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PART 1 – LHA’s Chair and CEO Introduction

Welcome to our 2022/23 Annual Report which will provide you with:

- Key achievements and outputs from our work during the reporting year
- Information on investments in our existing housing stock
- Information on growth of the Association’s housing stock to address housing needs by providing new homes. This growth is made possible with the help of grants from Glasgow City Council (GCC)
- Information on growth of the housing stock by acquiring, through grant funding support from GCC, additional pre-1919 tenements in Linthouse to help us deliver much needed double glazing and sandstone/roof repairs in the area
- Details of our key performance measures in 2022/23 set against the national performance for social landlords in Scotland
- A summary of our Statutory accounts and finances for 2022/23

In many ways 2022/23 was a challenging year due to the cost of living crisis caused by increases in fuel, materials, food and inflation. The Scottish Government encouraged social landlords to restrict rent increases to below 6% to help tenants manage pressures on their household budgets.

You will read in this report about the actions taken by the Association to try to support tenants in these challenging times, from welfare rights advice and food initiatives to energy advice.

Some of the Association’s costs, for example insurance costs for our buildings have increased by 90%, and fuel by over 60%. In

addition, the costs of providing maintenance services have also increased.

During 2022/23 we completed phase 3 of our planned double glazing and sandstone repairs to our pre-1919 tenements. We have completed 83 properties in LHA’s full ownership in 22/23 at a cost of £2.75m, and have progressed phase 4 which will include 143 tenanted properties, at a cost of circa £3.6m. Phase 4 of the works will include 19 owners who will benefit from sandstone and communal repairs. In the region of 370 flats in LHA’s ownership are scheduled to have the work carried out in phases 5, 6 and 7. We have estimated that the remaining phases will cost circa £7.5m.

The Association has borrowed funds from the bank to pay for phases 1-4, and will need to borrow more to pay for phases 5-7. During 2023/24 we will develop a Funding Strategy to work out a reasonable approach to generating additional income to pay for the cost of further component replacement and improvements. Looking beyond next year and in to 2024/25, we will begin work on reviewing our Rent Setting Policy, and encourage as many tenants as possible to become involved.

Best wishes,



Alec Leishman,
Chair



Irene C McFarlane,
CEO

PART 2 – Our Mission, Vision & Values

Our Management Committee and staff team have agreed the following Mission, Vision and Values to underpin all that we do at LHA.

Mission Statement

To deliver high quality and cost-effective housing services designed to meet the needs of existing and future customers. To work in partnership with others to create thriving communities where people want to live and work.

Vision

Creating and sustaining lasting, unique, vibrant homes in stable, popular, and ambitious urban communities.

Our Values

Customer Driven

We are committed to providing a quality, customer focused service that demonstrates value for money, delivered by professional and caring staff.

Honest

Our Committee and staff team are all bound by clear Codes of Conduct to make sure we not only do our jobs openly, honestly, and to the highest standards of probity, but that we manage and declare any real or perceived conflicts of interest.

C.H.A.T.

Accountable

Our Committee as the governing body, and our leadership team, will provide strong strategic leadership and oversight, ensuring tenant and other service user interests are protected and at the forefront of all that we do.

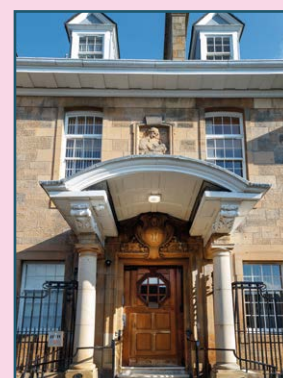
Transparent

We will ensure that our actions are transparent and will publicise information on how we are performing, welcoming challenge and feedback to continuously improve the effectiveness and relevance of the service we provide.

PART 3 – Progress Report

Investment in our Housing Stock and Your Homes

In 2022/23 we spent **£4.45 million** on improvements, component replacements, window replacements and stonework repairs, property acquisitions to assist us to deliver building envelope works and on developing our new build site at Cromdale Square. Your rent payments along with funds raised from private loans, and grant funding from the Scottish Government and others, are used to invest in improving your home, to build new homes and acquire existing homes for social rent in Linthouse, Langlands and Drumoyne. Without your rent money and grant funding, this kind of investment and growth would not be possible.



