



Annual Review

2020-21



Passion **Excellence** **Respect** **Connection**

A Welcome From Our Chairman

A year like no other. A year in its entirety when the Government instructed us to limit social contact because of the coronavirus pandemic. What resulted was an extraordinary 12 months in which all our lives changed. One thing that has not changed is our annual celebration and review, reflecting on the Association's outcomes of the past twelve months.

It goes without saying that the past year has brought a multitude of challenges. But amidst all these adversities, we have seen individuals, groups and all our communities create their own glimmers of light.

Here at Thenue, we have continued, as best we can, with a 'business as normal' philosophy, albeit that our staff have adapted to new ways of working whilst adhering to the restrictions brought on during the various covid-19 levels, (4 down to zero).

I have thanked the staff personally for this over the course of the year and this Annual Review, whilst recording our performance over the past year, also offers an additional opportunity to repeat this.

Behind the scenes, our Board of Management has also adapted to new ways of keeping on top of the Association's governance arrangements. Like the remainder of the organisation, the Board has also, by and large, carried on with business as normal.

Routine matters like monitoring the performance of the Association as a whole, scrutinising our annual assurance statement, assessing risk, ensuring regulatory and covenant compliance, monitoring overall health & safety matters, submitting the Annual Charter Return and generally supporting our staff team have been responsible for some of the Board time.

But in addition, we have learned to adapt to our changing environment, continually balancing and rebalancing to maintain the organisation's stability, giving ourselves time to think and debate before making decisions. The Board does not see itself as sitting at the apex of a single pyramid. Instead, we see ourselves as the centre of the organisation; a central processor - monitoring and coping



with the results of the external and internal learning processes of the whole association.

Here at Thenue we consider ourselves a learning organisation and two important things we have learned is that fixed-term Board membership and the continual refreshing of the composition of the Board leads to stronger governance.

Following on from the annual Board appraisal process, we conducted what's known as a "skills matrix", which ultimately led to us being able to recruit Robert Kelly, Linda Chelton and Bryan McMahon, to our Board.

In addition, following a Special General Meeting in September, we



modernised and amended the Association's rules. As well as adopting the Regulatory approved "2020 model charitable rules", we decided to grasp the advantages in introducing a nine-year maximum term of individual Board Membership. This in turn helps the Association have an effective succession plan in place.

If the Board is described as the ultimate processor of data and decision-maker, it is clear to the Board that everyone, from our frontline staff to our Executive Team, from individual customers to our community groups, have all made a fantastic contribution to the success of the past year, and this Annual Review therefore serves as the official record of that past year.



Linda Chelton



Robert Kelly

...and finally, from me it's au revoir!...

From being first elected to the Board of Management by Members in 2012, having had the privilege of also being chosen as Chair for the last three years, my nine-year term comes to an end at the 2021 Annual General Meeting. I could not have contemplated the responsibility of this role without the steadfast and resolute support of all the Board Members during that time and could not have implemented it without the dedication and enthusiasm of the Association's staff team. I wish, therefore, to record my heartfelt appreciation and thanks to all the Thenue people that behind the scenes have made my connection with Thenue a hugely rewarding and satisfying one. I'm very confident that whoever succeeds me as Chair will continue to receive the same support I have enjoyed and will steer the Thenue Group through the years to come with enthusiasm, passion and resilience.

Derek Quinn, Chairman



From pandemic through our review of an exceptional year

For the last 42 years our aim has always been to work together to create better homes and stronger communities. That means that we are committed to developing, managing, and maintaining a range of affordable quality housing in sustainable communities. Working with partners and people, the aim is to improve all services and grow deep community roots. This past year the Association, driven and underpinned by our values of passion, connection, respect, and excellence, have done all of this and more, caused by the unprecedented worldwide uncertainty of the coronavirus pandemic. A full year like no other. A year which, despite the front door of the office remaining closed for every one of those 365 days, saw the whole organisation step beyond its comfort zone and be there for our customers when you needed us most, in different and imaginative ways through the duration of many difficult months.

A duration being the length of time that something lasts, and in the case of the covid-19 virus, it seems that this time might be infinite, so many of the 'old' ways of working look like being a thing of the past.

The following pages of this Annual Review give you a snapshot of our achievements over the emerging and continual weeks of the global pandemic.

Despite everything that the Association and our communities have had to endure over the course of the whole year, the only thing that has remained closed, is the front door of our office. Every other single part of the organisation has worked remarkably well and adapted to new ways of working, connection and communicating both internally and externally.

