

# 2020/21

## ANNUAL PERFORMANCE REPORT TO TENANTS



**ELDERPARK**  
HOUSING



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# Chairperson's Foreword

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As Chairperson, my role is to lead the much-valued volunteers who make up our Management Committee. They are responsible for the overall leadership and direction of Elderpark Housing and give significant amounts of their time and commitment to deliver for our tenants and the wider community. They are supported by our hard-working and highly-professional 30-strong staff.

The role of Chairperson of an organisation that has provided homes as well as a wide range of services to the tenants of Elderpark for over 46 years is one I feel honoured to undertake. This publication outlines the work of the Association over the last year in an extremely challenging period.

The purpose is also to report on our performance in what's known as the Scottish Social Housing Charter for the period 1st April 2020 until the 31st March 2021. It also shows you our financial position.

Looking back over the last year, there are four major things which have happened which figure uppermost in my mind.

**Firstly**, the pandemic meant that all our services had different challenges at some points, such as suspensions to routine repairs and colleagues working at home for significant periods with the office being closed. We want to take this opportunity now to record our appreciation for the patience that you have shown. Together with other local housing associations, we accessed £400,000 of funding from the Scottish Government to deliver those services most needed at the height of the pandemic including food resources, welfare support, reducing social isolation and many more.

**Secondly** (after some delays) we completed 82 homes at Nethan Street which significantly improves how the area looks. Nearby, at the former Hill's Trust School we moved into our new Elderpark Housing offices.

**Thirdly**, this year saw a large change within our staff and Management Committee with a number of long serving staff retiring. Between April 2020 and May 2021 five colleagues with a combined length of service of around 175 years left and we are thankful for all they did during their time with us. Similarly, a number of our Management Committee also stood down. Again, my thanks go to them for their dedication and support.

**Finally**, we still managed to invest over £2 million in maintaining and refurbishing your homes. This investment is coupled with providing a range of additional support in areas like our energy efficiency initiative, employability projects, our housing management service and welfare rights.

If you are passionate about your community and housing, we currently have some vacancies on our Management Committee and are keen for local residents to consider joining us. We hope you enjoy reading this Report and if you have any views you'd like to share with us please get in touch.

With best wishes,

*Janet Evans*

Chairperson



# Chief Executive's Introduction

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We are proud of Elderpark Housing, we are also proud to be working with other organisations in the Govan area. In short, we care about our tenants and what we do.

When we consider the last year there will no doubt have been times when we will have got

things wrong, where we could have provided a better service or where we all got a little fed up with life in general. Like you, in the last 18 months, we have all endured the most challenging of times.

This has meant real financial hardship, for others you will have had particular mental health challenges, loss of employment or found yourself isolated or lost a loved one.

Elderpark is proud to provide homes. We re-invest heavily from the rent you pay including spending around £2 million every year undertaking repairs and improving the properties - be that internal refurbishment, new kitchens and bathrooms or radio linked smoke alarms. We also build houses and the 82 new homes at Nethan Street which were built at a cost of over £11 million are a good example of that.

But we provide much more than homes. We have a welfare rights service to help you with the complex benefits system and secured £200,000 of funding to deliver energy advice alongside Govan and Linthouse Housing Associations

We also obtained £400,000 in partnership with Govan and Linthouse Housing Associations and Thriving Places to provide widespread support at the height of the pandemic including over 7,000 meals, supported children's activities across Govan and provided almost 400 digital devices. In partnership with others, we have funded and supported employability projects,

provided a befriending service, worked with food and nutrition services, supported the outstanding Craft Café services provided by Impact Arts and worked with organisations like Glasgow Life and Aberlour.

Working with Glasgow Life and Glasgow City Council, we obtained significant funding from the Scottish Government and Glasgow City Council's Town Centre Funding of more than £2 million which will fund the refurbishment and redesign of Elderpark Library into a Library and Community Hub.

On a personal note, I am passionate about my role as your Chief Executive and truly believe that we can continue to make a positive difference. A 'vibrant neighbourhood where everyone can prosper' is part of our future plans and we will be seeking your views on what would enhance the area and your quality of life including investing in your homes. We always strive to be an organisation which cares, listens, empathises with you. I hope that in every interaction you have with Elderpark that's the feeling you are left with.

If you have anything you want to know more about please get in touch with me at [gary.dalziel@elderpark.org](mailto:gary.dalziel@elderpark.org)

Take care.

*Gary Dalziel*

**Chief Executive Officer**

# Our Aspirations

## Our Vision

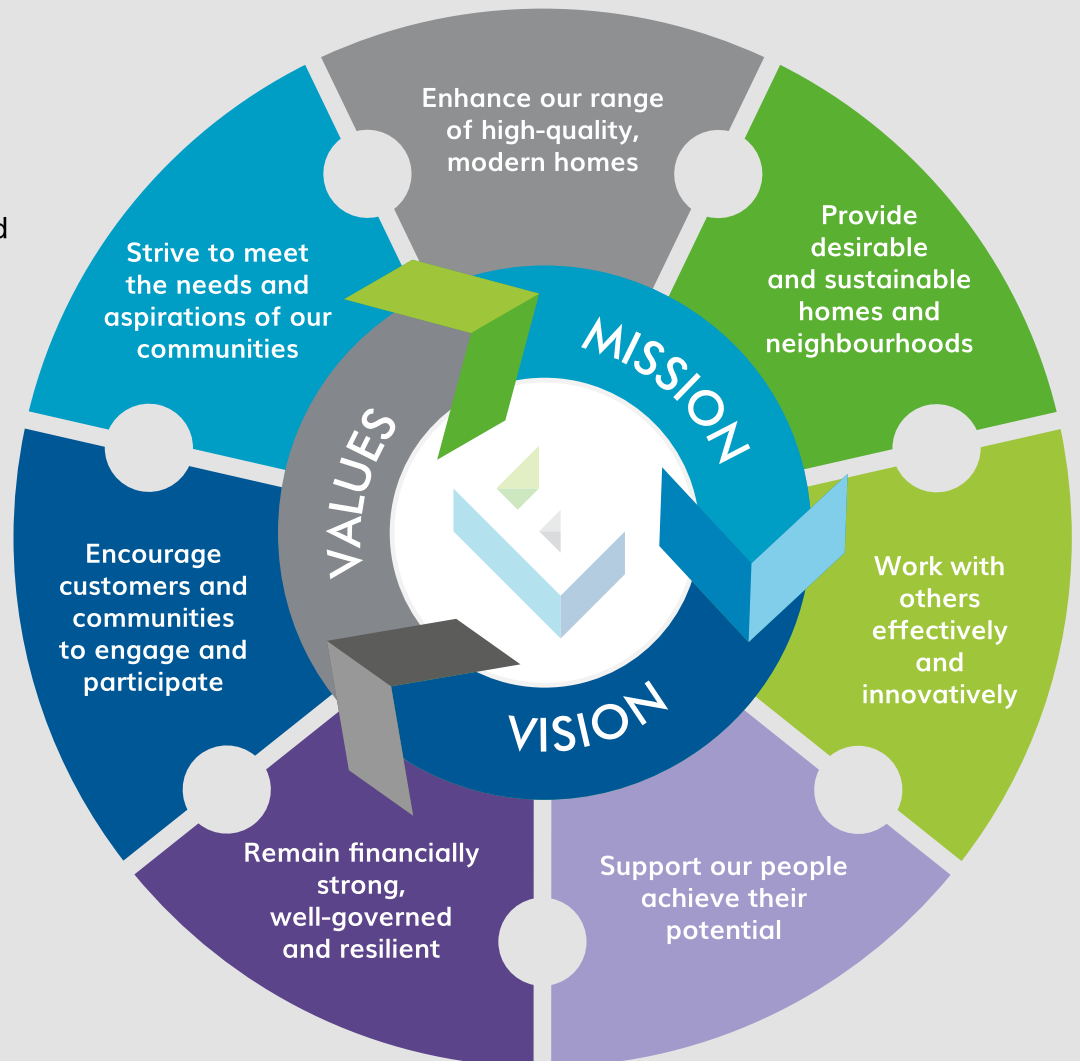
A vibrant neighbourhood where everyone can prosper.