Investment spend breakdown in 2022/23 can be summarised as:

Type of Work	LHA own finance	Grant funding	Total
Component replacements in existing housing stock (kitchens, bathrooms, boilers, heating systems)	£316,057	£79,309	£395,366
Medical Adaptations	£-	£118,018	£118,018
Cromdale Square (new build site)	£1,250,440	£-	£1,250,440
Acquisition of new properties	£82,750	£1,402,600	£1,485,350
Phase 3 window replacements & stonework repairs	£1,202,014	£-	£1,202,014
TOTAL	£2,851,261	£1,599,927	£4,451,188

Investment in the existing housing stock continues to be a key priority for the Association and our customers. To date, LHA has borrowed circa £7m to pay for the building envelope works to pre-1919 tenements, new build, and for the acquisition of units to boost LHA's income in 23/24.

Planned Maintenance

Throughout 2022/23 we installed a number of components within our tenant's homes which demonstrates our commitment to not only seek to grow our stock portfolio through new build and acquisition opportunities, but to keep investing in our existing homes to help provide safe, secure and modern accommodation to our customers. Typical replacements during 2022/23 were as follows:

83 new boilers

8 full heating systems

3 new electric heating systems

17 new kitchens

22 new bathrooms



We will continue to invest in these types of improvements year on year within our housing stock to help meet our tenant's aspirations for their homes, and to continue to offer as high a standard of housing as possible, whilst continuing to work towards compliance with the Scottish Housing Quality Standards.

Cyclical Maintenance

Throughout 2022/23, we spent circa **£600,000** in delivery of our cyclical maintenance programme that includes items such as the servicing of boilers and heating systems, electrical inspections (EICR), legionella checks, lift servicing, gutter cleaning, painting contracts and several other areas to address legal compliance. The health and safety of our customers is a key priority for the Association, and it is vital that we continue to deliver these services. Not only to meet our statutory obligations, but to provide safe and secure accommodation for

our residents to live in. It is important that customers continue to liaise with the Association and allow access to your home so that we can carry out these vital checks that keep your family safe, and to help the Association meet our compliance obligations as your Landlord.

We also delivered our estate maintenance works that involves the upkeep of LHA owned areas which complements Glasgow City Council's own responsibilities for the upkeep of the local neighbourhoods.



Linthouse Tenement Window Replacement and Sandstone Repair Programme

During 2022/23 we managed to conclude the vast majority of our Phase 3 windows and stonework project to 83 properties over 10 closes.

Due to site constraints and the fact that we cannot have too much scaffolding on site, or have too many vehicles in the area at one time including contractors' site compounds, it is imperative that we continue to plan our window installation and stonework repairs programme carefully.



Developing New Homes for Rent

Throughout 2022/23 works progressed on site at the old Drumoyne Primary School plot, and we were delighted when the development was completed in mid-2022. The new Cromdale Square site is fully completed and occupied with 49 new tenanted properties ranging from house types of 2 apartment flats to larger family homes. Whilst most of the new properties were developed as mainstream housing, we also developed 4 units that are suitable for wheelchair users, and this helps improve our stock portfolio to meet these criteria. The development at Cromdale Square since completion has been nominated for various development awards throughout the UK, and we are delighted to announce that Cromdale Square won *Inside Housing Development Award for Best Regeneration Project 0-100 homes 2023*. This is a fantastic achievement for the Association



to be recognised by a national body in this way, and demonstrates our commitment to provide our tenants with modern accommodation whilst redeveloping our communities to the highest standards.



Key
performance
highlights
during 2022/23:



Phase 3 of our window replacement programme was completed, with 83 homes receiving new double glazed windows

Improving our Community Support Services

There is no doubt that 22/23 was a challenging year for many; despite covid restrictions being lifted and with a return to a slightly different 'normal', we have had to contend with the cost of living crisis and rising energy prices stretching household budgets.

Our Community Empowerment Team have been working hard to try and mitigate the effect of these issues by providing a range of support to our tenants and the wider community. Here is a taste of just some of what we delivered during the year.

Linthouse Housing Association Cost of Living Support

We made successful grant applications to the **EVH Cost of Living Support Fund**, the **Winter Hardship Fund**, and **Social Housing Fuel Support Fund** totalling just under £22,000 which enabled us to distribute shopping and community larder vouchers, and warm items to LHA's tenants and the wider G51 community. These grants supported over 600 local people.

Another successful bid to the **Community Anchor Fund** secured £20,000 which we were able to distribute by way of grant funding to other local community groups to provide cost of living support to local people.

Welfare Rights Service

During 2022-23 our Welfare Rights Team supported 225 local tenants securing for them a huge financial gain of £1,033,378 in unclaimed benefits and other support; an average of £4593 per tenant! We are delighted with this achievement as were the tenants we were able to help.

