



linthouse
HOUSING ASSOCIATION



Annual Report 2023/24



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PART I – Introduction from LHA's Chair and the CEO

Welcome to our 2023/24 Annual Report that will provide you with the following:

- Key achievements and outputs from our work during the reporting year
- Information on investments in our existing housing stock
- Information on the growth of the Association's housing stock to address housing needs by providing new homes. This growth was made possible with the help of grant funding from Glasgow City Council (GCC)
- Details of our key performance measures in 2023/24 set against the national performance for social landlords in Scotland
- A summary of our Statutory accounts and finances for 2023/24

In many ways, 2023/24 was a challenging year due to the cost-of-living crisis caused by fuel, materials, food, and inflation price increases. This report describes the actions taken by the Association to support tenants during challenging times, from welfare rights advice and food initiatives to energy advice.

Some of the Association's costs, such as insurance costs for our buildings have increased yearly. In addition, the costs of providing maintenance

services and investing in major repairs have also increased.

During 2023/24, we reviewed our phased double glazing and sandstone repairs strategy for our pre-1919 tenements. LHA owns 748 pre-1919 tenements and acts as factor for the remaining 289 flats and ground-floor commercial properties in private ownership spread over 121 closes.

Our strategy from 2015-2019 was to carry out Comprehensive Tenemental Improvements (CTIs) to bring the flats up to 21st-century standards inside and out. We completed six closes containing 48 flats to CTI standards. The CTIs cost £5.4 million and were only possible because LHA secured 50% grant funding from GCC. LHA's share of the costs of the CTIs was £2.7 million. It was clear from the CTIs that neither GCC nor LHA could afford to deliver improvements to this cost over all the closes.

From 2018/19 to 2023/24, our strategy changed to completing building envelope repair works, including installing double glazing, sandstone, and roof and rainwater goods repairs. By 2023/24, we have completed 20 closes and 171 flats for £3.3 million to our building envelope repair standard. Throughout this period, we tried to source any grant funding available for tenants and owners to reduce the impact of the cost of LHA's tenement investment strategy. We were also watching progress with the Scottish Government's plans to introduce new housing standards concerning warmth and energy efficiency.



So, by 2023, LHA had borrowed approximately £6 million to invest in 219 tenemental flats in our ownership, ensuring that they had double glazing and other improvement works to make them more comfortable for our tenants, and to extend their useful lives by 30 years. The cost of the CTIs was, to a degree, reflected in the rent charges; however, due to the developing nature of our strategy, we have not yet calculated the impact of the Building Envelope Repair strategy on our rents.

During 2023, we reviewed our strategic approach to the tenements as we learned more about new housing quality standards, the opportunity for new partial grant funding for tenanted properties in the form of Scottish Housing Net Zero Grant funding, and how to secure grant funding from GCC for owners. During this time, planning laws changed, which allowed LHA to install UPVC windows in our conservation areas. This was excellent news as it allowed us to save circa £1 million on the estimated costs of the windows element of the works to the remaining 528 tenements with single glazing.

We are delighted that we have been awarded £3.7 million in grant funding to install 700 new energy-efficient flat doors in all the tenements except the CTIs, who already have them. We will also install double or triple glazing (where the window space allows) in 528 flats.

By the end of 2025, all LHA tenement flats will have new energy-efficient windows and front doors installed to at least a double-glazed standard improving your home's energy efficiency and comfort. Even with the grant funding, LHA will, in the coming weeks, borrow £6.5 million to complete the works.

The total costs for the works described above will be £18.9 million, of which LHA has already attracted £6.4 million in grant funding. This leaves the organisation with a total new loan of £12.5 million.

During 2024/25, we will discuss with all of our tenants a reasonable approach to generating additional income to pay for the cost of these and other improvements in the housing stock. We will also begin work on reviewing our Rent-Setting Policy and encourage as many tenants as possible to become involved in this important task. We want to encourage as many tenants as possible to take part so you will hear more on how you can do this soon.