## Our Values

- Caring:** We demonstrate a caring, kind and compassionate nature.
- Reliable:** We are honest, trustworthy and reliable in everything we say and do.
- Fair:** We are fair and non-discriminatory at all times, treating each individual with the utmost respect.
- Open:** We display strong integrity, ensuring everything we do is carried out in an open and transparent manner.
- Adaptable:** We are adaptable and responsive to change in order to meet the needs of our customers and organisation.

## Our Strategic Objectives

We have developed seven key strategic objectives for the period 2021-2024 which will focus on the following keys themes:



# Highlights of the Year



**95.1%**  
of reactive repairs  
carried out completed  
right first time



**95.3%**  
of tenants are satisfied  
with our overall service



**£1.2million**  
invested on planned  
maintenance



**£2million**  
funding secured to refurbish  
the Elderpark Library



**93%**  
of Service level  
complaints resolved  
within target



**£400,000**  
Funding secured to support  
our communities with  
pandemic relief



**99.8%**  
rent collected



**82**  
new homes built  
for rent



# Landlord Profile

## Our stock profile as at 31 March 2021



Total no. of homes  
**1325**



Total rent due  
**£5,143,481**

Our rents increased by **0.5%** from the previous year

### Stock by house type, apartment size and average weekly rent

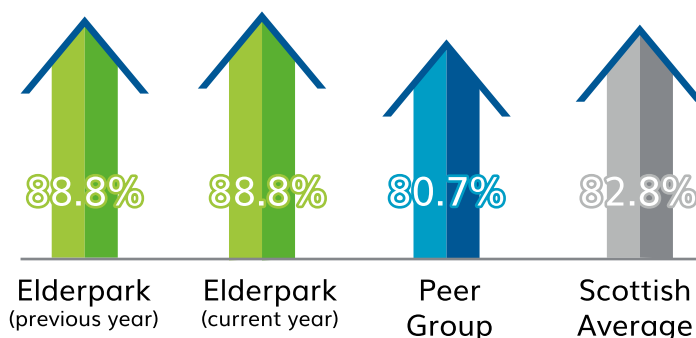
Stock by type, apt size & rent	House	Tenements	4 in a block	Other Flat/ Maisonette	Total	Average Weekly Rent	Scottish Average Weekly Rent	% +/- Scottish Average
1 Apartment	0	63	0	0	63	£65.01	£73.61	-13%
2 Apartment	0	476	6	28	510	£73.58	£79.48	-8%
3 Apartment	37	438	2	80	337	£80.32	£82.60	-2.8%
4 Apartment	99	51	0	9	159	£98.17	£89.81	+8.5%
5+ Apartment	36	0	0	0	36	£114.96	£99.97	+13%
<b>Total</b>	<b>172</b>	<b>1028</b>	<b>8</b>	<b>117</b>	<b>1325</b>			

As a result of the pandemic the association was unable to carry out face-to-face surveys during the reporting year and therefore you will notice throughout this report the satisfaction levels for many indicators in 2020/21 are the same as 2019/20.

In line with guidance the survey results are valid for 3 years and as such we have used them again for this report. Now that restrictions have eased the intention is to carry out a full satisfaction survey during 2021/22.

### Value for Money

% of tenants who feel that the rent for their property represents good value for money



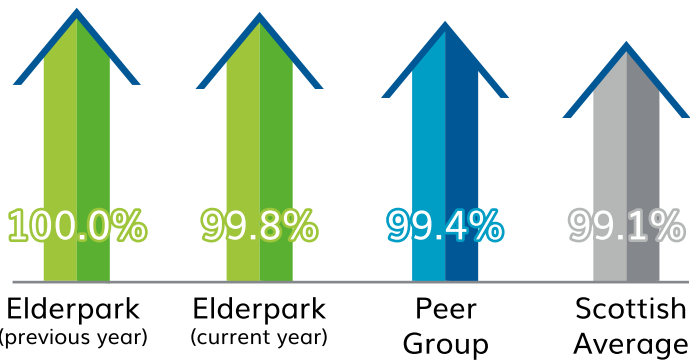
# Getting Good Value from Rents

Perhaps now more than ever getting the balance right with keeping rents affordable while delivering excellent customer service and ensuring value for money are achieved is vital for the association, tenants and service users. To do this we must effectively maximise rental income through pro-active arrears management and re-let our properties as quickly as possible to minimise void rent loss created when our homes are empty.

This has been particularly challenging throughout the reporting year as people's income has been effected, staff have been working from home coupled with periods when we were unable to allocate our homes in line with Scottish Government guidance and 'lockdown' restrictions. However, we have still performed above the Scottish average in these key areas.