Fuel Support

Further funding from the **Social Housing Fuel Support Fund** and the **Energy Redress Fund** (the latter in partnership with Govan and Elderpark Housing Associations) has allowed us to sustain our Energy Advice Project for people living across the greater Govan area. This vital service allows us to provide individual advice and support as well as home energy assessments and education around energy efficiency.

During 2022-23 our Energy Advice Service helped 314 tenants and other local people to access over £131k in financial gains.

Key performance highlights during 2022/23:



Energy Advice Service supported 314 tenants, achieving financial gains of over £131k



Welfare Rights Team achieved financial gains for 225 tenants of just over £1.03 million

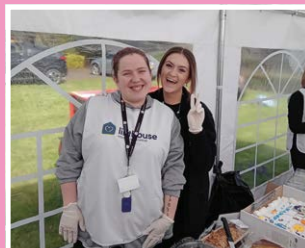
Tenant Participation

Other Community Events

LHA organised two popular events during the festive period, one for local children and families and the other for the over 60s. Both were well attended and enjoyable times were had by all who came along.

We also held two other community events for tenants, families and other local residents during the Easter period and the summer school holidays. Both events were well attended with around 100-150 people at each.

Our monthly community breakfast takes place in one of LHA's amenity housing sites encouraging older tenants to attend for warm food and company. These were initially offered as part of the **Warm Places Scheme** during last winter however, having received an award from the **Asda Green Token Scheme**, we have been able to continue these.



We also ran a "fish and chip" evening for some older tenants at another amenity housing site in partnership with the **Thriving Places** Coordinator, and are currently running a beginners computer course for older tenants in conjunction with **Won Connect**.



And in association with staff from the other local housing associations, and volunteers from local businesses including BAE Systems, Thales, and Mitie, we undertook a number of joint litter picks around the area.



Resident's Panel

LHA's Resident's Panel currently has 9 members and meets on a monthly basis. This year, the meetings have alternated between general Panel business and training/support with the **Tenant Information Service (TIS)** to carry out a scrutiny exercise.

The Panel chose to scrutinise LHA's Void Policy and the final report has been submitted to the Senior Leadership Team and, in turn, will be presented to the Management Committee with a recommended action plan.

Members have also taken part in estate walkabouts and meet regularly with Glasgow City Council's Neighbourhood Coordinator for Govan to raise issues regarding the local environment impacting on the local community.

Tenant Consultation

LHA is in the process of reviewing their Tenant Participation and Engagement Strategy, and raising awareness of the ways in which tenants can become involved in the Association and influence our work. Mini consultations took place during our summer family event and at **Communi-T in the Park**, an annual community event, however work around this will continue into the next year.

Our Annual Tenant Conference (ATC) in October of 2022 was well attended but sadly, due to unforeseen circumstances, we had to cancel our event that was due to take place in June this year. Looking towards 2024 we're planning on hosting a number of pop-up events across the area as an alternative to one annual event. Our website and newsletters will keep tenants up to date with this.



Partnership Approach to Community Food Aid

Linthouse Community Larder

In December of 2022 we opened the **Linthouse Community Larder** in partnership with **Good Food Scotland** and to date it supports on average 30 local people and families per week. Currently the larder is only open once a week at our Cressy Street premises. However, LHA's Management Committee has approved use of an empty shop which may allow us to increase availability to 3 times a week. LHA will provide this site rent free for a period and a community investment donation from BAE Systems will allow us to upgrade the premises to ensure they are fit for purpose.

Food Bank

In December 2022, LHA in association with **The Trussell Trust**, became a distribution point for a weekly **Food Bank** in the Linthouse area. Since then over 600 individuals and families have been supported to access emergency food and other essential items.

Both the Larder and Food Bank are supported by dedicated volunteers from the Linthouse area and we want to take this opportunity to thank them for their time and commitment without which we wouldn't be able to keep these services running.



PART 4 – Our Performance

The following information is a summary of our Annual Return on the Charter (ARC) performance during 2023/24. Each year we issue tenants with a performance report outlining how we have performed against each of the Scottish Housing Charter Standards set by the Scottish Housing Regulator.

What is the Charter?

The Scottish Social Housing Charter provides a framework outlining the areas of performance which all Housing Associations or Registered Social Landlords (RSLs) and local authorities in Scotland should focus on to make improvements for their tenants and other customers through the housing services they provide.

Results for 2022/23

The following tables provide detail on our performance across key indicators of our 2022/23 ARC submission. We know that certain performance areas have dipped and will address these moving forward, but we are especially pleased to report an improvement in our repairs satisfaction, increasing by over 16%.

We believe there is always room for improvement and will focus on improving these results in order to provide the best service possible for Linthouse tenants and residents.



