

# 2023/24

## ANNUAL PERFORMANCE REPORT TO TENANTS



**ELDERPARK**  
HOUSING



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# Chairperson's Foreword

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I am honoured to be writing this foreword in my first full year as Chairperson of Elderpark Housing and presenting to you an overview of the association's performance over the year. Contained within the report you will find lots of facts and figures about how we have performed over the course of the year together with some of the other projects and activities we have been involved in.

The role of the Chairperson is to lead Elderpark Housing's Management Committee which is made up of up to fifteen volunteers including local tenants and residents and other individuals with an interest in Elderpark Housing and Govan as a whole. This collective group are responsible for the overall leadership of the association and we meet regularly to review performance, set strategy and make decisions on behalf of the organisation.

As a local resident who has spent many years living within the heart of the community I see first-hand the contribution Elderpark and the other local housing associations can make to provide high quality homes; services which care about our tenants and various projects which support things like youth activities, employability, tackle social isolation and mental health to name only a few.

The purpose of an 'Annual Report to Tenants' is to allow the association to provide our tenants with information regarding our performance in relation to the Scottish Social Housing Charter for the period 1st April 2023 until the 31st March 2024 which is the set of standards which all Housing Associations work towards. In addition this report also provides the opportunity to provide you with information on some of the additional work the association has undertaken in the year, our financial position at the 31st March 2024 and some of the activities we will be undertaking this year.

Given that this annual report is comprehensive my foreword won't cover much of this other than to say that I am extremely proud that over the course of the year we continue to demonstrate a strong performance against almost all areas of the Scottish Social Housing Charter. I know everything is not always positive and there are times when

the service our tenants received is not to the standard we would expect and we will continue daily to try and make our homes and services better, focusing on the needs of our tenants and residents.

We take pride in being an important part of the local community and this year has been no different managing to secure significant funding for projects including employability programmes, fuel and energy advice services, working with local schools and young persons, a cycling / bin shed project, welfare benefits advice, reducing social isolation and much more and this is something which is central to our purpose as a local community organisation. As well as securing funding from other sources we also work closely with many partner organisations in the community who all have similar aims of supporting the local Govan community.

We were also delighted to be recognised on a national level winning both the TIS Housing Organisation of the Year Award and the CIH Excellence in Learning and Development Award which is testament to our employees and volunteer committee members.

While we have a strong Management Committee with a mix of age, gender, experience and local knowledge we are continually looking for more local people to participate and if you would be interested in finding out more about the role please get in touch at [corporate@elderpark.org](mailto:corporate@elderpark.org) I hope you enjoy the report and thank you for taking the time to read it.

*Maureen McDonald*

Chairperson



# Chief Executive's Introduction

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The last year has continued to be a difficult one for everyone with so much change in the economy, the crises happening across the world and lots of political change. While you wouldn't necessarily think that the war in the middle east would have an impact on a housing association it does in terms of the costs rising in lots of different aspects but probably one particularly noticeable for us has been the costs in relation to delivering our repairs, maintenance and improvement programmes.

Within the organisation we experienced some challenging times including the sad loss of our colleague Angela who had been with us for twenty years, the retirement of our Director of Finance and Corporate Services, James and difficult health issues of a few valued and experienced colleagues and while in any organisation with around 40 employees it will always be the case that personal circumstances can impact on the organisation this has been felt quite significantly by the association in the year.

One of the most public issues in the year was the increasing publicity and media relating to initially the regional but eventually a national housing crisis, which was declared by the Scottish Government in May 2024. The obvious lack of available homes for the sheer volume of people looking for housing is evidenced throughout the country and this is also true in Govan which has resulted in the number of homes becoming empty in the year reducing significantly from previous years which places a greater strain on people who are looking for social housing.

In the year we carried out a stock condition survey and a stonework condition survey with these results designed to ensure that we have an up-to-date picture of the condition of our homes – this demonstrated that the homes we have are of good quality and while ongoing investment will be required there were no critical disrepair issues to be concerned with which is very positive. In the year 2023/24 the association invested around £2.2m

either repairing homes, ensuring they were safe and installing new components. In the year a significant focus was on external audits of our tenant safety systems on areas like asbestos management, fire safety, electrical safety, legionella, lifts and gas safety with these receiving 'substantial assurance' from the external consultant.

As Maureen has mentioned we were delighted to win national awards through TIS for Housing Organisation of the Year award and the Chartered Institute of Housing Scotland's Excellence in Learning and Development Award. We also congratulate our Community Regeneration Officer who won a 'Best Practice in Developing Communities Award' at the TIS awards.

The final piece of positive news for the year was the approval from Glasgow City Council and the Scottish government to provide significant funding to support the development of 43 new homes at Nimmo Drive with these due for completion in 2026.

There is lots we could say about the year and some of the activities but hopefully the following pages of this 'Annual Report to Tenants' will provide you with enough information on the overall performance against the Scottish Social Housing Charter demonstrating what has been another positive year in 2023/24 with almost all of the key services we provide to our tenants and residents remaining stable or seeing improvements. In addition there will be some sections providing you with information on our work within the community which as a local community organisation is a crucial part of the role we provide.

Thank you for taking the time to read this 'Annual Report to Tenants' and should you have comments about the content, layout or would like to find out more please contact us at [corporate@elderpark.org](mailto:corporate@elderpark.org)

*Gary Dalziel*

**Chief Executive Officer**

# Our Aspirations

## Our Vision

A vibrant neighbourhood where everyone can prosper.