We hope you enjoy reading our Annual Report for 2023/24.

Best wishes,



Paul Phin
Chair, Management
Committee



Irene C McFarlane
CEO

PART 2 – our Mission, Vision & Values

Our Management Committee and staff team have agreed on 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.

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.

C.H.A.T.

PART 3 – Progress Report



Investment in Our Housing Stock and Your Homes

In 2023/24, we invested £5.75 million in various improvements such as component replacements, window and stonework repairs, and property acquisitions to support building envelope works. This amount also included the purchase of the Vital Spark premises which will be converted into two new flats, and the acquisition of the Davislea Care Home site where approximately 39 new homes will be built.

Your rent payments, along with funds from private loans and grants from the Scottish Government and other sources, enable us to improve and build homes for social rent in Linthouse, Langlands, and Drumoyne. Without your rent and the additional grant funding, this level of investment and growth would not be possible.

Investment Breakdown for 2023/24:

Type of Work	LHA Own Finance	Grant Funding	Total
Component replacements (kitchens, bathrooms, boilers, heating systems)	£568,256	-	£568,256
Medical Adaptations	-	£122,675	£122,675
Davislea land purchase (new build site)	-	£197,000	£197,000
Acquisition of 37 new properties	£188,075	£4,598,000	£4,786,075
Window replacements & stonework repairs	£76,000	-	£76,000
TOTAL	£832,331	£4,917,675	£5,750,006

Investing in our existing housing stock remains a key priority for both the Association and our tenants.

Planned Maintenance

Throughout 2023/24, we carried out a range of improvements within our tenants' homes, demonstrating our commitment to not only growing our housing stock through new builds and acquisitions but also maintaining and upgrading existing homes. These upgrades help provide safe, secure, and modern living spaces.

Key improvements made during 2023/24 included:

- 37 new boilers
- 6 full heating systems
- 33 new kitchens
- 20 new bathrooms
- 208 new electrical consumer units

We will continue to make these kinds of investments each year to meet our tenant's expectations and maintain a high standard of housing, all while working toward full compliance with the Scottish Housing Quality Standards.



Cyclical Maintenance

In 2023/24, we spent around £572,000 on our cyclical maintenance programme which includes services like boiler and heating system servicing, electrical inspections (EICR), legionella checks, lift servicing, gutter cleaning, and painting contracts. These efforts ensure we meet legal compliance and provide safe, secure homes. Health and safety remains a top priority so it is essential

that tenants allow access to their homes for these critical checks, to help us fulfil our statutory obligations as your landlord.

We also continued our estate maintenance efforts which ensure the upkeep of LHA-owned areas, and complement the work of Glasgow City Council in maintaining local neighbourhoods.



Overall tenant satisfaction with LHA services increased to 85% from 73% last year



83% of tenants said LHA's rents provided value for money



Developing New Homes for Rent

In 2023/24, we also made significant progress on acquiring the Davislea Care Home site, which is now in the demolition phase. Once the existing building is cleared the next phase can begin, and on completion, the site will support 39 new tenanted homes. These new homes will be built to the same high standard as our award-winning development at Cromdale Square completed in 2022/23.



Satisfaction with LHA's contribution to the management of the neighbourhood was 90%, an increase of 22% from last year

Improving our Community Support Services

During 2023/24 we carried out a short review of our Housing and Community Empowerment Team to further develop the provision of services to support our tenants and customers.

The cost-of-living crisis and rising energy prices continued to impact household budgets, therefore it was a priority for our Community Empowerment Team to work to mitigate the effect of these issues by providing a range of support to our tenants and the wider community. See Part 3 of this report for just some of what we delivered during the year.

Welfare Rights Service

During 2023/24 our Welfare Rights Team assisted customers with 487 ongoing cases, securing a huge financial gain of £838,555 in unclaimed benefits which is an average of £1,722 per case. We are delighted with this achievement as were the tenants we were able to help.