Our Customers

Our customers are at the heart of everything we do and we are committed to ensuring they are involved in the decision-making process, and in finding new ways to deliver services and investment that reflect customers' needs. We will make it easier for our tenants to contact us or provide feedback on our services, and we will implement new and modern ways to communicate with our customers during 2024, by fully utilising our new and improved IT and housing management systems.

The table below shows the level of satisfaction with our overall service and we will focus our efforts next year on increasing satisfaction.

	LHA 2022/23	LHA 2021/22	Avg. Other Govan HAs 2022/23	Scottish (RSL) Average 2022/23
% tenants satisfied with overall service	73.0%	80.0%	85.4%	87%
% tenants who feel we are good at keeping them informed about services and decisions	79.7%	90.4%	89.7%	91%
% tenants satisfied with the opportunities given to them to participate in our decision making processes	76.8%	88.9%	79.6%	88%

The table below details our performance in dealing with customer complaints.

	LHA 2022/23	LHA 2021/22	Avg. Other Govan HAs 2022/23	Scottish (RSL) Average 2022/23
% complaints responded to within timescale				
Stage 1	87.0%	97.4%	98%	97%
Stage 2	100.0%	95.0%	98%	93%
Average time to respond to complaints (days)				
Stage 1	3.31	2.8	5.2	4.6
Stage 2	13.06	16.1	21.0	17.1

Your Home

We are committed to providing well maintained, safe, and affordable homes. Our Property Services Team is tasked with improving our existing stock as well as exploring development opportunities for buying or building new homes for social rent. As detailed in the table below, whilst repairs satisfaction has increased, we recognise that there is still work to be done to improve this service area even more.

	LHA 2022/23	LHA 2021/22	Avg. Other Govan HAs 2022/23	Scottish (RSL) Average 2022/23
% tenants satisfied with the quality of their homes	64.2%	66.4%	91.7%	85%
Tenants satisfied with the repairs service	78.0%	61.4%	76.6%	88%
% repairs completed right first time	86.0%	87.1%	82.6%	88%
Average time taken to complete emergency repairs (hours)	2.8	2.5	3.0	3.6
Average time taken to complete non-emergency repairs (days)	6.0	4.8	5.3	7.9
% stock meeting the Scottish Housing Quality Standard (SHQS) in reporting year	60.5%	38.7%	77.7%	88%

Key performance highlights during 2022/23:



In addition to the rental income you pay, from 2022 to date we have brought in just under £4m in grant funding to support what we do to improve homes and explore opportunities for building more for affordable social housing for the future

Communities

We aim to provide services that support the local community and help them to feel safe and secure in their homes, and to feel good about the area where they live. For LHA, being part of the Linthouse community is more than just building and managing affordable homes; it is about achieving our long-term vision of creating and sustaining lasting, unique, vibrant homes in stable, popular, and ambitious urban communities.

We were pleased with achieving 100% resolution to all anti-social behaviour cases reported during the year, but disappointed to see the drop in satisfaction on our contribution to management of the area. We hope the appointment of two additional caretakers will start to redress this and help improve this going forward.



	LHA 2022/23	LHA 2021/22	Avg. Other Govan HAs 2022/23	Scottish (RSL) Average 2022/23
% anti-social behaviour cases resolved within locally agreed targets	100.0%	97.7%	98.1%	97%
% tenants satisfied with landlord contribution to management of neighbourhood	68.4%	73.9%	78.9%	85%

Key performance highlights during 2022/23:



Satisfaction with repairs increased to 78% compared to 61% last year



86% of repairs were completed 'right first time'

Value for Money

We aim to achieve value for money through the income we receive from your rent and other sources to ensure we continue to provide the most cost effective, high-quality services to meet the needs of our customers. We strive to keep our rents affordable, fair, and at a level that allows us to invest in much needed window replacement and building envelope repairs, as well as upgrading components, whilst our rents continue to compare favourably to the Scotland wide average across the majority of apartment sizes.

