



# Annual Review 2019-20



# A Welcome From Our Chair

It's my privilege to be the proud Chair of Thenue, but with that comes certain responsibilities. One is to reflect and report on the Association's activities during the previous year. Your Annual Review aims to do that. One of our four values is 'communication' which is why we have decided to broaden out the distribution of this Review beyond our Membership this year. We are open, transparent and accountable for everything we do. We understand and take account of the needs and priorities of all our customers and stakeholders. Our primary focus is the sustainable achievement of these priorities.

This year was a milestone and an emotional year for us all at Thenue, and this Annual Review aims to give you a flavour of what was our 40th anniversary year. Having never been an organisation which dwells in the past, our aim is to always look forward and make sure what we do results in good outcomes. This includes achievements like our new 43 flats at Monteith Row which you can see on the cover, the demolition of a dangerous building in Dalmarnock Road and the new modern kitchens, bathrooms and window frames that we have replaced in Cranhill, Blackhill, Castlemilk and Dalmarnock. These things are all very visible and make a real difference to people's lives.

Other things like the refreshing of our governance arrangements (ensuring we are run properly), the securing of over £1.3 million of additional cash on behalf of our tenants, a re-financing agreement with RBS to enable us to continue to build more new housing and the installation of 1,450 smoke and carbon monoxide detection units across our housing stock are all generally invisible, but are all of great importance.

This Annual Review aims to summarise the year that has gone by. A year of success. A year which we could not have achieved without our dedicated Board offering a wealth of enthusiasm and experience and who give of their time freely; without our loyal and progressive staff team who have contributed so much to all of our



outcomes and whom I thank for their diligence and unwavering commitment to our tenants. Then there are our funders particularly Glasgow City Council for its steadfast and unwavering support and finally to all our Members for your continued support, without all of which we could not even exist.