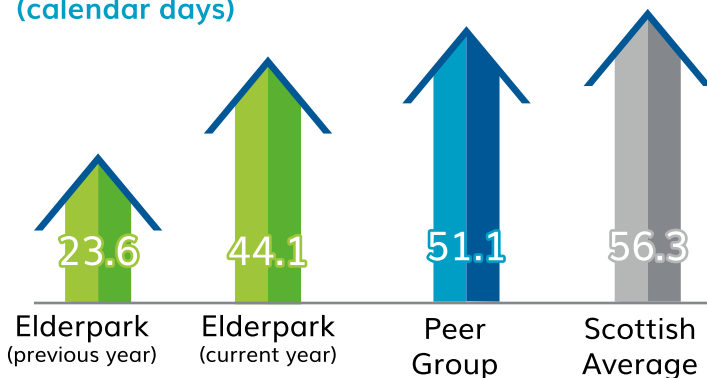
## Rent Collected

% of the total rent due



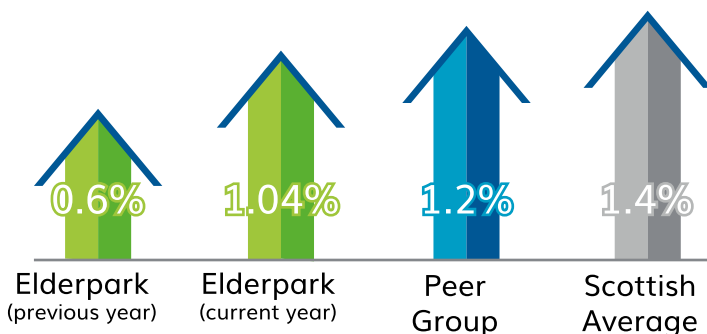
## Re-let Times

Average length of time taken to re-let properties (calendar days)



## Rent Loss

% of rent lost through properties being empty





# Tenant Satisfaction

## Changes to our Front Line Services

### Housing and Customer Services

Following a review of our services we have now set up a new Customer Services Team lead by the Director of Housing and Customer Services together with the Housing Management Team.

The review seeks to:

- Offer a single point of contact for tenants,
- Provide consistency of service delivery
- Get things right first time
- Improve performance

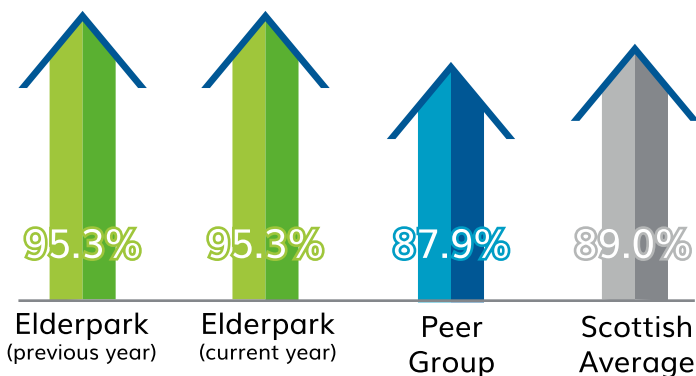
In order to achieve this ethos we have recruited additional Housing Officers who now have a smaller number of tenants to assist and support. We created a Housing Manager post to lead the team on a day to day basis, performance frameworks have been created for each member of the team to ensure targets are being met and to help achieve excellent levels of service and we now have an in-house Welfare Rights Service with increased resources.

The Customer Services Team consist of our Customer Services Administrator, 2 Customer Services Assistants and a Customer Services Trainee who provide the following services;

- A Reception Service
- Receive and log repairs
- Process Housing Applications
- Handle and log Service Level Complaints
- Digital Training to tenants
- Support the functions of the Community Centre

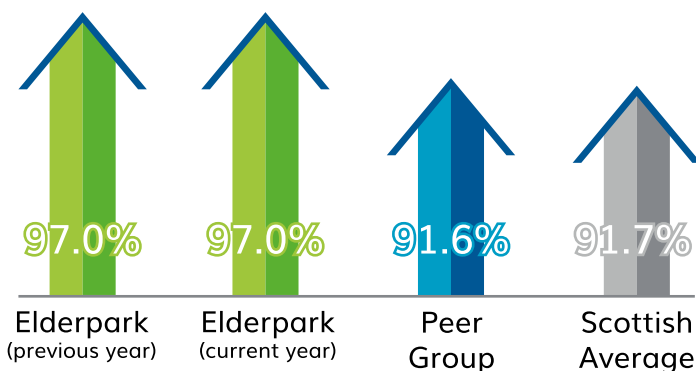
### Overall Service

% of tenants satisfied with the overall service



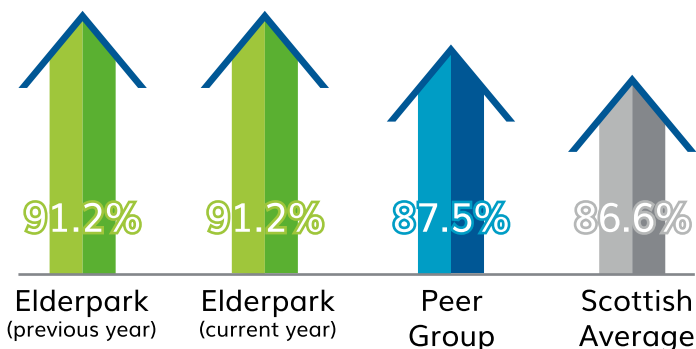
### Communication

% of tenants satisfied with how we keep them informed about services and decisions



### Participation

% of tenants satisfied with the opportunities to participate in their landlord's decision making processes



# Neighbourhood and Community

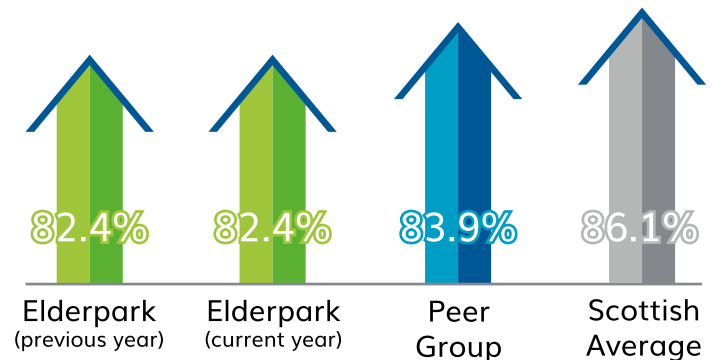
The values of Elderpark Housing mean that we are more than a landlord because we care about the people in our community. Upholding these values of trust is how we add value to what we do. We have fostered stronger partnerships with others to maximise opportunities for our tenants and residents. This is evident through some of the work and activities detailed below.