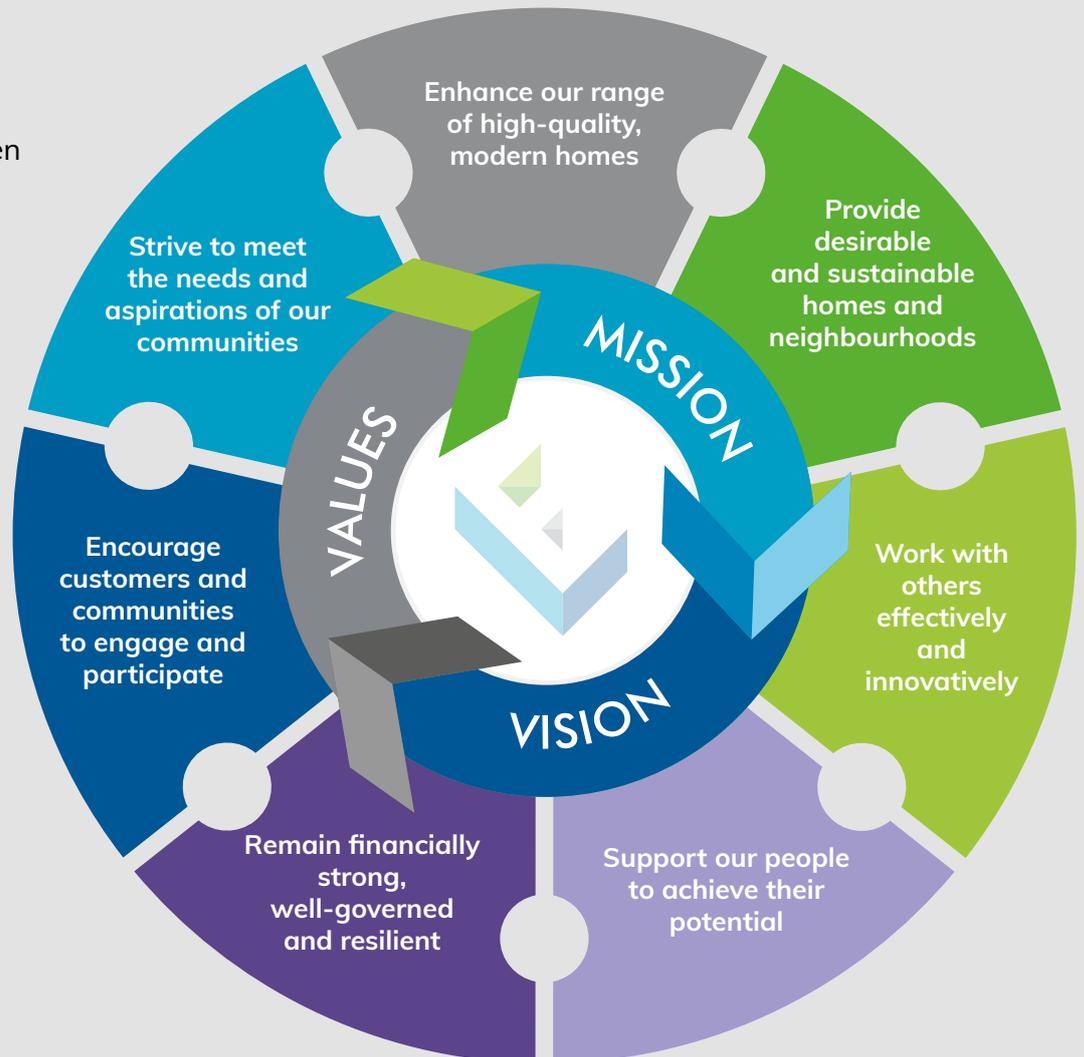
## Our Values

- 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 2021-2025 which focus on the following keys themes:

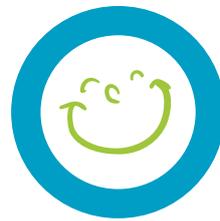


# Highlights of the Year



£2.2m

spent on repairs and improvements to homes



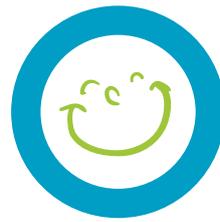
91%

of our tenants are satisfied with the overall service



Almost 4500

repairs carried out to your homes



Almost 9 out of 10

tenants feel that we care about them



Funding

secured for 43 new build properties



90.56%

of our stock meets the Scottish Housing Quality Standard



Winners

of 3 National Awards



Landlord H&S

6 Substantial landlord health and safety audits achieved



# Landlord Profile

## Our stock profile as at 31 March 2024



Total no. of homes  
**1345**



Total rent due in year  
**£6,053,708**

Our rents increased by **5.7%** in 2023/24

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

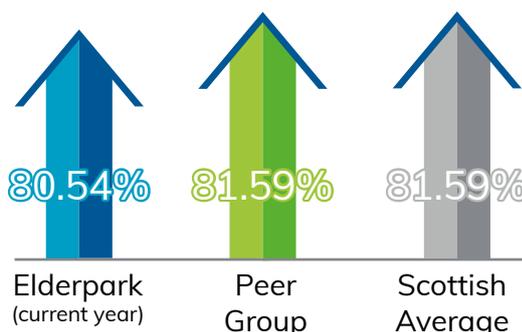
Stock by type, apt size & rent	House	Tenements	4 in a block	Other Flat/ Maisonette	Total	Average Weekly Rent	Scottish Average Weekly Rent	% +/- Scottish Average
1 Apartment	0	63	0	0	63	£75.48	£82.24	-8.21%
2 Apartment	0	479	6	37	522	£81.07	£87.87	-7.73%
3 Apartment	37	440	2	86	565	£91.43	£90.29	+1.26%
4 Apartment	99	51	0	9	159	£101.73	£98.30	+9.69%
5+ Apartment	36	0	0	0	36	£126.11	£108.29	+16.45%
<b>Total</b>	<b>172</b>	<b>1033</b>	<b>8</b>	<b>132</b>	<b>1345</b>	<b>£89.54</b>	<b>£93.40</b>	

It is normal for the association to carry out a large scale face-to-face satisfaction survey every 3 years with the last one being carried out by Knowledge Partnership between 21st March – 8th April 2022, involving feedback from 407 tenants and 60 owners.

Throughout this report these result have been used to show the comparison with our peer group average and the Scottish average. The association is due to conduct the next large scale face-to-face survey in early 2025.

### Value for Money

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



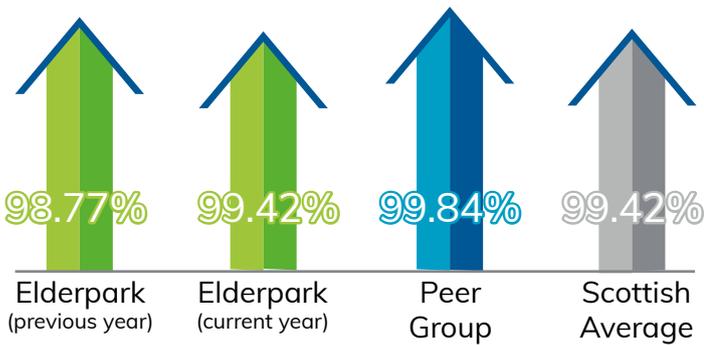
# Getting Good Value from Rents

Following a consultation process with our tenants in early 2023 the association increased its rent by 5.7%. This level of rent increase supports the continued delivery of our current business plan while keeping rents affordable. The association strives to deliver the best possible services to our tenants and customers through a right first time approach and ensuring value for money is considered in everything we do. While we understand the financial difficulties many are facing we also need to strike a careful balance to enable high quality maintenance of our homes together with investment and improvement plans.