**Derek Quinn**  
Chair

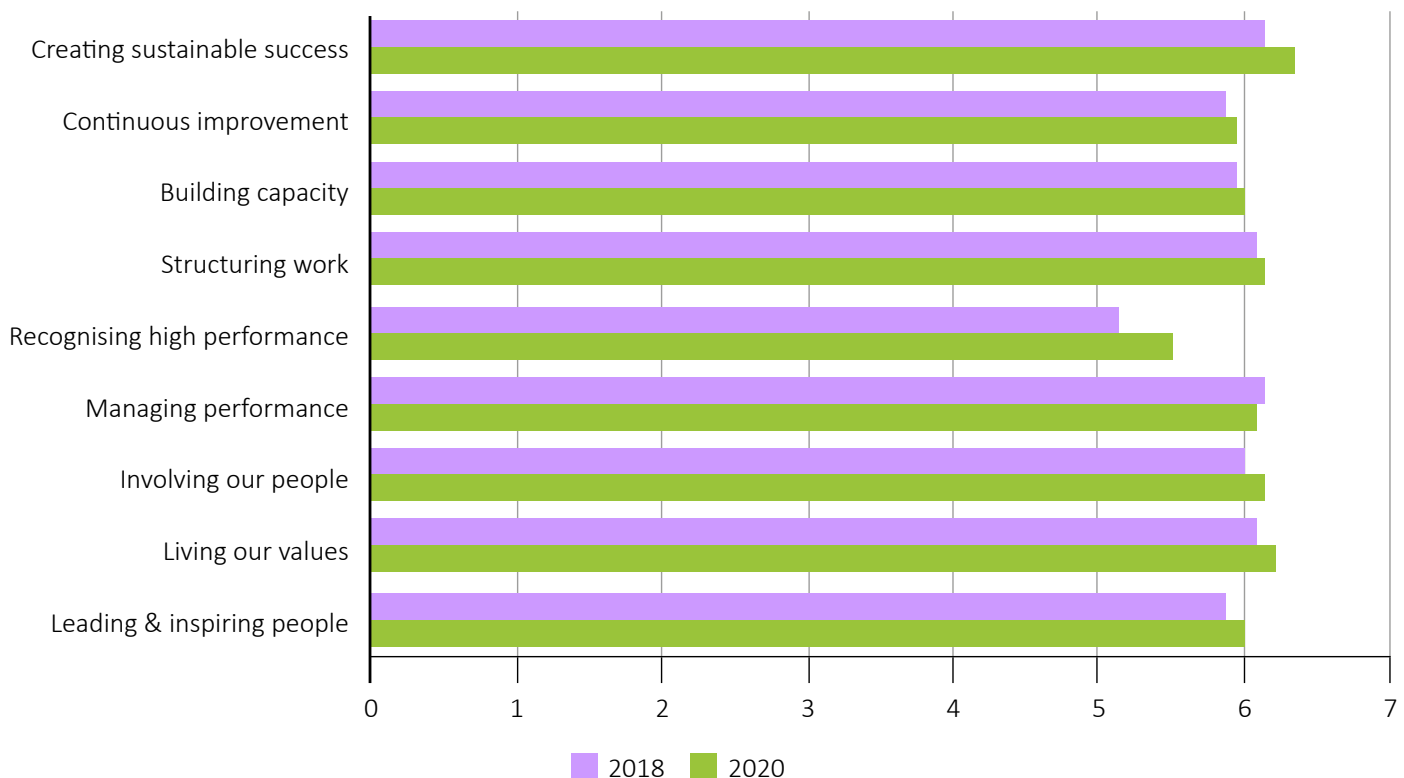
# Focus On Governance

People are at the heart of Thenue, and we are always determined to ensure that at the centre of that heart lies good governance – in other words making sure we are run properly. Governance and leadership are the “yin and the yang” of Thenue. If you have one without the other any organisation can become dysfunctional. “The time is always right to do right” said Nelson Mandela, which is why our governing body, known as the Board of Management, always aims to lead and direct the Association to achieve good outcomes for all our tenants and other customers.

October saw us publish our first ever “Assurance Statement.” The aim of this is to set out the approach taken to ensure that we have the appropriate arrangements in place in terms of governance, risk and operational delivery. During this review, the Board were presented with substantive evidence to provide assurance that Thenue is compliant with the following: the Scottish Housing Regulator’s relevant regulatory requirements, the Regulatory Standards of Governance and Financial Management, the relevant standards and outcomes of the Scottish Social Housing Charter and our statutory obligations in respect of tenant and resident safety, housing and homelessness, equalities and human rights. While assessing that evidence, we have identified a small number of minor areas for continuous improvement and we will continue to implement and progress these areas during the course of the coming year. We are satisfied that none are material to our current compliance with the Framework. One such action was to refresh the current governance arrangements

here at Thenue, and it is our aim to adopt the modern 2020 version of the sector’s charitable rules. Part of that is to seek authority from our Membership going forward that the maximum term of office for any Board Member will be nine years.

We have been an Investor in People, (IiP), accredited organisation since 2006, with a current ‘gold’ rating. The IiP framework sets out to deliver a people management system which enables us to succeed by realising the potential of our people. Whilst we invest in all our people, Iain Thomson and Claire Nolan’s success in gaining their Diploma in Housing is worthy of special praise. During the year we had our ‘mid-term’ IiP Assessment. Our overall rating increased from 84% to 86%. Our benchmark score was 779 out of 900. This compares with our last survey of 762. So, an improvement; not large, but in line with a continuous improvement approach, and the detail of this is replicated in graphical form below.





# Review Of Our Activities, Projects & Achievements

Our aim for every one of our last 40 years has been to work together to create better homes and stronger communities. That in effect means that we are committed to developing, managing and maintaining a range of affordable quality housing in thriving and sustainable communities. Working with partners and people, the aim is to improve all services and grow deep community roots. This past year has been a year of growth and consolidation but ended with the unprecedented worldwide uncertainty created by the coronavirus pandemic. This Annual Review is designed to give an overview of our outcomes over the last year.