Grant Funding

Our Community Engagement Officer led several successful grant applications during the year:

Fund:	Use:	Value of Grant:
Asda Foundation	Community Breakfasts	£500
Scottish Federation of Housing Associations (SFHA)	Energy Advisor Post Until March 24 (changed to Hugg vouchers)	£27,180
	Warm Items	£14,280
BAE Systems	Funding for new premises (Linthouse Community Shop)	£4,000

In addition to these, further applications were submitted to the Glasgow Health & Social Care Partnership (GHSCP), Glasgow Community Planning Partnership, the Energy Redress Fund and Glasgow City Council but unfortunately, these were unsuccessful.

Fuel Support

Following the end of the original Govan Energy Advice Project and pending the outcome of a new grant application, LHA successfully sourced funding from SFHA to employ a temporary energy advisor for Lighthouse tenants. This post ran from July 23 – Oct 23. During this period the Energy Adviser generated £13,345 of gains across 86 cases. This role ended as the advisor moved back into the partnership project detailed below, and our Community Engagement Officer managed to negotiate with SFHA to allow us to repurpose

the remaining funding into HUGG energy vouchers for LHA tenants.

Following a successful bid to the Energy Redress Fund, a new Govan Energy Advice project in collaboration with Govan and Elderpark Housing Associations was formed. This new project continued to provide emergency energy support for residents of the Govan area with an increased focus on education and home energy assessments. This new project also secured £100,000 of funding in energy vouchers for Govan residents.

From November 23 to March 24 the Govan Energy Advice Project assisted 105 clients generating over £33,000 of financial gain for Govan residents.



Partnership Approach to Community Food Aid

Linthouse Community Shop (Formerly Linthouse Larder)

Through 23/24 we continued to develop our relationship with Good Food Scotland resulting in the larder being renamed 'Linthouse Community Shop' and relocated to a shop unit on Govan Road. The shop offers a wider range of produce in a much better environment and was officially opened by the Director of Feeding Britain, Andrew Forsey in June. There are currently 146 active members with an average of 58 members visiting each week. Good Food Scotland estimates members are saving between 35% and 40% on their shopping each week.

Food Bank

During 2023/24 LHA continued to be a distribution point for the Trussel Trust's weekly Food Bank in the Linthouse area. In total 755 vouchers were issued by partner agencies which supported 1005 adults and 302 children with emergency food provision.

Both the Community Shop 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.

Tenant Participation

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 a great time was had by all.

We also held two other community events for tenants, families and the wider community during the Easter period and the Summer school holidays. Each event welcomed around 100-150 people.

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 are funded via the Asda Green Token Scheme.

We currently run a beginner's computer course for older tenants in conjunction with Won Connect.

In partnership with staff from the other local housing associations, and volunteers from local businesses including BAE Systems, we undertook several joint litter picks in the local area.



Resident's Panel

LHA Resident's Panel consists of a mix of 9 local tenants and residents who meet 6 weekly to discuss both LHA specific and local community issues.

Following training from the Tenants Information Service, the Panel chose to scrutinise LHA's Void Policy, which included a report to the Senior Leadership Team and Management Committee for changes and improvements to be made to the void policy and procedure.

The Resident's Panel are keen to attract new members, so if you are interested in finding out more or getting involved, please contact our Community Empowerment Officer, Gail Paterson, on 0141 445 4418.

Tenant Consultation

Consulting with our tenants, customers, and the local community, continues to flow through everything we do at LHA, including reviewing services and the policies and procedures we use to deliver them. Towards the end of 23/24, our Community Empowerment Team carried out online surveys to develop our Tenant Participation and Community Engagement Strategy, and Community Plan. We will launch these during 24/25.