The association also places a high emphasis on support services which include access to our in-house Welfare Rights service, our Fuel Advice project and other partner agencies, together with a pro-active and supportive approach to arrears management. All of these activities support the positive performance in relation to rent collected over the reporting year which is shown below against our peer group and Scottish averages.

## Rent Collected

% of the total rent due

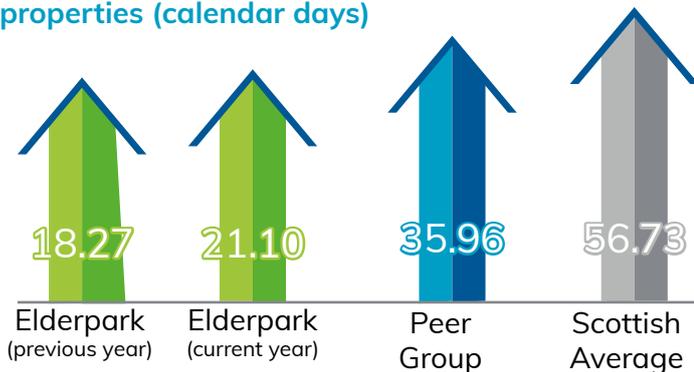


As can be seen in the graphs below there has been a slight increase in the number of days taken to re-let homes in the reporting year and a slight decrease in the percentage of rent lost. Fewer properties were re-let in the reporting year, a total of 73 compared with 104 in the previous year.

The introduction of regular void meetings between Housing Management and Maintenance will seek to reduce the average re-let time over the next financial year.

## Re-let Times

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



## Rent Loss

% of rent lost through properties being empty

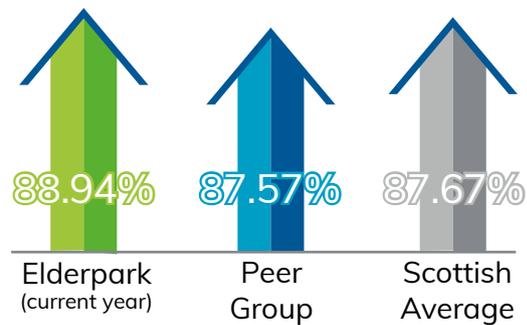


# Tenant Satisfaction

Elderpark Housing are proud of the fact that almost 9 out of 10 of our tenants feel we care about them and we feel this demonstrates our commitment to our one of our values which is 'caring.' We are also proud that we continue to experience high levels of satisfaction across a number of key areas considered most important to our tenants. As highlighted earlier in this report we will seek to undertake a large scale face-to-face survey in early 2025 to gauge current satisfaction levels and use this information to review and improve services are required. Satisfaction on some keys areas are shown below and compared against our peer group and the Scottish average.

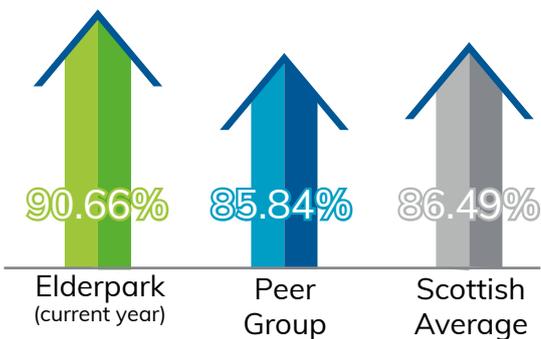
## Participation

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



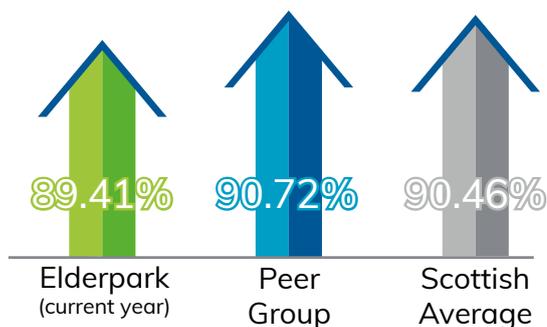
## Overall Service

% of tenants satisfied with the overall service



## Communication

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



# Community and Partnership working

The association's vision, set out in our Business Plan 2022 – 2025 is to create a **'vibrant neighbourhood where everyone can prosper.'** This continues to be strengthened by our commitment to community activity which is further supported and enhanced by our strong community stakeholder partnerships and working collaborations.

We have a dedicated resource that manages and delivers our community engagement and regeneration, this includes working with our stakeholders and partners across the sector, leading on initiative projects specially designed to:

- **Sustain tenancies**
- **Challenge fuel poverty**
- **Address food insecurity**
- **Increase social mobility**

We also work with partners at a national level including NSPCC and The Kings Trust to mentor and develop our younger tenants and their families as they both seek full time employment and manage the transition from school to the work place.

We are central to the development of green spaces in Govan and work with our partners to ensure that our tenants have access to the outdoors in safe and beautiful environments.

We have delivered this work with a mix of business planning and budget allocation specifically for our community regeneration and with grant funding and excellent working partnerships with organisations that have the specific skill set to support our tenants.



We seek to engage across our community to ensure that we provide the best care and support to as many of our tenants as we can reach. We have established relationships and partnerships with key stakeholders that specifically work with community members and tenants from harder to reach communities. Namely we are partnered with:

- **Govan Community Project – new arrivals and asylum seeker**
- **Govan Help – families in distress**
- **CVS – veterans and ex service personnel**
- **SAG – supporting African and afro Caribbean community members**
- **GYIP – supporting youth engagement and outreach**
- **Gilded Lily – supporting women and young girls**
- **Craft Café – over 65's**
- **Govan Fuel Advice Project –** In partnership with GHA and LHA we continue to develop our fuel advice service providing support and advice to the community on managing their fuel use and payments. We have engaged with over 780 people and have provided over £155,000 of support in financial gains.