Growth came via the building of 43 flats surrounding the historic Monteith Hotel, which was renovated and restored to create 6 new modern flats. The total number of homes we had at the end of the year was 2,970 self-contained properties, 20 non self-contained properties and 53 shared ownership units. Our site at Monteith was previously occupied by townhouses, tenement flats and shops. The Monteith Hotel was originally built in 1881 on Calton Green and named after the then Lord Provost Henry Monteith. The location became home to many well respected and wealthy citizens of the city. At one time so many medical men lived there that it was nicknamed "Doctors Row". Although it continued to be an upmarket address toward the end of the 19th century, wealthier citizens began moving to the West End to escape the grime and factories of the industrial East End. As a result, Monteith Row fell upon harder times. By the 1980s, most of Monteith Row was demolished and all that remained was the Monteith Hotel which provided

accommodation to 25 homeless men. We purchased both the site and the Hotel in 2007. It was a particularly difficult and complicated acquisition and it took 10 years for us to purchase all parts of the site, most of which had lain vacant for many years. This was due to the Council having compulsory purchase orders on 14 areas of land in London Road, Monteith Row and Monteith Place. The former hotel has now been refurbished into truly beautiful flats. Of the 43 flats that were built on the site, 12 were designed specifically for tenants who require the association's unique and personal retirement support service. The overall development cost of £9.3 million, was part funded by social housing grant from Glasgow City Council of £6.7 million and the balance funded by loan facilities from the Royal Bank of Scotland of £2.6 million. On 25th October 2019 Kevin Stewart MSP, Minister for Local Government, Housing and Planning officially opened this development.



# Review Of Our Activities, Projects & Achievements



25th October 2019 was a very special day for Thenue. It was the Association's 40th anniversary and exactly 40 years to the day the Association was formed back in 1979.

We were determined during this special anniversary year to involve all our people in all our communities in a range of activities and events for all ages. We helped over 125 local school children gain their First Aid certificate; for older children, we offered 40 day passes at 'Flip-Out' Trampoline Park; for nine young adults we awarded education bursaries with one simple aim in mind - to make a difference in their lives. They were used for further and higher education learning including cookery, translation studies, fine art, nursing and TV & photography.



*Innes Smith whose family owned the Monteith Hotel for many years was a special guest at our launch. She was presented with a bouquet by the Minister.*





Celebrations in Cranhill



Celebrations in Castlemilk



Celebrations in Bridgeton and Dalmarnock



Our main event held on actual anniversary

Around 80 of our senior citizen tenants got their dancing shoes on in May, to celebrate 40 years of Thenue with a tea dance, complete with big brass swing band. With lots of hard work and preparation behind the scenes, our hard-working Area Associations pulled out all the stops to make sure that everyone in their own community got together during the weekend of 21st to 23rd June. The "Great Get Together" events included a kids Fun Festival during the day followed by 'The Great Night in'; a Community Fun Lunch and a Family Day of Fun. Thanks to both Scottish comedy troupe Whitserface with Nae Drama and Visual Statement, all our Members and supporters were entertained with an evening of culture, humour and ballet on our actual 40th anniversary.



# A Focus On Development, Maintenance & Repairs

With one eye on the future, during the year work started on site developing 27 retirement flats at Landressy Place, and 77 mainstream flats at Abercromby Street. Unfortunately, our main contractor for the development at Landressy Place was placed into administration, so re-procuring this project has led to a substantial delay in its completion.

By far the largest area of expenditure during the year was on repairs and maintenance on properties. In total this amounted to almost £5.5 million - that is some 40% of our rental income. Most of the major repairs expenditure related to 100 kitchen and boiler replacements in properties in Cranhill and Blackhill, 108 window replacements at Netherholm and Dalmarnock and the installation of 1,450 smoke and carbon monoxide detection units across all our housing stock.