- **Ibrox Flower Field** – Health and wellbeing: Tia Chi, yoga, garden sessions, free vegetables, play sessions and a pop up café
- **Moogety Food** – Dig in Shop – focus on: educational aspect of the service, selling meal bags in addition to selling sample ingredients and a pop up café offering free samples of recipes
- **Moogety Grub Hub and Moogety Garden** – Saturday lunch, afternoon tea for elderly / isolated, gardening beds, 1-2-1 gardening sessions, Zoom cookery and kids play area
- **Govan Job Match** – Matching people seeking employment and training to local opportunities: over a 2 year period 379 clients registered with 186 finding employment
- **Elderpark’s Digital Support** – Digital library service due to start in November supported by our Customer Services Team and review the communal wifi in our new properties
- **WorkingRite** – 3-6 month full time trainee work placement for 16-24 year olds not in employment, education or other training with £90 per week training allowance
- **Govan Energy Advice Service** – Financial gains of £16,184 made across 140 tenants who have engaged with the service

- **No 1 Befriending Agency** – Adjusted to a telephone service due to COVID-19 to help tackle loneliness and isolation
- **COVID-19 Recovery Funding** – 1880 grocery bags issued, 2550 meals issued, 1-2-1 therapeutic gardening sessions, financial support for our Community Centre, provided food vouchers and part funded children’s play equipment in Moogety Garden
- **Aberlour** – in partnership with Aberlour we devised services during ‘lockdown’ to deliver digital devices, groceries, ready meals and make phone calls to check in on vulnerable tenants.

## Neighbourhood

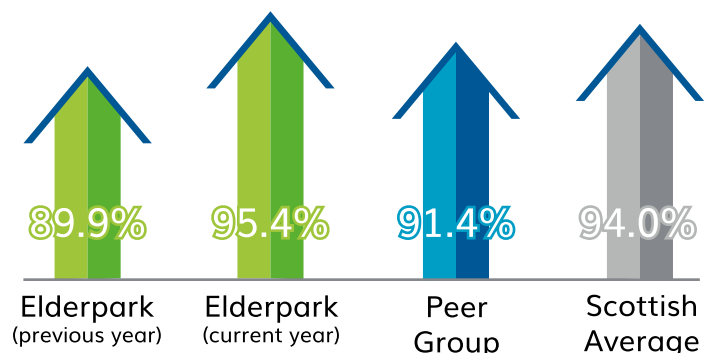
% of tenant satisfaction with the management of the neighbourhood they live in



## Anti-Social Behaviour

% of anti-social behaviour complaints resolved within locally agreed targets

The Association received 217 complaints of anti-social behaviour in 2020/21. This is a significant increase from the previous year. However, performance in resolving within agreed targets improved.



# Tenancy Support and Sustainment

Elderpark Housing prides itself on the excellent service we provide to both new and existing tenants. We promote tenancy support and sustainment in the following ways;

## New Tenants

- The provision of a flooring and blinds service charge
- Partnership working with support agencies through Housing Options
- Providing Starter Packs
- Referrals to our in-house Welfare Rights Service
- Provide Dulux Decoration Vouchers
- Fuel Advice Service to help set tenants up on the best tariffs available

## Existing Tenants

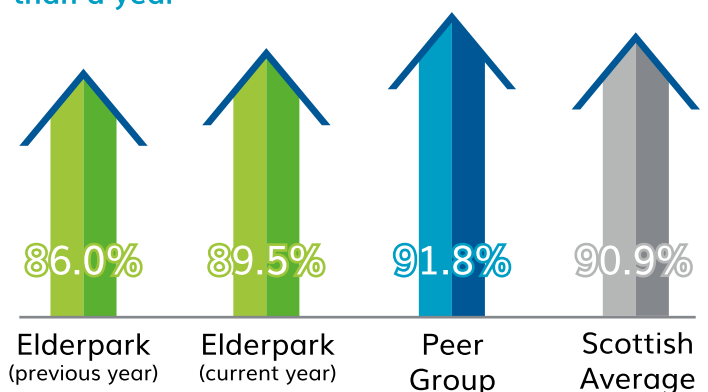
- Carrying out tenancy sustainment interviews, refer to support agencies to prevent court action, identify support needs and refer to appropriate support agencies
- Referral to our in-house Welfare Rights Service
- Introduced community benefit clauses when awarding contracts to help decorate and clean tenants' houses that have serious health problems
- Operate tenancy sustainment budget to assist vulnerable tenants
- Helpline service for over 65s and disabled tenants
- Medical adaptations to assist tenants to remain in their home
- Partnership working with Experian's Rental Exchange to improve tenants' credit rating
- Promote wider role projects such as the Craft Café for people over 60

Our Letting and Void Management Service has been reviewed and we are due to introduce the following;

- An enhanced standard of property to new tenants
- Provide more information on Health and Safety
- Provide demonstrations on how to use heating systems
- Support to provide furniture to new tenants on low income but who cannot access the Scottish Welfare Fund
- Use feedback from outgoing tenants to inform our Lettable Standards
- Provide more information on the local community, amenities and what our properties look like
- Use video technology to meet potential new tenants and gain a better understanding of their housing needs

## Tenancy Sustainment

% of new tenancies sustained for more than a year



# Access to Housing

We allocate our homes to different groups of housing applicants. These groups are, existing tenants of Elderpark Housing who are looking to transfer within our stock, waiting list applicants, those who have been assessed as Statutory Homeless by Glasgow City Council and other sources which include Leaving Care Services.

A total of 160 properties were re-let and the breakdown of how these lets were made is shown here

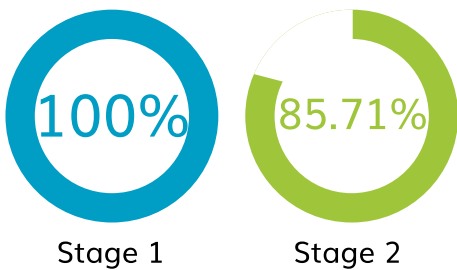
Percentage of lets to existing tenants: 25%      Percentage of lets to waiting list applicants: 39%  
 Percentage of lets to homeless applicants: 34%      Percentage of lets to other sources: 2%

# Complaints

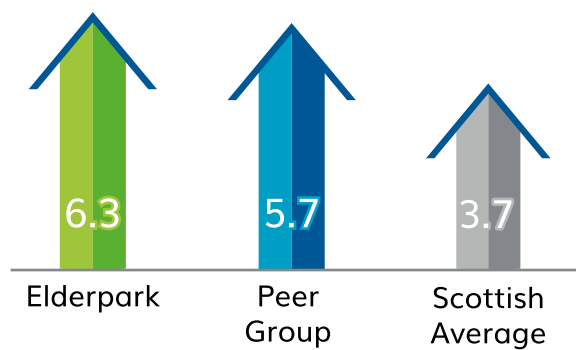
Complaints are an important part of how the association continuously reviews our services. We use complaints and feedback from tenants to shape how we deliver services in a way that is right for our tenants. Complaints are monitored through our Corporate Services Team to improve. The rise in complaints per 100 homes can be attributed to training and raised awareness from staff on complaints handling. As they provide the association with invaluable learning it is not necessarily a negative that we are above the Scottish average.