	LHA 2022/23	LHA 2021/22	Avg. Other Govan HAs 2022/23	Scottish (RSL) Average 2022/23
% tenants who felt their rent represents good value for money	65.3%	71.1%	78.0%	82%
Rent collected from tenants as a % of total rent due	99.6%	101.0%	99.7%	99%
Rent arrears as % of due	4.8%	5.1%	5.2%	4.5%
% rent lost through properties being empty	1.1%	0.8%	0.6%	1.1%
Average number of days to let a property (days)	25.7	22.9	22.8	44

Average Weekly Rent by Stock

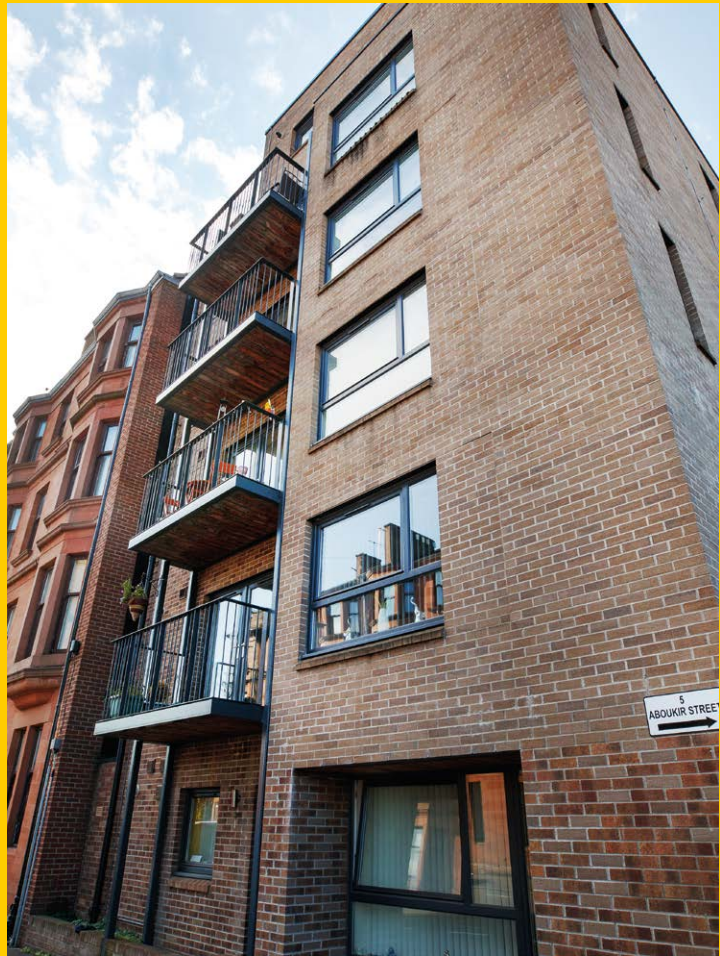
	LHA 2022/23	Avg. Other Govan HAs 2022/23	Scottish (RSL) Average 2022/23
1 Apartments	£69.79	£71.27	£78.26
2 Apartments	£76.21	£77.10	£83.46
3 Apartments	£85.71	£85.68	£86.28
4 Apartments	£88.59	£98.93	£93.96
5 Apartments	£108.19	£115.60	£103.72
Avg. across all stock type	£85.70	£89.72	£89.14

Looking forward to 2023/24

As highlighted before, we at LHA continue to strive to provide a high quality service to our tenants and other customers at all times. We recognise there is always room for improvement and that maintaining 'quality' should never be a destination, but instead a continuous journey.

A summary of our current Business Plan is provided at Part 5 of this report where you can read more about what we will be doing in the remainder of 2023 and into 2024 to improve what we do, and how we do it.

If you would like a copy of our full **Annual Return on the Charter 2022/23** performance figures, please contact the Corporate Services Team on the usual phone number or email corporateservices@linthouseha.com. Alternatively, you can view and compare our performance to other landlords by visiting www.housingregulator.gov.scot/landlord-performance.



Key performance highlights during 2022/23:



Rent arrears fell for a second year to 4.8% from 5.1% last year



Achieved an average of 2.8 hours to complete emergency repairs



87% of stage 1 and 100% stage 2 complaints were responded to within timescale

Annual Assurance Statement

Each year our Management Committee must submit a statement to the Scottish Housing Regulator to confirm that they receive sufficient information and evidence from staff to feel assured that LHA complies with our regulatory and legal requirements. This year's statement was approved by the Management Committee at a meeting held on 24th October 2023. Here is our 2023 Annual Assurance Statement.



linthouse
HOUSING ASSOCIATION

Annual Assurance Statement October 2023

We the Management Committee confirm that following a period of self-assessment and consideration of the range of information provided by staff, we have sufficient evidence to conclude that we comply with our legislative and regulatory requirements, and that we are satisfied that there are no areas of material non-compliance.

The comprehensive bank of evidence collated by staff to underpin our Annual Assurance Statement is detailed in a written 'Assurance Statement-Continuous Review and Improvement Plan' (ASCRIP). The ASCRIP evidence bank combines reports, policies, documents, advice, audits, and information which the Committee monitors and oversees on an ongoing basis throughout the year to provide us with continuous assurance that LHA is compliant.