“Cyclical work” involved routine landscape maintenance, gutter cleaning, roof anchor safety work, the upgrading and maintenance of controlled entry systems, close cleaning, painter work and electrical testing. Of our 2,970 properties, all except 21 which were in abeyance for a variety of reasons, met the Scottish Housing Quality Standard. On average, £7,500 per home was spent on bringing a further 85 properties up to the new energy efficiency standards leaving around 600 properties that were not yet at this standard. Safety is paramount here at Thenue, but unfortunately, because of coronavirus and self-isolating issues, there was one property at the year end, which did not have a valid gas safety certificate.

All of the “reactive and void expenditure” was focused on completing 10,114 reactive repairs and re-letting 267 houses which became vacant during the year. This number is around 33% greater than a ‘typical’ year.



*More homes on the way... (left to right)  
Thenue's Property Services Manager  
(Development) Karen Finlayson, Charles Turner  
and Pauline Casey, Vice Chair of Thenue*

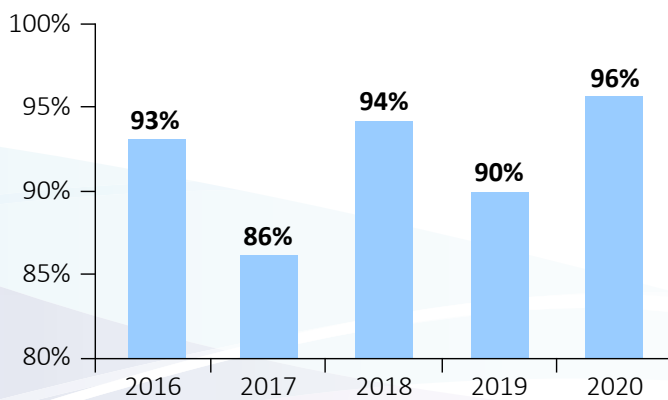


Charles Turner, Allan Callaghan, Managing Director of Cruden and Eleanor Derbyshire, Thenue's Head of Property Services

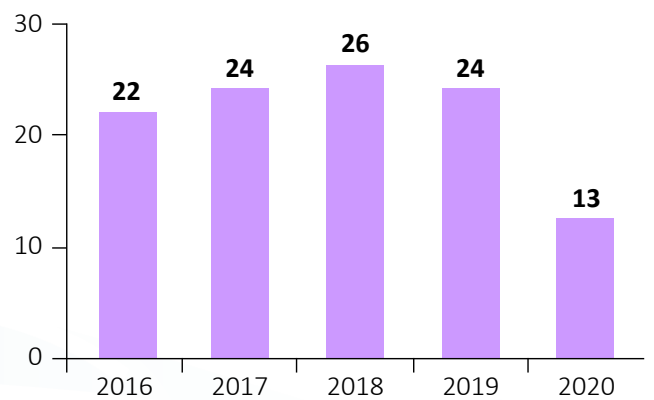


Despite the number of re-lets being greater, the rental income lost for our self-contained housing stock, in between tenancies remained exceptionally low at 0.4%. Tenancy sustainment was back to where we want it to be at 96%, and our best ever re-let performance, with an average of 13 days in between tenancies, of what overall is a solid set of housing management performance figures.

### Tenancy sustainment



### Re-let Performance (in days)



# A Focus On **Development, Maintenance & Repairs**

Satisfaction overall has been either maintained or has been exceeded throughout the year. 95% satisfaction with the reactive repairs service, 92% satisfaction relating to the resolution of anti-social behaviour complaints; 88% satisfaction with neighbourhoods; 96% satisfaction with the standard of a new home; 91% with the quality of a new home, 92% satisfaction with being kept informed; 90% overall tenant satisfaction. All 205 anti-social behaviour cases reported to us were resolved within target and every one of the general service complaints was also resolved within target times of either 5 or 20 days, depending on the nature of that complaint. Not one complaint was referred unresolved to the Ombudsman.