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 the standards of the Scottish Social Housing Charter 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 Registered Social Landlords (RSLs): Housing Associations and local authorities in Scotland should focus on to make improvements for their tenants and other customers through the housing services they provide.

Annual Return on the Charter 2023/24

The following tables provide details on our performance across key indicators of our 2023/24 ARC submission. We were delighted to see that satisfaction levels improved somewhat from last year. However, we believe there is always room for improvement and will continue to focus on enhancing these results to provide the best possible service 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 respond to their needs. We will make it easier for our tenants to contact us or provide feedback on our services, and we will modernise how we communicate with our customers by fully utilising our improved IT and housing management systems.

The table below shows the level of satisfaction with our overall service which has improved by 12% compared to last year. We have also significantly improved our communication with tenants regarding services and decision making opportunities, with increases of 15% and 21% respectively compared to last year.

	LHA 2023/24	LHA 2022/23	Avg. Other Govan HAs 2023/24	Scottish (RSL) Average 2023/24
% tenants satisfied with overall service	85%	73%	83%	86%
% tenants who feel we are good at keeping them informed about services and decisions	95%	80%	85%	90%
% tenants satisfied with the opportunities given to them to participate in our decision making processes	98%	77%	77%	88%

The table below outlines our performance in dealing with customer complaints where we compare favourably to the other Govan associations as well as the national averages.

	LHA 2023/24	LHA 2022/23	Avg. Other Govan HAs 2023/24	Scottish (RSL) Average 2023/24
% complaints responded to within timescale				
Stage 1	100%	95%	99%	97%
Stage 2	100%	92%	89%	91%
Average time to respond to complaints (days)				
Stage 1	3.45	5.75	4.65	5.11
Stage 2	14.25	19.34	21.67	17.52

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.

Tenant satisfaction with the quality of their homes has increased by 17% compared to last year. While we are pleased to see an improvement in satisfaction with repairs as well, we acknowledge that there is still work to be done to enhance both areas further. The average time for completing both emergency and non-emergency repairs is on par with Scottish averages, and we will continue to work closely with our contractors to enhance these results.



	LHA 2023/24	LHA 2022/23	Avg. Other Govan HAs 2023/24	Scottish (RSL) Average 2023/24
% tenants satisfied with the quality of their homes	81%	64%	81%	84%
Tenants satisfied with the repairs service	81%	78%	79%	87%
% repairs completed right first time	85%	86%	89%	88%
Average time taken to complete emergency repairs (hours)	2.7	2.8	2.5	4
Average time taken to complete non-emergency repairs (days)	6.1	5.9	4.4	9
% stock meeting the Scottish Housing Quality Standard (SHQS) in reporting year	70.3%	60.5%	77.6%	84%



‘Linthouse Community Shop’
on the corner of Govan
Road and Drive Road had its
official opening in June 2024



Our Energy Advice Service
supported 86 tenants,
achieving financial gains of
just over £13k



Our Welfare Rights Team achieved financial gains for 487 tenants of just over £838k

Communities

We aim to provide services that support the local community and help them to feel safe and secure in their homes, and feel good about 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 are pleased to report that we achieved nearly 100% resolution for all anti-social behaviour cases reported this year. Our strengthened Estates Team is making a positive impact, with satisfaction regarding our contributions to neighbourhood management which increased significantly by 22% compared to last year.

	LHA 2023/24	LHA 2022/23	Avg. Other Govan HAs 2023/24	Scottish (RSL) Average 2023/24
% anti-social behaviour cases resolved within locally agreed targets	99.6%	100%	95.5%	94%
% tenants satisfied with landlord contribution to management of neighbourhood	90%	68%	74%	85%

Value for Money

We strive to achieve value for money through the income generated from your rent and other sources, ensuring that we continue to provide high-quality, cost-effective services that meet the needs of our customers. We are pleased to report that 83% of our tenants feel our rents do represent value for money, an improvement of 18% on last year and on par with the national average.