Our learning helps drive continuous improvement and ensures compliance with the Scottish Public Service Ombudsman (SPSO) guidance.

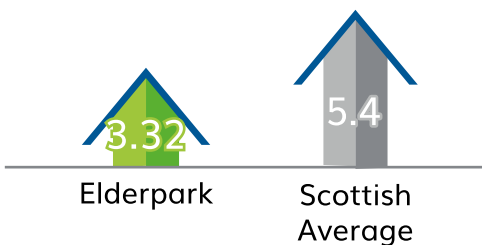
Stage 1 and 2 complaints responded to in full within timescales



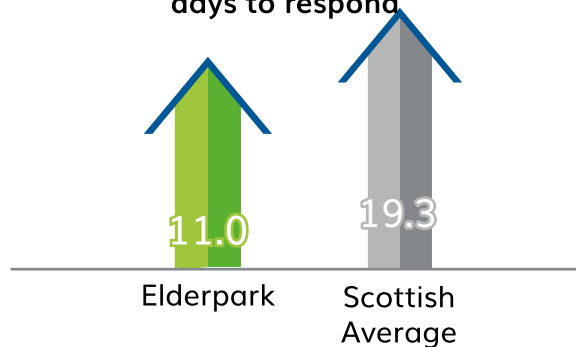
Complaints received per 100 homes



Stage 1 - Average working days to respond



Stage 2 - Average working days to respond



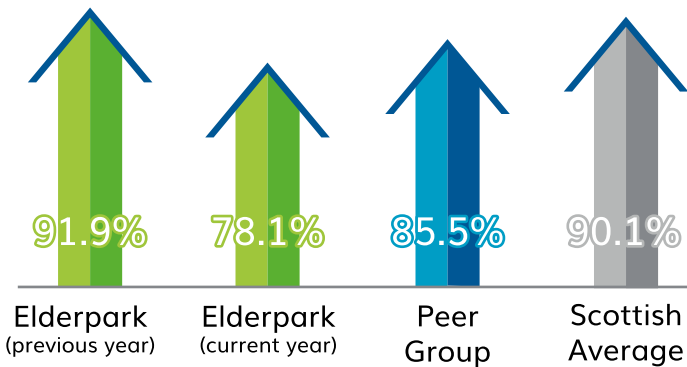
**83**  
 No. of complaints received within the reporting year

# Housing Quality and Maintenance

2020 as you all know proved to be a very challenging year with the pandemic causing chaos with all our lives and our loved ones. Coronavirus also affected the service delivery as we struggled to arrange non-emergency repairs and staff working at home and all the time trying to follow guidance on how to keep staff and tenants safe.

## Repairs Satisfaction

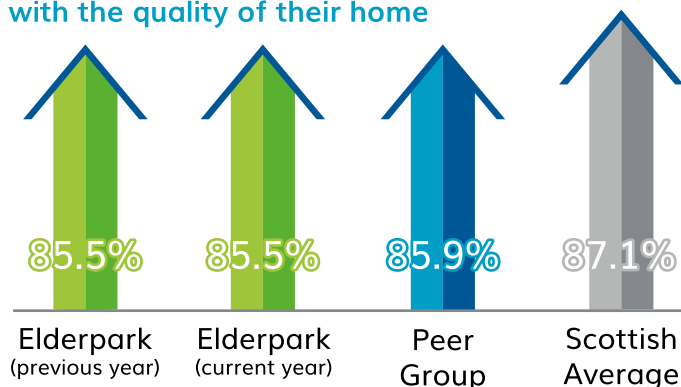
% of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service



Disruptions with the repairs service throughout the reporting year have impacted upon satisfaction in this area. The association has provided a repairs service in line with Scottish Government guidance which meant at times repairs could not be carried out straight away. We would anticipate satisfaction levels will rise over the next reporting year as services become less disrupted and intend to carry out an analysis and closely monitor this area.

## Quality of home

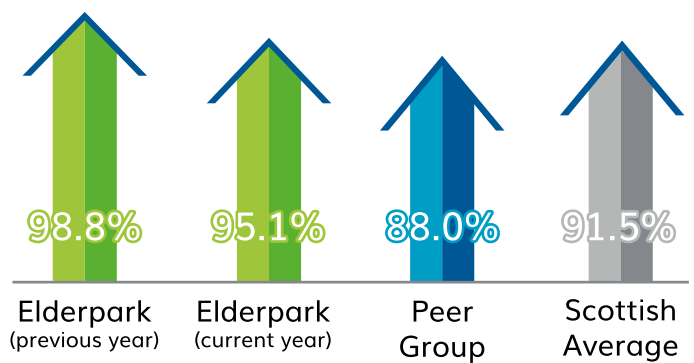
% of existing tenants satisfied with the quality of their home



Repairs completed Right first time has reduced by 3.7% from last year's return and also takes into account, works were not completed at the time of reporting and were subsequently 'banked' until restrictions were lifted and the work could be carried out.

## Repairs Right First Time

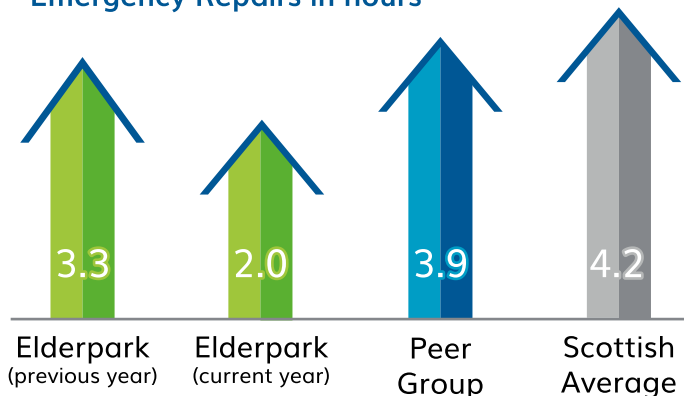
% of reactive repairs carried out in the last year completed