# Community and Partnership working

- **Working Rite** – We continue to develop our relationship with WorkingRite so that our tenants are supported on the journey to work, we have expanded this to now include S4 pupils as we prepare them for the transition from school into a career and training – we are working to highlight the opportunities of a career in Housing.

**workingrite**

- **Developing the Young Workforce** – Work Aware is a brilliant new partnership that sees us work with S5 students to help them better understand what we do as a business, explaining the history of social housing and looking at the routes into working in our sector.

**DYW** | **GLASGOW**  
Developing the  
Young Workforce

- **Govan's community Greengrocers – Dig In** – We have successfully secured additional lottery funding and other local funding to continue operating in partnership with Dig In the community green grocers where we strive to offer free and affordable fresh fruit and veg – looking at nutritional and budgeting and basic cooking skills.



- **Ibrox Flower Field** – We have successfully secure funding from the lottery to rein live the offer at the field – we now have addition wellbeing activities with cooking and after school clubs both taking centre stage.



- **Craft Café** – We hosted Craft Café this summer prior to their move into the newly refurbished library complex. We continue to deliver a craft based set of activities for those older residents in our community.



- **Janitors kitchen garden and active travel hub** – We are making exciting plans to progress this project with the creation of a Community Collective for local residents to help project manage the build, increased partnership agreement to deliver services and a pool of possible funders who love our idea!

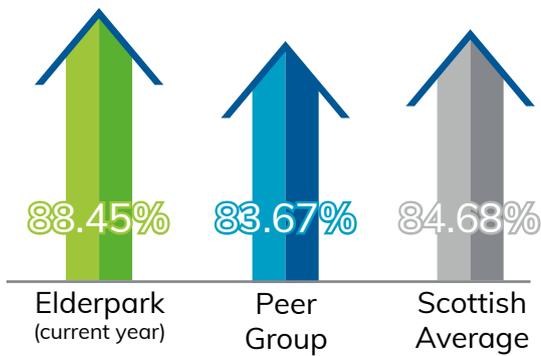
# Neighbourhood

The association places a high level of importance on ensuring clean, neat and tidy environments are evident throughout our communities. This is supported by our Estate Management Strategy, **'A Green and Pleasant Govan'** and our Regeneration Strategy, **'Regenerate and Prosper.'** Keeping the street cleaner and enhancing the built environment became the top priority based on feedback from a survey conducted in 2023 which informed an action plan for improvement.

The satisfaction results shown below show at the last survey undertaken levels were high. It is hoped with the improvement work undertaken over the last year will result in increased satisfaction of the management of the neighbourhood.

## Neighbourhood

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



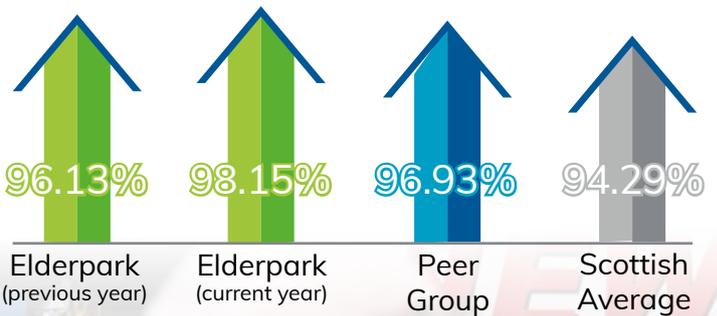
## Anti-Social Behaviour

number of cases per 100 homes

There were a total of 162 complaints of anti-social behaviour recorded within the reporting year which equates to 12.04 cases per 100 homes compared to 13.50 cases per 100 homes in the previous year. As can be seen from the graph below there has also been an increase in the number of cases resolved within the reporting year. Our anti-social behaviour policy is due for review and there will be a consultation process carried out in early 2025 to gather feedback from our tenants to help inform the revised policy.



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



# Tenancy Sustainment

Elderpark adopt a person-centred approach to delivering our services and strongly believe this has a direct impact upon tenancy sustainment levels. We closely monitor reasons given for ending a tenancy and use this information to ensure services are provided that can support tenants to remain in their property. For example providing support services for Welfare Rights to maximise income, Fuel Advice to reduce energy consumption and working in partnership with The Wise Group whose aim is to lift people out of poverty and support employment opportunities can all help our tenants sustain their tenancies.

Some other examples of the support we provide are shown below.

## Support for New Tenants

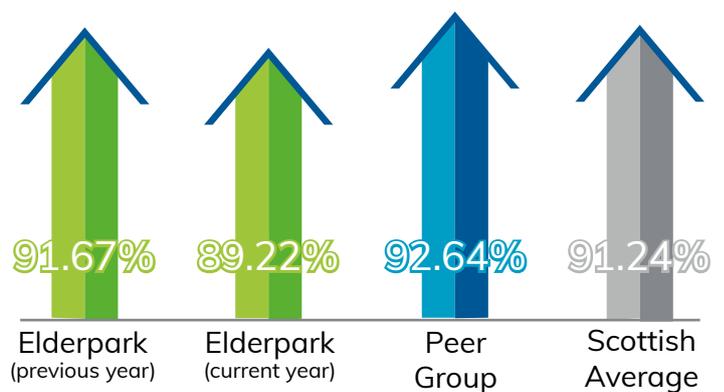
- Offer carpets and blinds packages through a service charge
- Provide small essential household items through the provision of starter packs
- Provide a 'welcome' cleaning pack

As can be seen from the graph below the percentage of tenancies sustained in the reporting year has reduced marginally from the previous year by 2.45% with both the peer group and Scottish average having increased slightly. This percentage is based on tenancies which are maintained from more than one year but at times there are circumstances such as a tenant sadly passing away or a property being abandoned which impact on this overall percentage.