The Committee confirms that we have reviewed and assessed this evidence periodically, and that LHA is compliant with:

- All relevant regulatory requirements as set out in Section Three of the Regulatory Framework

- The Regulatory Standards of Governance and Financial Management
- The relevant standards and outcomes of the Scottish Social Housing Charter
- Our statutory obligations in response to tenant and resident safety, housing and homelessness and equalities and human rights.

We are satisfied that we meet all our duties in relation to tenant and resident safety. In particular, we have gained the necessary evidence-based assurance of our compliance in respect of duties relating to gas, fire, water, and lift safety, and our obligations relating to asbestos, damp and mould. LHA are continuing to work towards increasing our current SHQS percentage within our stock portfolio focusing primarily on element 11 (Electrical Installations) & 45 (Safe Electrical Systems) of the Scottish Housing Quality Standards. LHA have been working to increase the number of properties receiving an EICR (Electrical Installation Condition Report) by way of increasing our pool of external partners. We aim to have all outstanding properties completed as soon as practicable.



As a Committee we are assured that we have established appropriate systems for the collection of equalities data. We are assured that we are working towards using this data to take account of equality and human rights issues in our decisions, policy-making and day-to-day service delivery.

We recognise that we are required to notify the SHR of any changes in our compliance during the year, and are assured that we have effective arrangements in place to enable us to do so.

The Management Committee is satisfied that, to the best of our knowledge, LHA is compliant with the requirements of Chapter Three of the Regulatory Framework and the Regulatory Standards of Governance

and Financial Management. We have gained this assurance from a review of the comprehensive bank of evidence (ASCRIP), and from our ongoing oversight and scrutiny of LHA's affairs throughout the year (2022/23).

We approved our Annual Assurance Statement at the Committee Meeting held on the 24th October 2023. I sign this statement on behalf of the Committee.

Signed (LHA Chairperson):

D McGeach

Date: *24th October, 2023*

**Key
performance
highlights
during 2022/23:**



From 2022 to date, we have secured just under £75k in grant funding to support our community regeneration work in the area

PART 5 – Summary of LHA’s Business Plan 2023–2024

We know from the feedback we receive that some issues are particularly important to tenants, for example:

- Having professional, responsive staff who communicate well and keep you up to date with progress on the issues that matter to you
- Having a high-quality repair service
- Investing in component replacements like new windows to improve your home and our housing stock

- Keeping rents in line with the quality of your homes as well as affordable in comparison to our peer Associations and the national average

Everything starts with our Management Committee and senior staff setting a clear vision for the future; in other words, how we address what’s important to our tenants like the areas above, and make a positive difference in the community now and in the years to come.

Our 7 Key Objectives

To help achieve this vision, we have agreed 7 key objectives which are:

Objective 1

Agree and deliver investment priorities to existing homes

During 22/23 we did:

- Completed phase 3 of window replacement/sandstone repairs
- Secured loan funding to progress phase 4 of the window replacement and sandstone repairs
- Completed a range of component replacements (eg. new kitchens, bathrooms, heating systems etc.) across some of our stock

During 23/24 we will:

- Deliver an Asset Management Strategy
- Deliver phase 4 of window replacement and sandstone repair works
- Work in partnership with GCC to support owners for phase 4 windows/stonework
- Develop a feasibility study for 5 net zero close pilots for the pre-1919 tenements
- Budget for future works

Objective 2

Service delivery transformation by embedding cultural change and use of technology to transform customer experience of our services

During 22/23 we did:

- Embedding our values to secure a more customer focussed service
- Installed a new modern phone system to improve accessibility for tenants and other customers to our staff
- Independent tenant satisfaction surveys were carried out quarterly and findings used to improve service

During 23/24 we will:

- Continue to work with our Resident's Panel to review service and standards
- Develop a Communications Strategy
- Drive efficiency and improve access for customers to staff and the services we provide through modernising our systems and how we do things

Objective 3

Review and deliver on priorities for community support services

During 22/23 we did:

- Delivered a broad range community support and wraparound services to the Linthouse community
- Established a Linthouse Community Larder and local Food Bank in collaboration with partner agencies
- Worked closely with the Resident's Panel and the Tenant Information Service (TIS) to support the work they do

During 23/24 we will:

- Build on the success of the Food Larder and Food Bank and improve access for local people
- Secure further funding to sustain our programme of community support services
- Continue to embed LHA as a strong community anchor organisation known for working in partnership with other local agencies

Key performance highlights during 2022/23:



Average number of days to relet an empty property was 27.5 days compared to the Scottish average of 44 days.



