership with Workingrite, we have also taken on two modern apprentices this year. Jennifer Morris and Ross McNally joined our Finance, IT & Corporate Services team and they have made excellent progress so far. We hope their apprenticeship with us will convince them that a career in housing is right for them!

I'm delighted to report that we passed our recent re-assessment for Customer Service Excellence (CSE) accreditation and we were awarded an Accreditation++. We worked very hard to prepare for re-assessment and I'm proud of the effort put in by our staff team to maintain and improve on the high level of customer service required by CSE.



Our innovative Gold Service scheme was introduced 17 years ago to give something back to our loyal customers and is still very popular with our residents. Further information about the benefits of Gold Service membership can be found in our Gold Service policy which is available from our office or can be downloaded from our website.

I'd like to add my personal thanks to the Board and the Service Improvement Group. Our Board members 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.

Big thanks also to Elaine McShane who stood down from her role as Chairperson this year. Elaine's knowledge of the housing sector and her passionate support of Glen Oaks made her an exceptional Chairperson and I'm pleased that she has decided to remain on the Board. I'd also like to take this opportunity to welcome Simon Gaunt as our Chairperson. Simon will be an excellent Chairperson and I look forward to working with him in his new role.

I would like to end my report by thanking all of our staff at Glen Oaks. They work hard throughout the year and we wouldn't be the organisation we are today without them.

And finally, thank you to you, our residents, for your continuing support!

A handwritten signature in black ink that reads "Alasdair McKee". The signature is written in a cursive style and is underlined with a single horizontal line.

**Alasdair McKee, Chief Executive**

Staff Teambuilding  
Day 2019



# Glen Oaks

HOUSING ASSOCIATION



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

Telephone: 0141 638 0999  
Email: [go@glenoaks.org.uk](mailto:go@glenoaks.org.uk)  
Web: [www.glenoaks.org.uk](http://www.glenoaks.org.uk)  
SMS: Text us on 07860 027496  
@GlenOaksHousing



Our office opening hours are:

Monday, Tuesday & 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**

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