# Housing Quality and Maintenance

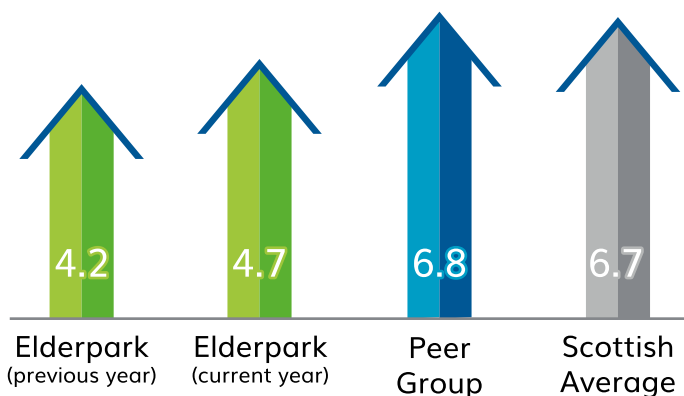
## Response times for emergency and non-emergency repairs

### Emergency Repairs in hours



The performance of the repairs service was severely affected by the pandemic. We issued 473 emergencies during the year, which is an increase of 130% on last year's number. Compared to 2019/20 we improved on our emergency repairs timescales by just under 90 minutes, and significantly less again when compared to the Scottish average. This is reflective of the service only being able to complete emergency repairs.

### Non-Emergency Repairs in days



The response time for non-emergency repairs as expected slightly increased as these repairs were 'banked'. However, we remain below the Scottish average. The number of non-emergency repairs issued in 2020/21 was 37% less with only 2017 non-emergency repairs reported compared to 3199 in 2019/20.

## Scottish Housing Quality Standard (SHQS)

In April 2015, the association came through an 11 year period of programmed works in order to meet the SHQS criteria. In some cases some homes cannot meet the criteria due to technical reasons and in other cases the costs to meet the standard are far too expensive. The criteria includes;

- Must be above the Tolerable Standard
- Must be Free from Serious Disrepair
- Must be Energy Efficient
- Must have Modern Facilities and Services
- Must be Healthy, Safe and Secure

Currently just under 50% of the our homes are fully compliant with all elements of the SHQS however it should be noted that this is primarily due to a large amount of our homes not having kitchens that meet the space and storage requirements despite us investing significant sums of money renewing kitchens over the last few years. Due to the size of these kitchens it is virtually impossible to achieve full compliance and these are therefore classed as exemptions with the association currently having 0.5% of our homes failing the SHQS mainly due to being unable to gain access to conduct the works required.

As a result of the 672 properties exempt or in abeyance we have 48.3% of our stock meeting the full criterion of the SHQS.



48.3%

of our properties met SHQS

# Housing Quality and Maintenance

## Energy Efficiency Standard for Social Housing (ESSH)

The Energy Efficiency Standard for Scottish Social Housing (ESSH) was introduced in March 2014 and set a first milestone for social landlords to meet by 31 December 2020. The ESSH standard aims to contribute to the requirements of the Climate Change (Scotland) Act 2019, which sets targets to reduce Scotland's emissions of all greenhouse gases to net-zero by 2045 at the latest, with interim targets for reductions of at least 56% by 2020, 75% by 2030, and 90% by 2040.

The association has a significantly large number of pre 1919 sandstone tenements, which are categorised as 'Hard to treat' due to the solid sandstone walls and high ceilings.



93%

met the 2020 standard

## Reactive Repairs Service

Throughout the reporting year 2490 repairs were carried out



A total cost of

£381,718

## Cyclical Maintenance Completed Included

- 1245 Gas Services carried out
- 467 Electrical Safety checks carried out to tenants homes
- 190 Electrical Safety checks carried out to closes
- External paint work



A total cost of

£344,174

## Planned Maintenance Completed Included

- 95 Kitchens
- 74 Bathrooms
- 90 Boilers
- 90 Internal doors
- 132 Smoke, heat and CO2 detectors



A total cost of

£1,198,571

## Void Works

During the reporting year the association carried out remedial works to 160 properties including gas and electrical checks, kitchen and bathroom upgrades, decorating and cleaning for the incoming tenant.



A total cost of

£137,177

## Gas Servicing

Elderpark Housing has a legal duty under the Gas Safety (Installation and Use) Regulations, to make sure all gas appliances, fittings, chimneys and flues are safe and working efficiently.

In 2020/21 we experienced 86 failed services (93.51%) this has never been the case as we routinely achieve 100%.

The failures are due to the pandemic, where we were experiencing some of our tenants self-isolating or shielding.

All 86 failed services were completed a week or 2 over the prescribed service date.

# Development

## New Build Homes

In April 2021 the final homes at Nethan Street were handed over to Elderpark Housing from our contractor CCG. Work had begun on the homes in January 2019 but experienced delays in the first few months of 2020 due to the global pandemic.

The buildings provide a strong visual on the corner of Golspie Street / Nethan Street and have incorporated some innovative features which will hopefully enhance the quality of life for the residents living within them. The most striking of these are the sun rooms which allow for an outdoor space in the summer and a conservatory type space in colder times which means that residents can have the benefit of an additional external space within their homes.

The project itself cost around £13.5 million to construct these homes with funding in the region of £7.7 million provided by Glasgow City Council as part of the Scottish Governments Affordable Housing Supply Programme. The remaining element of close to £6m was provided through Elderpark Housing securing private finance from a lender.





# Development



## Hills Trust New Offices

As part of the project to build the 82 new homes the association also purchased and refurbished the former Hills Trust Primary which had been lying empty for a number of years. This project commenced in March 2019 and despite some delays the building was handed over to Elderpark Housing at the end of October 2020.

The restoration of this building has been paramount to our commitment to play a strong role within the local community and refurbishing what has been a well-known and important part of the heritage within the Govan area means the building will have a life for many years to come. Unfortunately due to the pandemic the building has been closed to the public however it is hoped that by the end of 2021 most staff will be working from the building and will open up more fully.

The project was funded through Elderpark Housing's own resources though supported by CGAP who provided funding through the Town Centre Heritage Initiative and the Conservation Area Regeneration Scheme funding around £600,000 towards the overall cost which was around £2.8 million.

## Elderpark Community Hub and Library

Some time ago the association working with Glasgow City Council and Glasgow Life were successful in obtaining funding through the Scottish Government's Regeneration Capital Grant Fund and Glasgow City Council's Town Centre Fund with some further smaller additional contributions. This total funding of over £2 million is designed to support the internal and external refurbishment of the building to support the creation of a Community Facility within the library building.

Partly as a result of the pandemic and the increasing costs in delivering the project at the time of writing work has not yet commenced on the building although it is still intended to be completed towards the end of 2022.