	LHA 2023/24	LHA 2022/23	Avg. Other Govan HAs 2023/24	Scottish (RSL) Average 2023/24
% tenants who felt their rent represents good value for money	83%	65%	72%	82%
Rent collected from tenants as a % of total rent due	93.8%	100%	99.6%	99.4%
Rent arrears as % of due	5.2%	4.8%	4.9%	6.7%
% rent lost through properties being empty	0.4%	1.1%	0.4%	1.39%
Average number of days to let a property (days)	23	26	20	57

Average Weekly Rent by Stock

We are committed to keeping our rents affordable and fair, enabling us to invest in essential window replacements, building envelope repairs, and upgrades. Our rents remain competitive compared to those of other Govan housing associations and the national average.

	LHA 2023/24	Avg. Other Govan HAs 2023/24	Scottish (RSL) Average 2023/24
1 Apartments	£73.62	£75.75	£82.24
2 Apartments	£79.17	£82.39	£87.87
3 Apartments	£90.12	£93.92	£90.29
4 Apartments	£102.78	£107.38	£98.30
5 Apartments	£112.16	£122.00	£108.29
Avg. across all stock type	£91.57	£96.29	£93.40



From 2022 to date, LHA has secured nearly £4 million in grant funding to support our efforts to improve your homes and explore opportunities for building more affordable social housing in the future

Looking forward to 2024/25

As previously mentioned, we at LHA remain committed to delivering a high-quality service to our tenants and customers at all times. We understand that there is always room for improvement and believe that maintaining quality is a continuous journey, not a destination.

A summary of our current Business Plan is provided in Part 5 of this report where you can read more about what we will be doing in the remainder of 2024 and into 2025 to improve what we do, and how we do it.

If you would like a copy of our full **Annual Return on the Charter 2023/24** performance figures, please contact the Corporate Services Team at 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/

Annual Assurance Statement

Each year, our Management Committee submits a statement to the Scottish Housing Regulator, confirming that they receive sufficient information and evidence from staff to ensure that LHA complies with all regulatory and legal requirements. This year's statement was approved by the Management Committee at a meeting held on 29th October 2024. Here is our 2024 Annual Assurance Statement.



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Annual Assurance Statement October 2024

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 that the Committee monitors and oversees continuously 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 tenant and resident safety duties. In particular, we have gained the necessary evidence-based assurance of our compliance in respect of duties relating to gas, electrical, fire, water, and lift safety, and our obligations relating to asbestos, damp, and mould. LHA remains committed to improving our SHQS compliance. Since our 2023 AAS, we have completed all outstanding EICRs ensuring that our housing stock is maintained within the 5-year inspection cycle. We have completed our assessment of the potential presence of RAAC in our stock and confirm that none has been identified.

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 reviewing the comprehensive bank of evidence (ASCRIP) and our ongoing oversight and scrutiny of LHA's affairs throughout the year (2023/24).

We approved our Annual Assurance Statement at the Committee Meeting held on the 29th October 2024. I sign this statement on behalf of the Committee.

Signed (LHA Chairperson):



Date: *29th October 2024*



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

It all starts with strong leadership and vision in creating positive change for our tenants and the community. By setting clear goals, the Management Committee and senior staff can effectively prioritise the needs of tenants and ensure that initiatives have a lasting impact.



Rent arrears were 5.16%, lower than the national average of 6.86%

Our 7 Key Business Objectives

To help achieve our vision, we have agreed **7** key business objectives which are:

Objective 1

Deliver the investment required to our existing housing stock as detailed in our Asset Management Strategy as this is our existing tenant's top priority

During 23/24, we did:

- Deliver an Asset Management Strategy
- Review our strategy towards achieving investment in the pre-1919 tenements
- Work in partnership with GCC and the Scottish Government to establish what grant funding was available for tenants and owners living in the pre-1919 tenements
- Develop a Funding Strategy securing a £3 million loan to pay for investment required in housing stock
- Budget for future works