## Support for Existing Tenants

- Partnership working with Together for Childhood Govan which aims to support children and families thrive in Govan
- Partnership working with Experian

### % of new tenancies sustained for more than a year



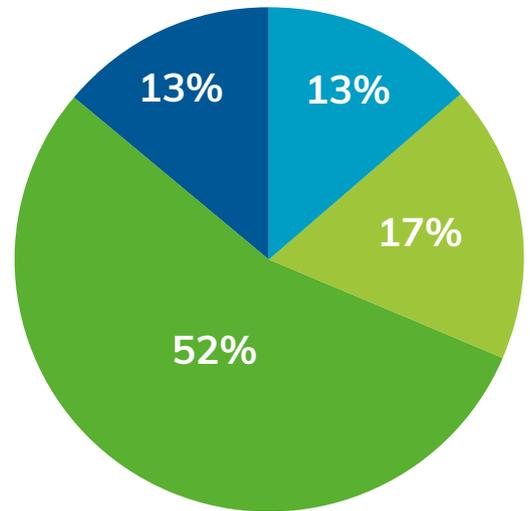
# Access to Housing

The downward trend of properties re-let in the year was again evident in 2023/24 with a total of 78 lets being made compared with 104 in the previous year.

At a national level the country in a “housing emergency” which is making accessing safe, warm, secure and affordable homes increasingly difficult for those in housing need and this is reflected by the lower number of re-lets made by the association. In addition in order to support access to housing for those most in need, Glasgow City Council require the association to let a high percentage of our available properties to those assessed as Statutory Homeless and other sources such as those leaving care. All of these factors continue to put pressure on our waiting list.

Priority within these groups is based on gathering detailed information about current circumstances and offering each applicant the best possible advice, bespoke to their own housing need. A breakdown of how we allocated our available properties throughout 2023/24 is shown to the right.

How our properties were allocated by applicant group



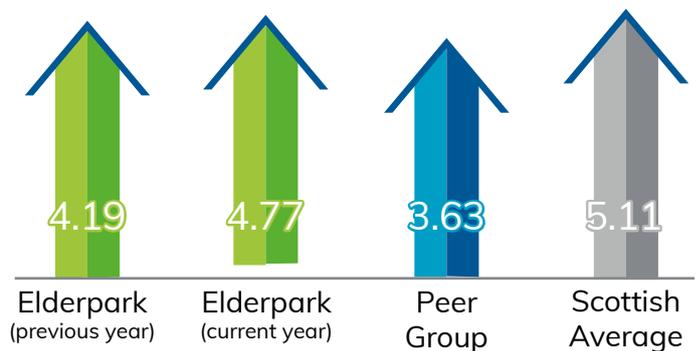
- Existing tenants
- Waiting List
- Statutory homeless
- Other sources

# Complaints

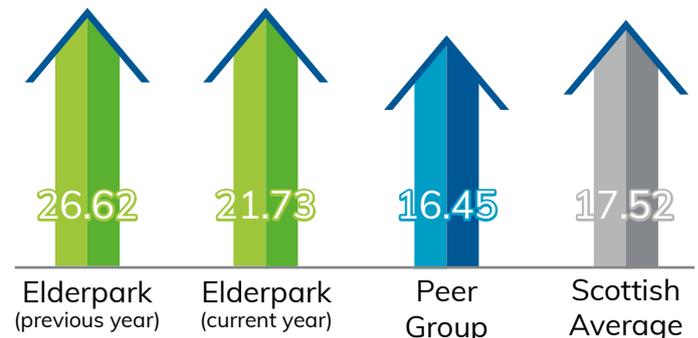
Complaints continue to be a high priority for the association where we are able to gather valuable feedback on our tenants experiences when accessing our services. All of our teams undertook complaints handling training during 2023 and we believe this has been helpful in delivering improvements in this area but recognise there are further improvement required around response times. Learning outcomes are a key part of this process and we will continue to develop how we report in a “You said, we did” format over the coming year as well as introducing a survey to gather feedback on how we handle complaints.

A total of 238 complaints were received which equates to 17.62 complaints per 100 homes which is almost twice as many as the previous year. We believe this is a direct result of ensuring we fully record all expressions of dissatisfaction in line with SPSO guidance and our policy.

Stage 1 - Target 5 working days



Stage 2 - Target 20 working days



# Housing Quality and Maintenance

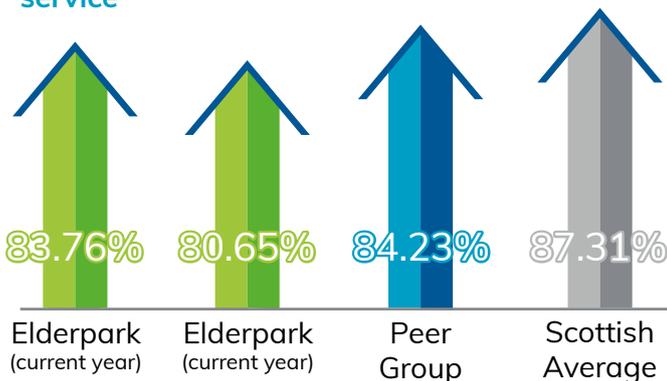
One of the associations strategic objectives as set out in our Business Plan 2022/25 is to **'Provide desirable and sustainable homes and neighbourhoods.'** Ensuring a first class reactive repairs service and continued investment in our homes is key to achieving this. Landlord Health and Safety is a huge priority for Elderpark and the Scottish Housing Regulator require specific assurance around how we are meeting our legal and compliance obligations in this area. To do this during 2023/24 we engaged with an external consultant specialising in Landlord Health and Safety to carry out audits on gas, electrical, legionella, asbestos, fire and lift and how effectively we manage the safety of these within our homes. We are very pleased to say each of these areas received **'substantial assurance'** which is the highest level of assurance the consultant provides.

The following pages will set out performance in relation to repairs being completed and how much of the associations income generated from rent collection has been invested back into our homes.

Unlike the other satisfaction results shown throughout this report, satisfaction with repairs is carried out on an ongoing basis and so the performance shown below relates to the period 1st April 2023 – 31st March 2024. Satisfaction with the service has reduced from the previous year and is lower than both our peer group and Scottish averages. This is an area the association will be focusing on to inform improvement actions over the coming year.