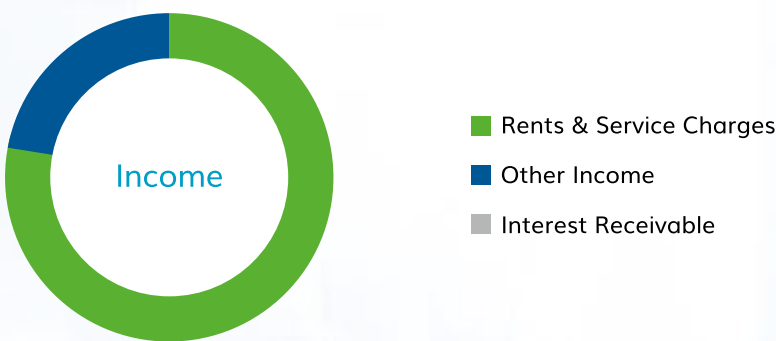
This facility will bring together the existing projects and groups provided at our existing community centre together with those already delivered by Glasgow Life and provide additional space for more new groups and activities to take place.



# Financial Highlights

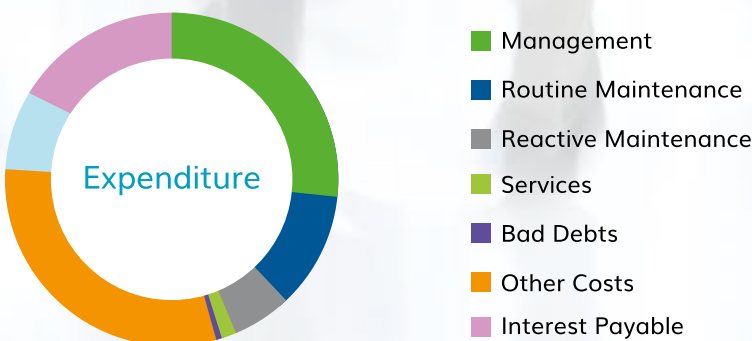
## Income / Expenditure Summary 2020/21

Income	£000's
Rents & Service Charges	5,313
Other Income	1,498
Interest Receivable	9
<b>Total</b>	<b>6,820</b>



Expenditure	£000's
Management	1,644
Routine Maintenance	633
Reactive Maintenance	391
Services	105
Bad debts	37
Other Costs	2,341
Interest Payable	514
<b>Total</b>	<b>5,665</b>

Surplus	£000's
Planned Maintenance recorded in Balance Sheet	1,155
<b>Total Surplus</b>	<b>1,151,339</b>



Like all other organisations COVID -19 had us working under an enforced 'lockdown' for the complete financial year giving unprecedented challenges to many tenants, service users and staff as we struggled with self-isolation, with some affected economically and emotionally as well as with tragic losses. Good core systems and continuity planning meant we were able to respond effectively to the pandemic.

We continued to deliver strong financial results with a surplus for the year of £1.2 million. The completion of our new housing development half way through the year and it being let almost immediately assisted in increasing our revenue to £6.8 million. Our operating costs also increased with additional staff, loan interest and depreciation costs to £5.6 million. We have spent £4.4 million on our new homes and £620,000 on the new office and office infrastructure to provide an improved service to our tenants and service users. Our cash at bank has reduced by £3.5 million as we spend on investing in our existing and new homes. The association remains on a sound financial footing. All of our income is invested in our community in support of our objectives. These include building new affordable homes, letting and maintaining our existing homes, improving our customer service and supporting the most vulnerable in our communities.

If you would like more financial information please contact the main office.

# Financial Highlights

Statement of Comprehensive Income For The Year Ended 31st March 2021	2021	2020	A non-accountant's guide to the accounts
	£	£	
Revenue	6,811	6,521	Income from Rents and Factoring services.
Operating Costs	-5,151	-4,933	Cost of Management & Maintenance of our properties.
<b>Operating Surplus</b>	<b>1,660</b>	<b>1,588</b>	
Bank Interest Received	9	92	Interest earned on money we invested.
Interest Payable	-514	-554	Interest payments on our loans.
Gain on sale of Housing stock	0	35	Sale of Property
<b>Surplus For Year</b>	<b>1,155</b>	<b>1,161</b>	Which leaves us this much.
<b>Other Comprehensive Income</b>			
Initial Recognition of multi-employer defined benefit scheme	0	0	Movement in pension remeasurement basis
Actuarial gains/losses in respect of pension scheme	-908	680	Pension adjustments
<b>Total Comprehensive Income</b>	<b>247</b>	<b>1,841</b>	
Statement of Financial Position as at 31st March 2021	2021	2020	A non-accountant's guide to the accounts
	£	£	
<b>Non-Current Assets</b>			
Housing Properties - Depreciated Cost	68,584	66,321	All houses we own cost this much to build.
Other Tangible Fixed Assets	3,503	2,589	Offices, and fixed assets.
	<b>72,087</b>	<b>68,910</b>	
<b>Current Assets</b>			
Debtors	299	381	Money owed to us.
Cash and Cash Equivalents	4,931	8,464	Money in bank and building society accounts.
Creditors: Amounts falling due within one year	-2,137	-2,329	Money we owe to others.
<b>Total Assets Less Current Liabilities</b>	<b>75,180</b>	<b>75,426</b>	
<b>Creditors: amounts falling due after more than one year</b>			
Housing property Loans	-14,589	-14,800	What we owe on loans for building and rehabilitation of our houses.
Retirement Benefit Scheme Deficit	-843	-153	Pension Scheme operated by the Association.
	<b>-15,432</b>	<b>-14,953</b>	
<b>Deferred Income</b>			
Social Housing Grants	-45,079	-46,334	Government grants we receive towards the building costs.
Other Grants	-788	-775	
<b>Net Assets</b>	<b>13,881</b>	<b>13,364</b>	
<b>Equity</b>			
Share Capital	1	1	
Revenue Reserves	13,880	13,633	Money built up from this year's and previous year's surpluses.
<b>Revenue Reserves</b>	<b>13,881</b>	<b>13,634</b>	

# Our Engagement Plan

from 1st April 2021 to 31st March 2022

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Each year the association is required to provide a number of Returns to the Scottish Housing Regulator to demonstrate we are compliant with the Regulatory Framework including the Standards of Governance and Financial Management. Following assessment of these Returns by SHR they produce an Engagement Plan for each landlord setting out a Regulatory Status. We are pleased to report the status for Elderpark Housing is Compliant and the SHR plan is set out below.

## Regulatory Status

### Compliant

The RSL meets regulatory requirements, including the Standards of Governance and Financial Management.