During 24/25, we will:

- Secure a £7.5 million loan; £6.5 million will be used to complete the essential investment in the pre-1919 tenements and £1 million to grow our housing stock
- Deliver planned maintenance and cyclical maintenance contracts detailed in our Asset Management Strategy



The average number of days to relet an empty property improved to 23 days compared to 26 days last year



objective 2

Pursue a growth strategy by developing new homes and acquiring existing vacant homes to address local and citywide housing needs to contribute to community regeneration

During 23/24 we did:

- Acquire 37 additional homes at a cost of £4.7 million
- Purchase the former Vital Spark pub to convert into two flats
- Continue to pursue grant funding to support future investment and development opportunities
- Work in partnership with GRID (Glasgow Riverside Innovation District) initiatives to maximise community benefits for Linthouse of the new University Campus
- Complete the Feasibility Study to develop 39 new homes on the site of the former Davislea Care Home; achieved with grant funding from GCC

During 24/25, we will:

- Demolish the former Davislea Care home, purchase the three small pockets of land on the site, and begin site investigations
- Start work on the Vital Spark to deliver two new homes
- Work with GCC to deliver as many additional homes as possible under their acquisition programme. The current grant funding award is for £1.5 million, which should purchase around eight large family homes
- Explore the possibility of developing circa 400 new homes on the Hardgate Road site owned by Ogilvie Construction
- Complete a joint research project with GCC, all three local Govan HAs, and Glasgow University, into opportunities to regenerate Linthouse and Govan areas as a result of the new bridge and new university campus



Satisfaction with repairs increased to 81% compared to 78% last year



Average time to complete emergency repairs was 2.7 hours compared to the national average of 4.2 hours



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

objective 3

Deliver customer priorities for wider role and support services in partnership with others and by direct provision where this contributes to community and organisational sustainability

During 23/24, we did:

- Build on the success of the Food Larder and Food Bank and improve access for local people
- Develop a new use for the former Wheat Café as a base for the Linthouse Community Shop
- Secure further funding to sustain our programme of community support services
- Continue to embed LHA as a strong community anchor organisation known for partnering with other local agencies

During 24/25, we will:

- Survey tenants' views on priorities for the wider role or additional services and reflect these priorities in the new Community Plan
- Organise and deliver a planned programme of community events
- Continue with the Energy Advice Project, Food Projects, and Welfare Rights Service for tenants
- Source available grant funding to deliver more wider role services to tenants

objective 4

Secure service delivery transformation by living our values to achieve our customer service standards, and improving our use of technology in all that we do

During 23/24, we did:

- Work with our Resident's Panel to review the service
- Modernise our systems and processes to drive efficiency and improve customers' access to staff and our services
- Contract with an independent firm to carry out quarterly tenant satisfaction surveys, with findings being used to improve our services

During 24/25, we will:

- Introduce a new Homemaster IT system to modernise our services
- Review the content and accessibility of our website

objective 5

Ensure LHA's financial position remains robust by striving for efficiencies, controlling costs, and closely matching investment needs of existing and acquired stock to income to ensure LHA remains a community-controlled asset

During 23/24 we did:

- Secure grant funding support to take pressure off rents for our community and neighbours by growing our stock with new builds or off-market existing homes
- Maintain our strong financial position
- Carry out a feasibility study on the potential for building new homes on the former Davislea Care Home site

During 24/25 we will:

- Start a review of our rents and service costs to ensure rental income reflects the investment in the housing stock after the deduction of any grants
- Achieve clean internal and external audits of our systems and functions

objective 6

Developing and delivering our Tenant Engagement Strategy to ensure LHA services and investment plans are well informed by customer views and priorities

During 23/24 we did:

- Listened to our tenants on how we can further improve access to LHA staff and services

During 24/25 we will:

- Complete the development of our Customer Service Standards and advertise these to tenants
- Develop a Tenant Engagement Strategy
- Develop an Unacceptable Actions Policy to protect tenants and staff



During 2023–2024 LHA secured just under £46k in grant funding to support our community regeneration work in the area

Objective 7

Developing our committee, leadership, and staff teams to be fit for current and future challenges

During 23/24, we did:

- Conduct staff and committee appraisals to ensure their training and development needs are met whilst improving customer service and achieving our key business objectives
- Evaluate our new way of working

During 24/25, we will:

- Introduce a new Flex Working Policy where staff can work from home some of the working week
- Deliver training required by staff and committee within budget

LHA will remain focused on demonstrating solid strategic governance of the Association and financial control over the business by ensuring the following:

- A skilled voluntary Management Committee alongside a motivated management and staff team

- Maintaining positive working relationships with the Resident's Panel, the Scottish Housing Regulator, GCC, and other voluntary and statutory organisations with whom we work

In conclusion, LHA has clear, action-focused goals to ensure it remains an independent, community-controlled, and owned asset for future generations living in the G51 and G52 areas. We look forward with optimism and a sound basis to 2024 and 2025.

2025 will be LHA's 50th anniversary, and we look forward to the next 50 years!

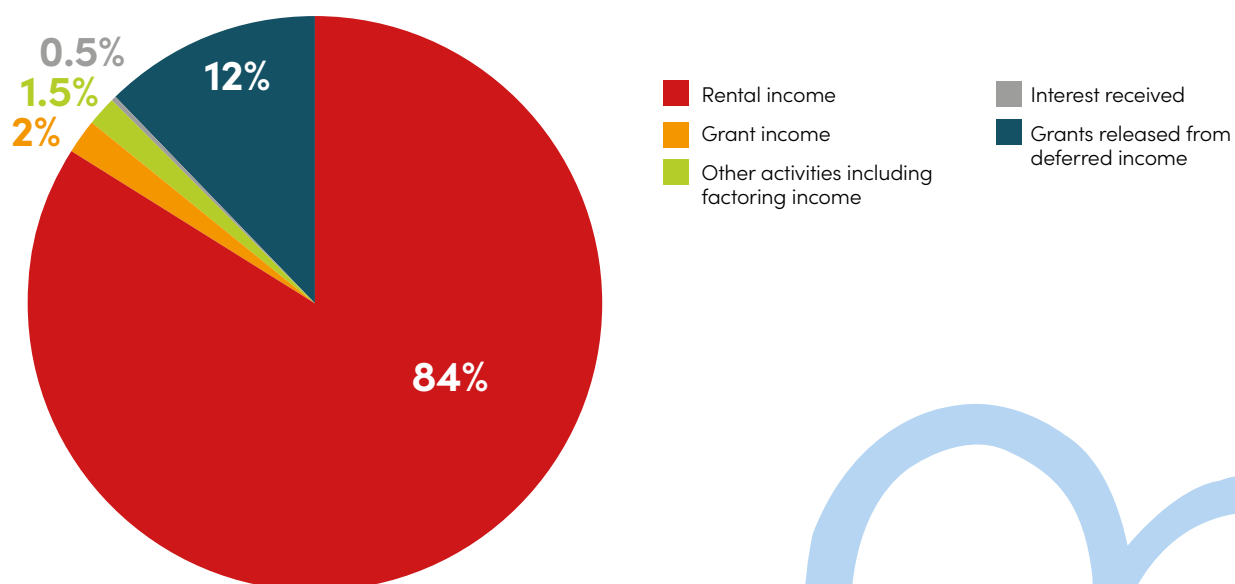


99.57% of anti-social behaviour cases were resolved within target

PART 6 – Financial Highlights