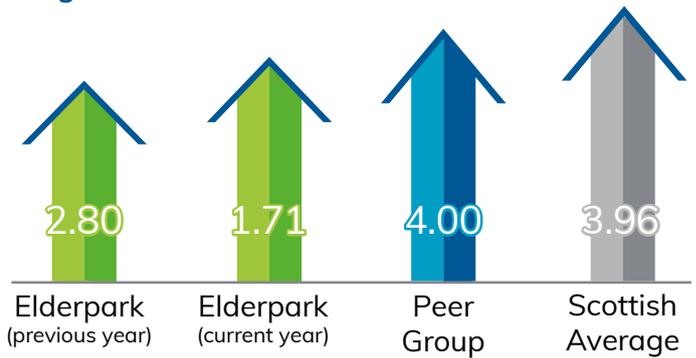
## Repairs Satisfaction

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

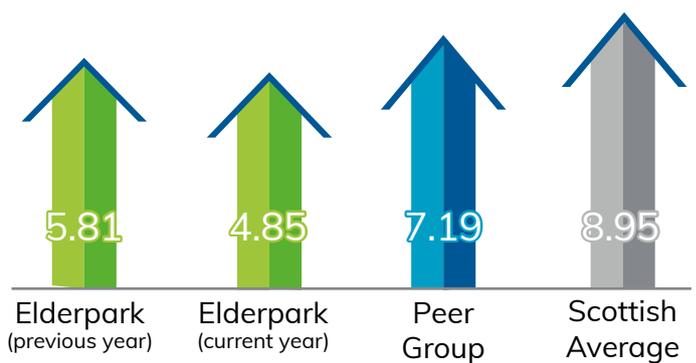


During the reporting year a total of 3892 non-emergency repairs and 692 emergency repairs were completed which is around 700 more repairs than the previous year. The response are shown below.

### Response time for emergency repairs in hours Target – 2 hours



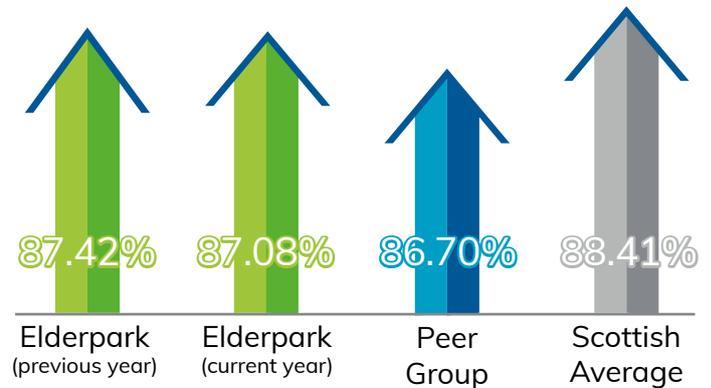
### Response time for non-emergency repairs in hours. Target – 5 working days



# Housing Quality and Maintenance

As part of monitoring the effectiveness of our repairs service we are also required to measure the numbers of repairs considered **'right first time'**. A repair is considered **'right first time'** if it is completed within target and without the need for the contractor to be recalled. Some repairs will require more than one visit to complete due to the nature of the repair, if this work is carried out as planned and discussed then the repair would also be considered as **'right first time'**. Our performance in this area is in line with that of the peer and Scottish averages.

## Reactive repairs completed right first time



## Investment in our homes

The association relies on rental income to deliver our investment programme for our homes to ensure they are well maintained and safe. Throughout 2023/24 almost £2.2 million was spent on reactive day to day repairs, cyclical repairs and improvement works.

A breakdown of some of these key spends is show below:

 **£29,334**  
Window Replacement

 **£155,570**  
New Bathrooms

 **£816,834**  
Reactive Repairs

 **£117,245**  
Void Works

 **£217,859**  
New Kitchens

 **£233,904**  
New Boilers

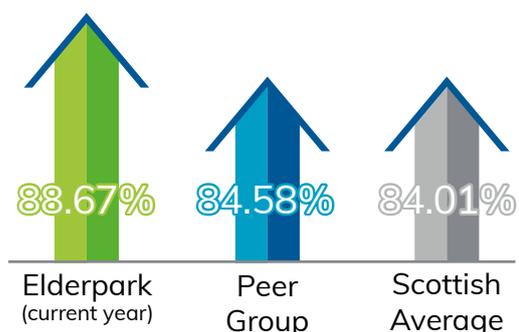
 **£419,540**  
Cyclical Repairs

 **£108,492**  
Stoneworks

An independent stock condition survey was undertaken in 2023/24 covering 40% of our stock and the results of this together with the results from the stock condition survey undertaken in the previous year help to inform the associations asset management strategy and investment programmes and mean a total of 70% of our stock has been surveys in the last 2 years. The results of this were very positive and we believe this directly impacts upon satisfaction levels with the quality of our homes which is above both our peer group and Scottish average.

## Quality of home

**% of existing tenants satisfied with the quality of their home**



# Housing Quality and Maintenance

## Medical adaptations to properties

At times some of our tenants require medical adaptations to be made to their homes to ensure their homes are fit for their individual needs and as part of our commitment to investing in our homes to meet varying needs in any given year a number of medical adaptations will be carried out.



## Scottish Housing Quality Standard (SHQS)

SHQS requires properties to meet certain criteria to be considered compliant with the standard. These criteria are:

- Be above the Tolerable Standard
- Be free from serious disrepair
- Be energy efficient
- Have modern facilities and services
- Be healthy, safe and secure



## Energy Efficiency Standard for Scottish Social Housing (ESSH)

The energy efficiency rating is a measure of how efficiently your home uses energy and takes into account factors like window glazing types, heating installations and insulation and requires the property to achieve a Band C within the Energy Performance Certificate (EPC).



## Gas Safety

The association has a legal duty under the Gas safety (Installation and use) Regulations to service and ensure that all gas appliances and flues are safe to use. To ensure this duty is met we are required to carry out an Annual Gas Safety check on or before the anniversary date of last service. Compliance levels are shown below.



# Governance and Strategic Business Planning

Throughout this annual report we have detailed our performance outputs against the Scottish Social Housing Charter together with the financial position of the association and some of the other activities of Elderpark and all of these are achieved, in part, to having strong governance within the association.

The Management Committee are responsible for ensuring that we are governed effectively with support from the Chief Executive, Senior Management Team and Governance and Compliance Manager. As part of the Regulatory framework laid out by the Scottish Housing Regulator we have processes in place which outline the governance and leadership arrangements of the organisation with some of these being a clear performance framework, a detailed assurance framework which reviews compliance against our regulatory requirements, a host of organisational and governance policies which set out how the association will meet our legislative and good practice obligations and regular external advice, support and review in the form of internal and external audit and specialist consultancy.