COVID-19 has significantly impacted the services provided by social landlords and will continue to influence how services are provided in 2021. We will continue to monitor, assess and report upon how each landlord is responding and we will keep our regulatory engagement under review so that we can continue to respond to the challenges of COVID-19.

## Regulatory Returns

Elderpark must provide us with the following annual regulatory returns and alert us to notifiable events as appropriate:

- [Annual Assurance Statement](#)
- [Audited Financial Statements and External Auditor's Management letter](#)
- [Loan portfolio return](#)
- [Five year financial projections: and](#)
- [Annual Return on the Charter.](#)

It should notify us of any material changes to its Annual Assurance Statement, and any tenant and resident safety matter which has been reported to or is being investigated by the Health and Safety Executive or reports from regulatory or statutory authorities or insurance providers, relating to safety concerns.



# Committee and Management Team

The Management Committee are responsible for the overall leadership and strategic direction of Elderpark Housing and we currently have a few vacancies. If you would like more information on how to become involved please contact our Governance and Compliance Manager, Kerry Clayton for more details.

## Management Committee

	Office Bearer	Date Elected to Office
Janet Evans	Chairperson	2019
John Kane	Vice Chairperson	2019
Maureen McDonald	Secretary	2017
Ann McEachan	Committee Member	
Lindsay Roches	Committee Member	
Douglas Muir	Committee Member	
Janice Shields		
Kirsty Wilson		
Kirsty Stoddart		



No. of  
Committee  
Members



## Management Team

Gary Dalziel	Chief Executive Officer
James McGeough	Director of Finance and Corporate Services
Aidan McGuinness	Director of Housing and Customer Services
David Adam	Director of Maintenance Services

# Current Employees

## Finance and Corporate Services Team

Kerry Clayton	<i>Governance and Compliance Manager</i>
Fiona Koroma	<i>Corporate Services Administrator</i>
Alana Park	<i>Corporate Services Administrator</i>
Stuart Clift	<i>ICT Officer</i>
Angela Lee	<i>Finance Officer</i>
Rosalind Doherty	<i>Finance Assistant</i>
Catriona MacDonald	<i>Finance Assistant</i>
Marie Lubanski	<i>Finance and HR Officer</i>

## Maintenance Team

Derek Robertson	<i>Maintenance Officer</i>
Hugh Brown	<i>Maintenance Officer</i>
Sandra Officer	<i>Maintenance Assistant</i>
Moira Cordiner	<i>Maintenance Officer (temp)</i>

## Housing Management and Customer Services Team

Elaine Somerville	<i>Housing Manager</i>
Lynn Reid	<i>Housing Officer</i>
Kim Quinn	<i>Housing Officer</i>
Tracey Dargan	<i>Housing Officer</i>
Debbie Brown	<i>Housing Officer</i>
Magdalena Okrajek	<i>Housing Officer</i>
Sandra McGillivray	<i>Housing Officer (temp)</i>
Helen Rowan	<i>Housing Services Officer</i>
Jacqui Andrews	<i>Financial Inclusion Officer</i>
Ashley McInnes	<i>Tenancy Support Advisor</i>
Jim Fraser	<i>Estate Management Inspector</i>
Laura McNamee	<i>Customer Services Administrator</i>
Laura Gibbons	<i>Customer Services Advisor</i>
Lauren Herd	<i>Customer Services Advisor</i>
Amra Iqbal	<i>Customer Services Trainee</i>

## Fuel Advice Project

Diane Miles Energy	<i>Debt Officer</i>
Patricia Coulter	<i>Fuel Advisor</i>
Sharon De-Meza Dickson	<i>Fuel Advisor</i>

**29** No. of Full Time Equivalent Staff

**ELDERPARK**  
HOUSING

# What's in store for 2022

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This annual report mainly looks back at what happened in 2020/21 with the odd element looking at some of the activities which have taken place over the last few months, however this section will focus on some of the things Elderpark Housing are either currently doing or we hope will occur over the next year or two.

- In the summer of 2021 the Management Committee approved our new Business Plan for the period 2021 through to 2024. The Business Plan is the key document for Elderpark Housing as this outlines what the purpose of the organisation is, what the values are we subscribe to and the objectives we hope to achieve in the next period
- In the next year we intend to invest around £2 million into our homes through our day to day repairs service, ongoing maintenance and our improvement programmes which will see window replacement programmes, continued kitchen and bathroom upgrades and other works
- Conducting a large scale tenant satisfaction survey to allow us to gather your views on the services we provide. This will involve an independent company engaging with you around a range of questions with the answers helping inform what we do going forward
- Exploring a few opportunities in relation to building new homes within our communities. These are at a relatively early stage and likely to be the end of 2022 at the earliest before there would potentially be work starting on either of these projects
- Working in partnership with Govan and Linthouse Housing Associations to deliver a range of projects which go beyond the role of a housing provider including a tenancy sustainment / support role, continuation of our energy advice project and areas of employability programmes
- Increasing use of digital services and while we will seek to modernise and embrace the digital world through the use of technology we recognise this is only one method of communicating with our residents and will still use all other approaches
- Improving the way we gather and review performance within the organisation to ensure that we are continually striving to provide the best and most efficient service to our residents – we are already recognised as one of the higher performing housing associations in Scotland but can still do more to be better in everything we do.

There is much more we hope to do over the next period, some of which will be about providing our staff with the right tools, training and support to be able to provide the service to our residents in a more effective way. We recognise that every single year there will be things we can enhance be that our homes through continued investment, be that our customer service through the opening of our office, training and development of our staff or be that through working in partnership with other organisations that operate locally or beyond to provide the best quality homes but also as importantly be an organisation that operates in the community for the community.

## Ways to get involved @ElderparkHA [www.elderpark.org](http://www.elderpark.org)

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We are always keen in getting tenants to express their opinion or get involved in the decision making process. We gather information and opinion through surveys, our fb page, website and twitter. This helps us improve different aspects of our service and understand our community.

**You can also get involved by:**

- Becoming a shareholder
- Participating in a focus group
- Requesting information on becoming a member of the Management Committee



**Solicitor:** TC Young  
**Auditor:** French Duncan LLP  
**Internal Auditor:** TIAA  
**Banker:** Royal Bank of Scotland plc

Registered under the Cooperative and  
 Community Benefit Societies Act 2014  
 Property Factor Registered No. PF000197

Elderpark Housing Association Ltd  
 is a recognised Scottish charity No: SCO32823

RSL No. 108

Elderpark Housing Association is a non-profit making  
 community based housing association.

**Opening Hours:** Monday - Friday: 9.00am - 5.00pm

We are members of:



Glasgow and West of Scotland  
 Forum of Housing Associations



supporting  
 social  
 employers