100% of anti-social behaviour cases were resolved within target

Objective 4

Becoming more efficient/controlling costs

During 22/23 we did:

- Secured grant funding support to take pressure off rents for our community and neighbours by growing our stock with new builds or from acquisitions of existing properties through the open market
- Maintained our strong financial position
- Achieved a clean external audit

During 23/24 we will:

- Complete our rent restructure and assess income against investment to date and going forward
- Develop a Funding Strategy; continue to pursue grant funding to support future investment and development opportunities
- Carry out a feasibility study on the potential for building 40 new homes at the Davislea site

Objective 5

A Comprehensive Plan for Growth to address housing need and assist with our ambitious investment plans for existing stock

During 22/23 we did:

- Made 40 acquisitions to support our other tenement improvement plans
- Secured funding for a feasibility study of the Davislea site
- Ensured further borrowing to continue improvement of our existing stock

During 23/24 we will:

- Acquire additional homes with grant funding to assist pre-1919 tenement works
- Work in partnership with GRID (Glasgow Riverside Innovation District) and other local agencies to maximise community benefits for Linthouse



Objective 6

Developing and delivering a Customer Engagement Strategy

During 22/23 we did:

- Secured over £75k in grant funding for our community regeneration projects
- Introduced the Linthouse Community Larder and a weekly Food Bank in response to increasing hardship faced by many of our tenants
- Carried out consultation on our service areas with tenants and other customers at local community events

During 23/24 we will:

- Listen to our tenants on how we can further improve access to our staff and services
- Complete development of our Customer Service Standards
- Develop a Tenant Engagement Strategy

Objective 7

Developing our leadership and staff teams

During 22/23 we did:

- Invested in staff and Committee training and development to improve what we do
- Trialled a new way of working for staff to improve work-life balance and their general health and wellbeing whilst maintaining high levels of services for customers

During 23/24 we will:

- Conduct staff appraisals to ensure staff training and development needs are met whilst improving customer service
- Evaluate our new way of working

A core aim, without which none of the above would be achieved, is to continue to demonstrate our strong strategic governance and financial control.

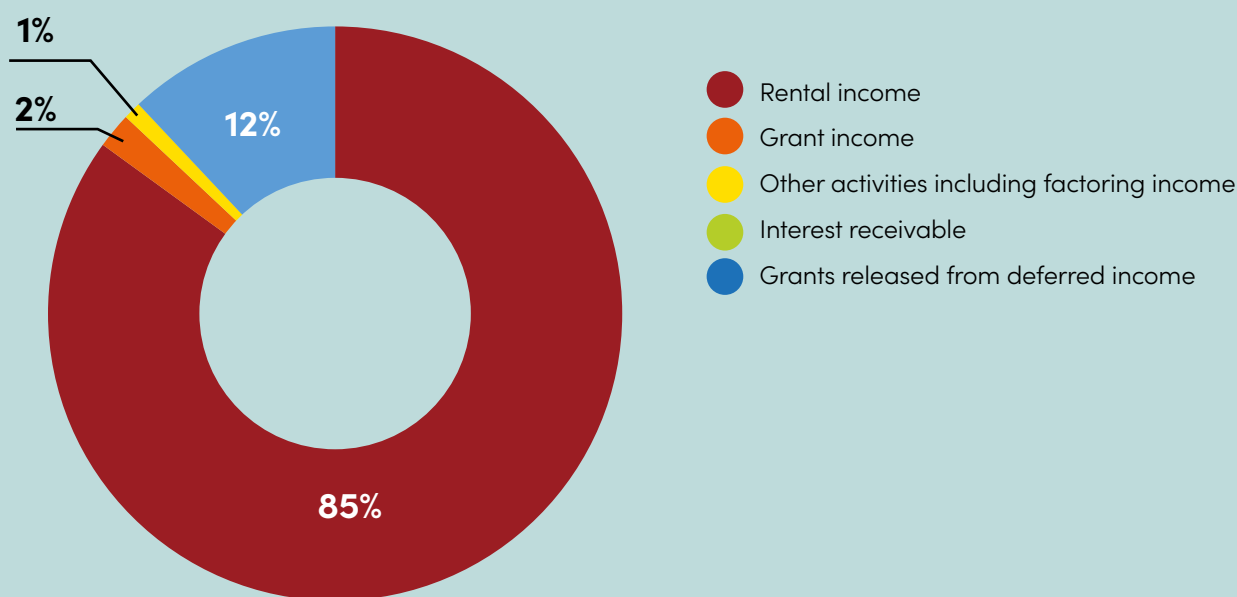
LHA is starting from a strong position. We have:

- A skilled and committed Management Committee, alongside a motivated management and staff team to face the challenges ahead
- A healthy financial position in terms of our capacity to borrow to improve and add to existing, and acquire new housing stock
- Positive working relationships with the Resident's Panel, the Scottish Housing Regulator, Glasgow City Council, and other key voluntary and statutory organisations with whom we work
- Clear, action focused goals to ensure LHA remains an independent community based and owned asset

PART 6 – Financial Highlights

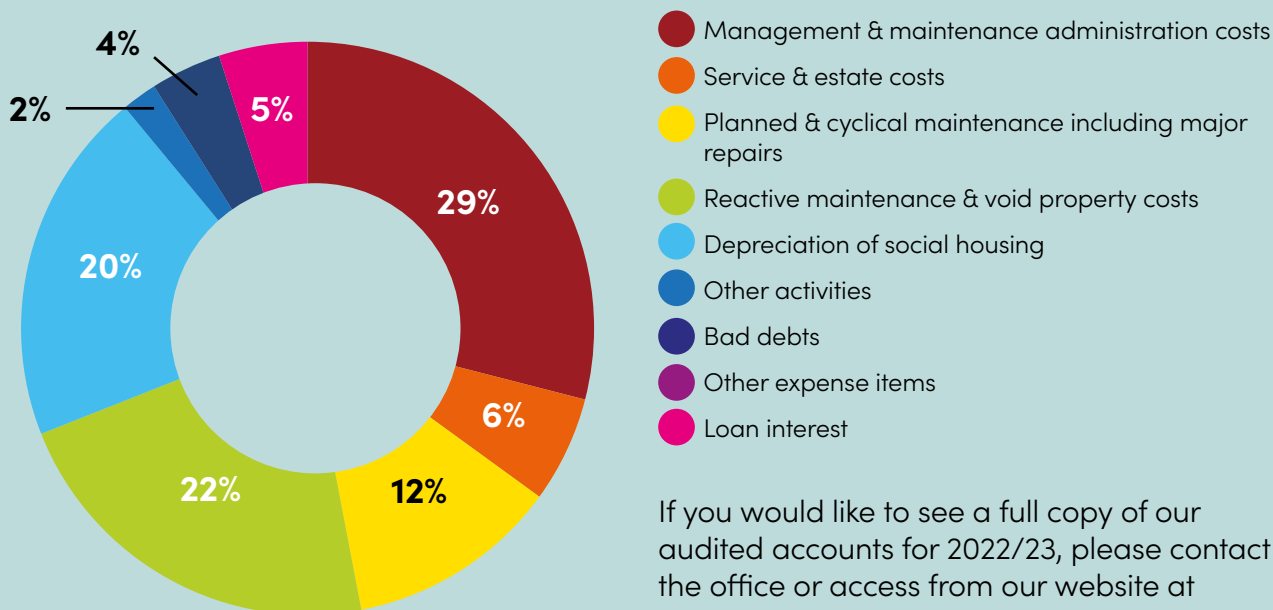
The money we collect from rent is the Association’s main source of income, and it allows us to pay for the cost of delivering services to our customers and maintaining our housing stock. The Association’s total income during 2022/23 was £6,330,017. This was made up as follows:

Income	Amount	% of all income
Rental income	£5,372,437	85%
Grant income	£112,499	2%
Other activities including factoring income	£80,239	1%
Interest receivable	£15,835	-
Grants released from deferred income	£749,007	12%
TOTAL	£6,330,017	100%



The table and graph below detail how our total expenditure of £6,574,981 was spent by category during 2022/23. Any surplus income versus expenditure in any one financial year is retained by the Association and used for future investment.

Expenditure Item	Amount	% of all expenditure	Description
Management & maintenance administration costs	£1,905,310	29%	What it costs to run LHA
Service & estate costs	£419,324	6%	Additional services provided to Linthouse tenants and in common areas
Planned & cyclical maintenance including major repairs	£776,665	12%	Major repairs, external painting, environmental costs, and gas safety checks
Reactive maintenance & void property costs	£1,417,601	22%	Routine maintenance costs including day to day repairs
Depreciation of social housing	£1,318,226	20%	Depreciation on housing properties
Other activities	£106,030	2%	Costs of the factoring activity & funded wider role projects
Bad debts	£38,462	-	Changes in bad debt provision and write offs
Other expense items	£259,907	4%	Loss on disposal of assets/ investments & pension related costs
Loan interest	£333,456	5%	Interest paid on LHA loans
TOTAL	£6,574,981	100%	



If you would like to see a full copy of our audited accounts for 2022/23, please contact the office or access from our website at www.linthouseha.com



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