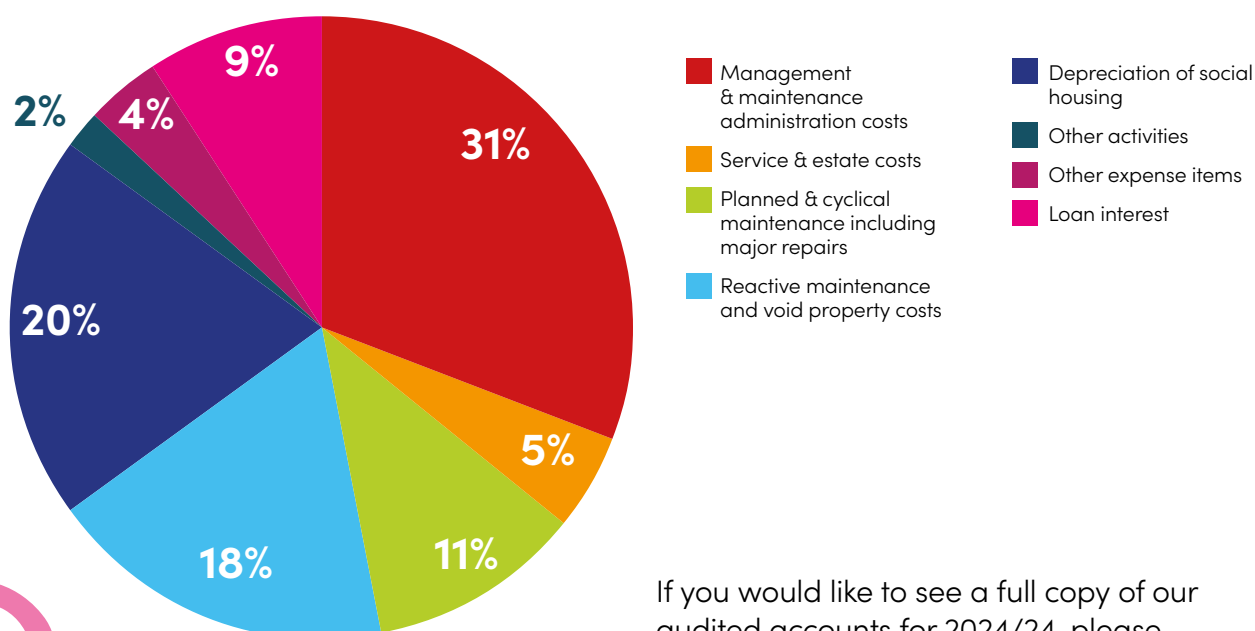
The money we collect from rent is the Association's main source of income, and it allows us to pay for the cost of delivering services to our customers and maintaining our housing stock. The Association's total income during 2023/24 was £7,052,147. This was made up as follows:

Income	£ Amount	% of all income
Rental income	5,884,013	84%
Grant income	169,856	2%
Other activities including factoring income	108,355	1.5%
Interest received	47,661	0.5%
Grants released from deferred income	842,262	12%
TOTAL	7,052,147	100%



The table and graph below detail how our total expenditure of £7,322,580 was spent by category during 2023/24. 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	2,265,220	31%	What it costs to run LHA
Service & estate costs	351,662	5%	Additional services provided to Linthouse tenants and in common areas
Planned & cyclical maintenance including major repairs	769,890	11%	Major repairs, external painting, environmental costs, and gas safety checks
Reactive maintenance & void property costs	1,283,198	18%	Routine maintenance costs including day-to-day repairs
Depreciation of social housing	1,478,042	20%	Depreciation on housing properties
Other activities	136,417	2%	Costs of the factoring activity & funded wider role projects
Bad debts	44,534	-	Changes in bad debt provision and write-offs
Other expense items	338,000	4%	Loss on disposal of assets/investments & pension related costs
Loan interest	655,617	9%	Interest paid on LHA loans
TOTAL	7,322,580	100%	



If you would like to see a full copy of our audited accounts for 2024/24, please contact the office or access from our website at www.linthouseha.com



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