In recent years we invested heavily in technology, which meant that the emergency situation brought on by the pandemic did not cause either a panic nor a crisis. It meant that as far as the staff were concerned, work was very much something they did, rather than a place in which to do it.

The vast majority of the work completed during the year was co-ordinated by our staff working from home. But not all of that work was actually completed at home; it was completed in every one of the Association's 2,993 properties. That number was just 3 more than the year end figure for last year, and would have been more had the effects of the pandemic not hit us.



ough to pingdemic – xtraordinary year!

Sadly, the year saw the development of 138 properties come to an immediate and abrupt halt due to the pandemic restrictions. As the year progressed, work to develop 77 houses and flats at Abercromby Street re-commenced, as did the restoration and renovation work at the 120-year-old sandstone tenement known as Craigestock Mansions on London Road described in this way by Janey Godley, the multi-award-winning Scottish comedienne, playwright, award-winning blogger and best-selling author - “my old building on bottom of Green Street was V posh and built with servants bells inside - and inside toilets in 1890s”



In addition, the modernisation work at 25 flats overlooking Glasgow Green also re-commenced, alas however our development of 27 retirement flats at Landressy Place stalled severely. The financial effects of the pandemic caused our contractor to enter liquidation, and that project was further compromised by an arson attack, and even beyond the year end no recovery work was possible at this site, although that work has now begun. Our plans to build new housing at both Blackhill and Dalmarnock remain very much in focus, but neither have definite site start dates at the moment.

The abruptness of the pandemic hitting the Association had significant financial consequences, both negatively and positively. The Association generated an operating surplus of £5.1m compared with the expected operating surplus



of £4.03m This represented an improvement of £1.07m and after accounting for non-operating items, the overall surplus in the 12 months amounted to £3.39m which is £1.31m higher than assumed in the budget. A more complete representation of our finances can be seen on page 11 of this review. The main factors underpinning the improvement

against the budget were lower than anticipated repair costs of £505k, lower than anticipated office and overhead costs of £198k, lower than expected level of bad debt provision of £146k and savings in loan interest and charges of £156k. An unexpected sale of a detached villa on the south side of the city yielded a gain of £101k.

The effects of the covid pandemic compromised access to residents' properties, the requirements of tradesmen to have to concentrate on only emergency situations for a large part of the year and the Government's requirements to have to cease certain categories of work during the year. However, even throughout the height of those restrictions we continued to address repair, maintenance and component replacement issues spending £3.3m on revenue repair costs and a further £0.56m in capital improvements.

» 180 properties were re-let during the year, with current tenants taking 13% of them, 24% being allocated to applicants from the general 'waiting' list, 58% being offered to homeless families and referrals from other organisations making up the balance of 5%. The pandemic affected the turnaround time in between tenancies, because of the necessity for 'misting', ventilation, single trade operatives on site only and the consequential 72-hour fallow period, so the average void period during the year was 29 days, incurring some £110k of lost rent as a result.

» For most of the year we had to restrict reactive repairs to emergencies only, so of the 8,500 repairs that were completed during the year, some 46% fell into this category, (usually closer to 24%). More than 94% of all repairs were completed right first time and overall, 95% of tenants remained satisfied with the reactive repairs service. Tenant satisfaction overall, measured independently during the year remained high at 95%. 70% of tenants were satisfied with opportunities to participate in some decision making, so there remains work still to be done with the remaining 30%.

» The health emergency meant that delays to most of the Association's planned or cyclical work became unavoidable, and the range of work affected this way included refurbishment of some hitherto empty properties, kitchen and boiler replacements in Blackhill, window replacements in Netherholm and Dalmarnock, dispersed alarm installations in retirement properties and the completion of work to upgrade smoke, heat & carbon monoxide detectors to meet legislative compliance. By the end of the year all this work had resumed meaning all programmes of work, both internally and externally were back on track.

» The health and safety of all people associated with Thenue remained paramount throughout the year. The aspiration to complete 100% gas safety inspections was compromised because of some vulnerable tenants having to 'shield' to protect themselves, resulting in 99.8% completed in time at the year end. In numbers at the year end, this equated to 5 properties, but during the year it was as high as 62.

» 252 of the 256 anti-social complaints referred to us were resolved within locally-agreed timescales and every one of the 45 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.