**95%**

satisfaction with the reactive repairs service



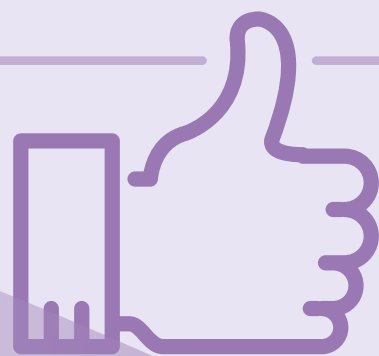
**96%**

satisfaction with the standard of a new home



**92%**

satisfaction with being kept informed



**90%**

overall tenant satisfaction



# Focus On Our Finances

## FINANCIAL REPORT FOR THE YEAR ENDED 31 MARCH 2020

INCOME & EXPENDITURE ACCOUNT (Statement of Comprehensive Income)	2020	2019	A non-accountant's guide to the accounts
	£000'	£000'	
Turnover	17,096.5	16,580.5	Income from rents, housing grants, factoring etc.
Operating costs	-13,594.2	-12,304.5	Costs of managing and maintaining our houses and other costs
Operating surplus	<b>3,502.3</b>	<b>4,276.0</b>	
Gain/(Loss) on sale of housing stock	318.1	38.8	Surplus made on houses sold
Release of negative goodwill	27.5	27.5	Amount of negative goodwill released to reserves
Interest receivable	29.7	16.1	Bank interest earned on surplus funds
Interest payable	-1,698.9	-1,727.9	Interest paid on loans
Other finance charges	-66.9	-90.9	Other interest charges
<b>Surplus for year</b>	<b>2,111.8</b>	<b>2,539.6</b>	<b>Amount left after deducting all expenses.</b>

BALANCE SHEET (Statement of Financial Position)	2020	2019	A non-accountant's guide to the accounts
	£000'	£000'	
<b>Non current assets</b>			
Housing properties - depreciated cost	151,726.1	149,102.3	Net cost of houses owned
Other tangible assets	4,518.5	4,641.7	Cost of office, community centres, computers, office equipment, furniture etc.
	<b>156,244.6</b>	<b>153,744.0</b>	
<b>Negative Goodwill</b>	<b>-651.9</b>	<b>-679.4</b>	Represents excess value of houses acquired over the purchase price paid
<b>Investment in subsidiaries</b>	<b>0.1</b>	<b>0.1</b>	Cost of shares owned in subsidiary company
<b>Current Assets</b>			
Receivables	1,379.0	1,245.1	Money owed to the association
Cash and cash equivalents	4,586.5	4,272.2	Money in bank
Creditors due within one year	-4,325.7	-3,203.2	Money owed by the association to be paid within 12 months
<b>Net current assets</b>	<b>1,639.8</b>	<b>2,314.1</b>	
<b>Total assets less current liabilities</b>	<b>157,232.6</b>	<b>155,378.8</b>	
Creditors due after more than one year	-37,341.6	-38,170.6	Amounts of outstanding loans
Provisions for liabilities and charges	-727.4	-3,496.3	Other commitments for future expenditure including pension liability
Deferred income	-91,961.0	-90,983.2	Grant income received towards the cost of houses owned not yet released to reserves
<b>Net assets</b>	<b>27,202.6</b>	<b>22,728.7</b>	
<b>Equity</b>			
Share capital	0.1	0.1	Number of current £1 shareholders
Reserves	27,202.5	22,728.6	Surpluses made over the years for reinvesting in current and future maintenance of the housing stock
<b>Total equity</b>	<b>27,202.6</b>	<b>22,728.7</b>	

Cranhill residents who took part in the "Choices for Change" course pictured with some Thenue staff



In times of austerity, linked with the introduction of Universal Credit, collecting 100% of our rental income was always going to be a major challenge. However, given the tricky circumstances and the financial effects of the coronavirus pandemic on tenants towards the end of the year that challenge proved impossible to achieve. The number of evictions we have had to carry out remained low at 5 for the year, but our early intervention arrears control resulted in 37 cases called to Court. Although gross rent arrears increased by £120k from last year to £600.000, we were pleased that current tenant arrears at 2.2% was better than our annual target of 2.5%. We collected £13.95 million (98.6%) of total rental income due of £14.07 million.