## Our Governing Body

Elderpark Housing is led and governed by a voluntary Management Committee and their role is to:

- **develop and approve a strategic business plan for the association with a clear vision, values and objectives which the staff team are tasked with delivering**
- **ensure we meet the Scottish Housing Regulator's Regulatory Framework and Standards of Governance and Financial Management**
- **make decisions around the services we deliver, the employees we recruit and the projects we participate within**
- **review, scrutinise and challenge the performance of the services we deliver**
- **seek appropriate external advice to ensure that decisions are taken in the best interests of the organisation and our tenants and residents**

The association places an emphasis on ensuring that we have the above areas in place and the work of these volunteer committee members is pivotal to the associations continued existence. We are always keen for more local residents or those with a connection to Govan to contribute and if you would be interested please get in touch with the association to find out more.

## Our strategic business plan

The Management Committee are responsible for 'leading and directing Elderpark Housing to achieve good outcomes for our tenants and other service users' and this is partly achieved through the different areas outlined above. One of the key aspects of the Management Committee role is the development of a Business Plan which sets out the vision, strategic objectives and values together with a range of high level activities the organisation will undertake over this period. During 2023-24 the association worked with an external consultant to review progress against the existing Business Plan, consider the wider internal and external environment which has remained challenging and determine objectives, goals and ambitions for the forthcoming year 2024/25.

We are in the final year of our current Business Plan and as we move into 2025 we will begin to consider the next few years and what work the association will undertake to ensure that our homes, our services and our communities are the focus of all our work.



The Scottish Housing Regulator (SHR) on an annual basis produces an **‘Engagement Plan’** for the association which sets out our Regulatory Status. Elderpark’s current engagement status is **‘Compliant.’** In order to determine this compliance status the SHR assesses a wide range of information the association is required to submit to demonstrate our full compliance with the Regulatory Framework, including the seven Standards of Governance and Financial Management.

## Elderpark Housing Association Ltd

### Regulatory Status

#### Compliant

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

We don’t require any further assurance from Elderpark Housing Association Ltd (Elderpark) at this point in time other than the annual regulatory returns required from all RSLs.

### 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 also 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.

You can find more information in relation to the associations performance and how we are regulated on the Scottish Housing Regulations website [www.housingregulator.gov.scot](http://www.housingregulator.gov.scot)



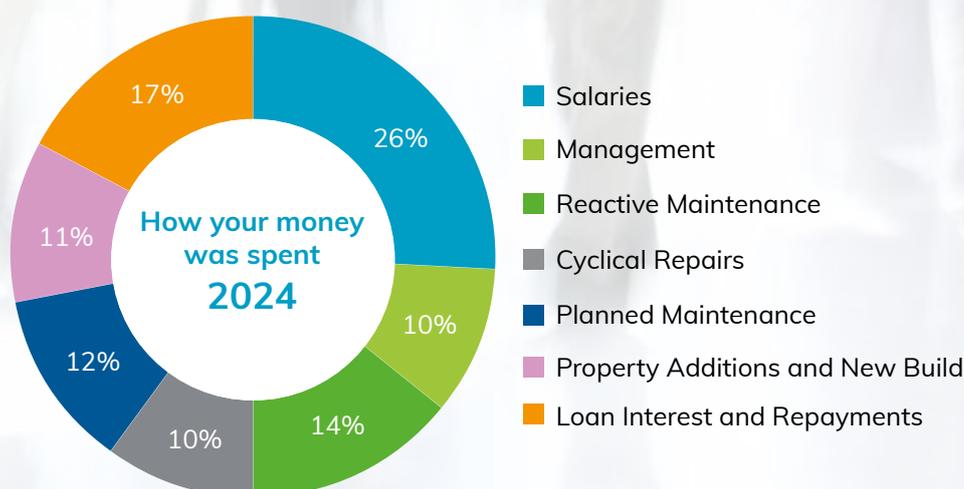
# Financial Highlights

Statement of Comprehensive Income For The Year Ended 31st March 2024	2024	2023	A non-accountant's guide to the accounts
	£	£	
Revenue	7,880	7,737	Income from Rents and Factoring services.
Operating Costs	-6,613	-6,190	Cost of Management & Maintenance of our properties.
<b>Operating Surplus</b>	<b>1,267</b>	<b>1,547</b>	
Bank Interest Received	123	39	Interest earned on money we invested.
Interest Payable	-693	-591	Interest payments on our loans.
Gain on sale of Housing stock	0	0	Sale of Property
<b>Surplus For Year</b>	<b>697</b>	<b>995</b>	<b>Which leaves us this much.</b>
<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	-373	-340	Pension adjustments
<b>Total Comprehensive Income</b>	<b>324</b>	<b>655</b>	

The 2023/24 financial year remained financially challenging for the Association. The continued high inflation impacting on material and labour costs as well as high interest rates impacted on all our costs. The finances of the Association remain in a good position and we will continue to strive to achieve value for money in all our expenditure going forward. During the year we developed a 30 year business plan to understand the level of expenditure required going forward to maintain and improve our housing stock into the future. This is not static however and we have to regularly review this to ensure we take into account any environmental or legislative changes affecting us. Adequate planning and ensuring the rental income can support our costs is vital for our continued viability.

This year we had a surplus of £697k. We spent £1,411k on improving properties, property acquisitions and the purchase of the site for the new development of 43 homes. This expenditure was supported by £590k of grant. We also spent £1,442k on cyclical and reactive repairs. The interest on our loans was £693k an increase of £102k on the previous year. Our overall cash position increased by £346k.

All of our income and any surplus is reinvested in our community to maintain and improve our existing homes, improve our customer service to support all of our service users, especially the most vulnerable in our communities.



# Award Recognition for Elderpark Housing

The association was delighted to be recognised by our peers in 2023/24 for a variety of organisational and individual awards in recognition for some of the positive work achieved over the course of the year.

Awards can sound a little self-congratulatory and it's perhaps not unsurprising that you can feel uncomfortable writing about what your national bodies felt demonstrated excellent examples of working within the housing sector. That said, it is important we recognise the achievements of the association and our colleagues in the work they undertake to support the community and Elderpark Housing.

In the year the association was delighted to be awarded the Best Practice in Developing Community at the TPAS Scotland National Good Practice Awards for the work done with local schools encouraging young persons to be 'junior community voices'.