» In times of austerity, the pandemic situation compounded with the ongoing roll-out 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 pandemic on tenants throughout the year, that challenge proved impossible to achieve. Governments introduced temporary legislation and provisions to assist all citizens during the pandemic, and such measures included a moratorium on evictions because of financial difficulties and a £20 weekly rise in Universal Credit. Only one eviction took place and this was as a result of distress caused to others being caused by the tenant. Financially, 98%* of the £13.9m* of rental income was collected, and gross rent arrears sat at £730k* at the year end. We were pleased however that current tenant arrears at 2.4% was better than our annual target of 2.7%.

* Figures here based on the Annual Charter Return definitions.

» Overall, an operating surplus of £5.1 million was generated in the year. After accounting for non-operating items, the overall surplus in the twelve months amounted to £3.4 million. Loans with three lenders, (Royal Bank of Scotland, Nationwide Building Society and The Housing Finance Corporation), when combined, totalled £37.2million at the end of the year. Consistently throughout the year the Association has satisfied all relevant financial covenants.

» Overall, given everything that we had to react and respond to, the year was a very satisfactory one. Having cash reserves of £6.7million at the year-end was very welcome, and this will help deal with part of the backlog of work carried over from last year, as well as being able to fund future development projects, ongoing major repairs and some of the new energy efficiency requirements associated with the Energy Efficiency Standard for Social Housing post 2020, (known as EESSH2).

» Throughout the past year and well into next year the Association’s Board of Management closely monitor risk, finances, key performance indicators and value for money. The Board is guided by the seven standards of Governance and Financial Management for Registered Social Landlords and also supports the staff team to deliver housing-related services to all the Association’s customers. For much of the year, most of the staff have been working remotely, using either IT or appropriate PPE whilst carrying out their daily tasks.


» Staff numbers by and large remained stable throughout the year. The relatively higher than normal staff turnover at 15%, was the consequence of funding for two Wider Role projects, coming to an end. That meant that we said farewell to our wonderful Choices for Change project & CLIC Digital Inclusion team who delivered much needed support and guidance to individuals in our communities.




Here is a snapshot of the fantastic work done by these projects:

CLIC was a digital inclusion project which engaged and supported individuals to improve their digital skills and knowledge, provide impartial energy advice as well as deliver job search and employability support. The project team of 3 staff delivered outstanding results and supported 747 people through the duration of the 2-year project and we are grateful to the Bank of Scotland Foundation for their support. The key achievements were: -

-  **252** people benefitted from energy advice
-  **211** people learned how to access and use financial literacy tools
-  **190** people received tuition and accessed a digital device through our lending library
-  **414** received digital skills training
-  **20** people increase their skills and confidence through volunteering opportunities

-  **312** participated in our Connection Cafés – themed events to raise awareness of local services available, learning and employment opportunities as well as offering additional support. These included Health & Wellbeing, Repair Café, Job Fair, Google Digital Bus, and Feel Good.

-  **148** young people attended digital technology drop-ins (CoderDojo and Tots n’ Teens)

-  **100** people accessed online employability resources and support

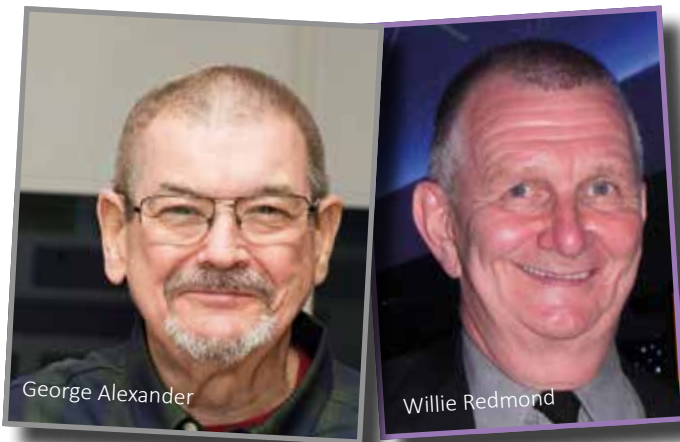


We successfully delivered the final year of our Choices for Change project, a unique health and wellbeing project aimed at improving people’s health and supporting them to make positive choices in their lives.

Over the time of the project, 8 courses with 76 individuals were delivered in partnership with Glasgow Kelvin College and other local partners. Feedback from the course was overwhelmingly positive as illustrated in one participant's comment:

“I feel like a light is shining out of me, and on me. I feel like I have come alive.”