Some £245,000 of grant was secured during the year to support Community Regeneration activities. These grants partly supported our gardening volunteer project, which was initially piloted in Calton, and the grant allowed it to be expanded into more of our community areas. In addition we expanded our digital 'clic' project, (connecting locally informing communities) and also progressed our 'Choices for Change' project, aimed mainly at local residents who have found themselves somewhat isolated, disadvantaged and distanced from any economic activity. Overall, the year was a very solid and satisfactory one. Having cash reserves of £4.6 million at the year-end was very welcome. All our finances are explained in greater detail on page 11.



The gardening volunteer project has been a big success



# Review Of Our People

A big part of our Board of Management, for the last 24 years has been Charlotte Levy, who decided that the time was right to retire. First elected in September 1996, Charlotte has been one of our most loyal, passionate, faithful and constant supporters. She served five years as Thenue's vice chair before becoming our fourth chair, for a further five years in 2002. Jousting and learning with some formidable characters helped mould her into a strong and formidable character herself but always willing to listen, reason, and when persuaded, happy to concede a point. Charlotte liked to achieve things, not for her, but for others, so that in her own words, "ordinary people get a better deal". Charlotte is one of the most selfless people we have known. She would never see anyone stuck, and she has helped with the governance of not just one, or two, or three, or four, or five, or six, or seven, but eight voluntary Committees, cumulatively spanning over 60 years given to voluntary committees, which is why she deserves a big thank you from all of us.



Charlotte.....pictured after receiving an award during her time with Thenue



Filbert Musau



Cathie Martin

Similarly so does Filbert Musau, who brought to our Board an architectural and energy efficiency specialism second to none. Having joined the Board in September 2010, family and professional pressures meant that he had to stand down. Sadly, we learned of the passing of Cathie Martin towards the end of the year. Cathie was from its inception, a Board Member of Thenue Communities, the Association's charitable subsidiary company. Cathie's contribution to her community in Calton was immense and we remain hugely-grateful for her life and work.

# Review Of Our People



Brian Gannon (left) with former Chair and current Board member Owen Stewart

This review would not be complete without a special thanks also and best wishes to some other people who have been special to us. Our people moving on to new opportunities and challenges included Shannon Meechan, Craig Bryson and Steve Malone. Our Head of Housing, Brian Gannon, was appointed as Chief Executive at West of Scotland Housing Association. We were both pleased and happy that Gary Naylor, previously at Peaks & Plains Housing Association in Cheshire, joined us to succeed Brian.

Unusually, we had four staff who retired during the year. After a combined total of 108 years' service, it was our pleasure to wish a long and happy retirement to Lisa Scott, Beth Reilly, Catherine McDowall and Jim Barr.

New faces always bring new ideas and a fresh outlook. In addition to Gary joining us we also welcomed Linda Allan, Nicky Ballantyne, Lesley Gilhooly, Lisa Reynolds and Hollie McGowan.



Beth Reilly



# A Word On The Ongoing Health Emergency

Little did the world know what lay ahead when back in November 2019 a 55-year-old individual from Hubei province in China contracted COVID-19. The coronavirus spread to 177 countries worldwide, killing more than 724,000 people to date and affecting around 19.5 million in a matter of months. The World Health Organisation declared the situation a pandemic at the end of January 2020, and it all began to unravel, affect the Association's tenants and how the Association functions going forward. This Annual Review does not of course portray the whole story – just the tip of the iceberg of it. But we want to record our appreciation for the fortitude of our tenants in coping with this emergency. We also want to record our appreciation for the many partner organisations (and individuals) who have worked with Thenue to help our communities. Our picture below shows some of the work which has been going on starting in March – this time in Netherholm, Castlemilk. The neighbourhood came together like never before to offer food packages to those in need as a result of the pandemic – a pattern of help which has been replicated across many Thenue communities. To everyone who has lent a hand – even in a small way we'd like to say THANK YOU! We couldn't have done it without you.



Our anniversary events could not have taken place without the generous assistance from our supporters.



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