At the Chartered Institute of Housing's Scotland Awards the association collected an award for **'Excellence in learning and development'** in recognition of the work undertaken to ensure we have skilled, trained and developed employees who can deliver their role within Elderpark to a high standard.

And finally, the association was the proud recipient of the 'Housing Organisation of the Year' at the TIS National Excellence Awards in a category that looked to recognise a housing organisation which **"demonstrated an exceptional commitment to embedding tenant participation, scrutiny, and wider community engagement into the culture of the organisation"**.



Headline sponsor  
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HOUSING  
AWARDS 2023

Headline sponsor  
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# Committee and Senior Management Team

The Management Committee are responsible for the overall leadership and strategic direction of the association and there are currently 5 vacancies. If you think this would be of interest and would like more information please contact our Governance and Compliance Manager, Kerry Clayton on **0141 440 6151** or at [kerry.clayton@elderpark.org](mailto:kerry.clayton@elderpark.org) for more information.

## Management Committee

Maureen McDonald  
Ann McEachan  
Kirsty Stoddart  
Kirsty Wilson  
Duncan Smith  
Melanie Gilmour  
Eileen McCallum  
Craig Reid  
Veronica McLaughlin  
Marie Moody

## Office Bearer

Chairperson  
Secretary  
Committee Member  
Committee Member  
Committee Member  
Committee Member  
Committee Member  
Committee Member  
Committee Member



No. of  
Committee  
Members

## Senior Management Team

Gary Dalziel  
Helen Sutherland  
Aidan McGuinness  
Brian Praties

Chief Executive Officer  
Director of Finance and Corporate Services  
Director of Housing and Customer Services  
Interim Director of Maintenance Services

# Current Employees

## Finance and Corporate Services Team

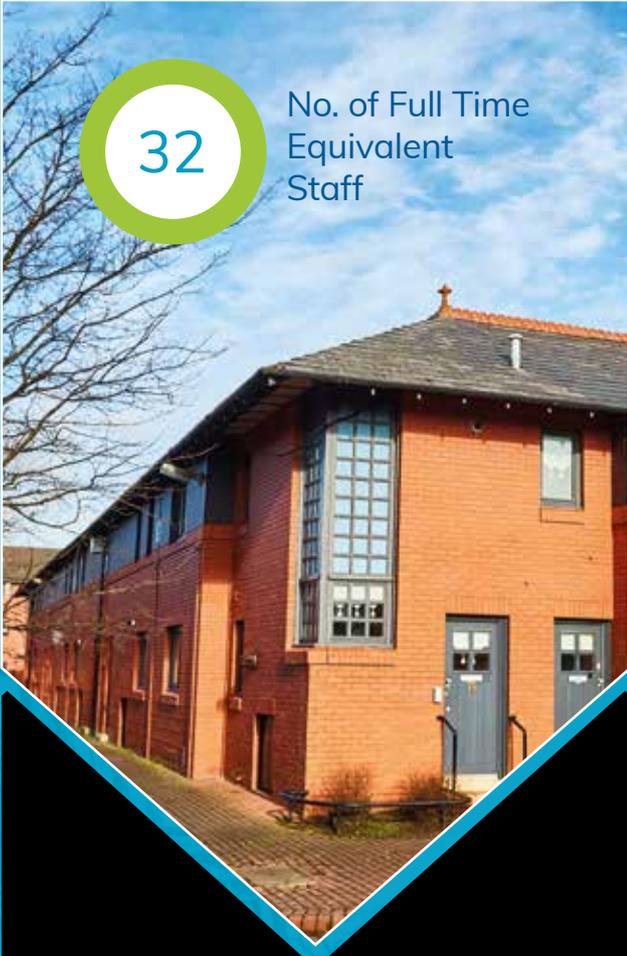
Kerry Clayton	Governance and Compliance Manager
Vicky Ross	HR and Corporate Services Officer
Fiona Koroma	Corporate Service Administrator
Donna Gentles	Corporate Services Administrator
Stuart Clift	ICT Officer
Glenda Williams	Finance Officer
Nichole McAvoy	Graduate Finance Officer
Rosalind Doherty	Finance Administrator
Alana Park	Finance Administrator

## Housing Management and Customer Services Team

Rachel Cooper	Housing Manager
Magdalena Okrajek	Housing Officer
Dean Vinter	Housing Officer
Amanda Ewing	Housing Officer
Lynn Reid	Housing Officer
Helen Rowan	Housing Services Officer
Jonathan Giddens-Reid	Community Regeneration Officer
Laura Gibbons	Housing Administrator
Jacqui Andrews	Financial Inclusion Officer
Vacant Post	Estate Management Inspector
Gary Bell	Tenancy Sustainment Advisor
Laura McNamee	Customer Services Officer
Amra Iqbal	Customer Services Advisor
Mary Dunn	Customer Services Advisor
Rachel Henry	Customer services Advisor (mat cover)
Vallia Ogbokuma	Customer Services Advisor (temp)
Sharon De-Meza Dickson	Community Energy Lead
Stuart McKinlay	Community Energy Advisor
Terry Cox	Community Energy Advisor

## Maintenance Services Team

Evonne Shanks	Maintenance Services Manager
Gerry Toner	Maintenance Officer (temp)
Alan Hay	Maintenance Officer
Kevin MacDonald	Maintenance Administrator (temp)
Patricia Coulter	Maintenance Administrator (temp)



32

No. of Full Time Equivalent Staff



**ELDERPARK**  
HOUSING



## Who Regulates us?

The association is regulated by the Scottish Housing Regulator [www.scottishhousingregulator.gov.scot](http://www.scottishhousingregulator.gov.scot) and the Financial Conduct Authority [www.fca.org.uk](http://www.fca.org.uk)

As a charity the association is regulated by the Office of the Scottish Charity Regulator [www.oscr.org.uk](http://www.oscr.org.uk)

The Scottish Social Housing Charter sets out the standards that all housing associations must achieve <https://www.gov.scot/publications/scottish-social-housing-charter-november-2022/>

**Solicitor:** TC Young  
**Auditor:** AAB Group  
**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 - Thursday:** 9.00am - 5.00pm

**Wednesday:** Closed between 9am and 12.30pm for staff training **Friday:** 9.00am - 4.00pm

### We are members of:



Glasgow and West of Scotland  
Forum of Housing Associations



Housemark