We thank the National Lottery Community Fund for its support over the years. Participants gained a variety of certificates to mark their achievement. Course content included computer skills, personal development, community achievement as well as fun, informal, activities to promote both physical and mental health and wellbeing such as stress management and visits to local places of interest. The courses were delivered in our various communities, notably Bridgeton, Calton, Dennistoun, Cranhill and Netherholm. When the lockdown restrictions were introduced, we paused the courses and participants were supported through digital means.



All our people helped make this last year the success that it was and some of that is replicated further in the next few pages of this Review. All the people associated with our CLIC and Choices for Change projects, moved on to secure alternative work, and they are Laura Heron, Simon Freeburn, Linda Allan, Margaret-Anne Gachagan and Shay Young. Fiona Williamson retired, and Kirsty McLardy also left us during the year. From our Property Services Team, Adrian Waddell and Charlene Dupree joined other housing associations and were replaced by Charlie Devlin and Jim Snoddy, and from our Board, Willie Redmond and George Alexander both stood down.

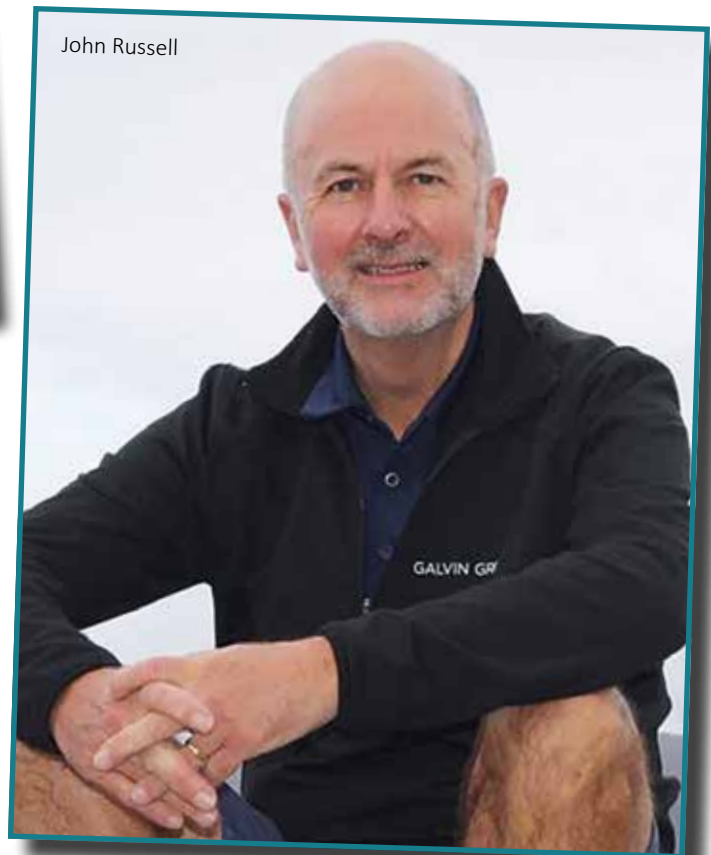
Nikita Watson, our Corporate Services Assistant, completed her Professional Diploma in social media during our lockdown year.

We rely on all our people and technology to connect with our customers to make our housing services personal, effective and empathetic. Back in 2006, we began our Investors in People journey, when we first achieved accreditation. Delight during the pandemic was overwhelming when we were awarded “platinum status”

There are four levels to Investors in People, (IiP) status – Standard, Silver, Gold and Platinum. But to achieve the Platinum standard, organisations must demonstrate ‘high performance’ in virtually all the assessment indicators. IiP seeks to improve performance and fulfil objectives through the management and development of an organisation’s people - which in our case benefits our tenants and our communities. The rarely awarded recognition is the highest standard of success and marked a significant triumph. Having previously been awarded Gold status, and now having made the leap to Platinum – an accreditation held by just 3% of IiP-accredited organisations reflects the hard work and commitment of Staff and Board during a period dominated by the health emergency which has tested housing professionals like never before.

INVESTORS IN PEOPLE™
We invest in people Platinum

During the year, and after a quarter of a century of taking care of the Association’s finances and treasury management function, (current turnover of £17.8 million, fixed assets of £154 million and private finance loans of £37½ million), our long-serving Head of Finance John Russell announced his retirement.



On making this announcement John said: “I’ve thoroughly enjoyed my time at Thenue and playing a small part in contributing to the organisation’s many successes over the years. I am very much looking forward to life post-working and new challenges ahead. I wish our dedicated Board and excellent Staff team every success for the future.”

Extra-ordinary things by ordinary people: our covid outreach support

In addition to making sure that all our usual and more routine services functioned effectively and efficiently, our focus over this past year has also been supporting our communities through the Covid 19 pandemic. Funding from the Scottish Government allowed us to support many individuals who were adversely affected by the pandemic and the lockdown restrictions. At the beginning of lockdown, we organised our Covid Outreach response from our two community centres - Calton Heritage and Learning Centre and Netherholm Community Hall, delivering 2,632 food parcels worth £52,640 to those who were shielding, self-isolating or struggling financially due to the pandemic. We were enthusiastically supported by many local volunteers who kindly offer their time and energy to help us. We could not have done all this without them. As the lockdown measures lifted, we continued to provide support through £38k worth of food vouchers to struggling households.

As the pandemic continued, loneliness and social isolation of being stuck indoors affected many people. Digital inclusion became more important than ever before. Our team were able

to provide 125 digital devices and mobile Wi-Fi along with 1-2-1 support to help people get connected to the digital world. This was a lifeline for many, from learning how to make a video call to keep in touch with loved ones to children needing devices for schoolwork. Our wellbeing calls to individuals allowed us to carry out individual needs assessments to identify what support needed to be put in place including counselling sessions, household items and/ or hardship grants.

Despite the pandemic being a challenging time, many local groups and organisations rallied round to deliver much needed support to community. We were delighted to be able to disburse £12k to local groups and organisations who supported the communities through the pandemic including soup and sandwich deliveries, mental health support, provision of household items and activities pack for children.

During the year we successfully secured funding through the "Energy Redress Scheme" to employ a full-time Energy Advisor for two years. Building upon the energy advice work provided through the CLIC project, it has helped over 353 households with a range of energy issues. Energy top ups were provided to 287 households worth £12,797 along with advice and information support on fuel debt, complaints with energy suppliers, and switching suppliers. Practical measures were also provided, with 46 households benefitting from thermal curtains, a practical way to keep the heat in the home. As result of the energy advice provided it is estimated that savings of £44k have been achieved.

Elcho Gardens



Community Engagement



Despite the lockdown restrictions our three Area Associations (Bridgeton & Dalmarnock Area Association, Cranhill Area Association and Netherholm) were determined to continue their community work. They soon found themselves meeting on Zoom on a regular basis to plan their response to support the community. Our Area Associations have truly stepped up to the mark providing a wide range of support for their communities including Christmas hampers, Hallowe'en treats, volunteering for Covid outreach work, Easter egg giveaways and toy drives. We thank our Area Associations for the valuable contribution and, of course, the individuals associated with them for helping to make a difference to their local community.

Talking of community empowerment, a new company has been created – supported by the Association - in Netherholm called Blaeloch Community Land Ltd. It has attracted considerable support and aims to purchase land at Holmbyre Terrace opposite the Netherholm Hall taking advantage of new Scottish legislation. Work is ongoing to create a new community space with a shop on land which has been derelict for some time.

In order to look forward, we feel it is important to understand our past, and this year we were pleased to show off our past in a very public way. The Association takes our name from St Mungo's mother known as Thenue. Why was St Mungo's mum not made Glasgow's saint? After all she went through before her son was safely delivered and brought up decently. St Thenew, St Tennoch or St Enoch, as she is better known, was Scotland's first recorded religious persecutee, rape victim, battered daughter, castaway and unmarried mother, all rolled into one. She was rescued from her travails by miraculous means and her 1,500-year-old bones are believed to be interred somewhere near St Enoch's Square, in the centre of Glasgow.

During the year we commissioned a full height wall mural revealing the story behind the stunning depiction of the mother of Glasgow's patron saint, aligned with our unique location in Glasgow's East End. Our work depicts St Thenue surrounded by fish but the design also carries unique links to the East End community. St Thenue is portrayed with a shawl featuring 29 motifs in the fabric – a recognition of the 1889 Templeton's carpet factory disaster nearby in which 29 young women and girls died after a wall collapsed onto a weaving shed. The names of the 29 young women and girls are also inscribed on paving stones in the garden of Calton Heritage & Learning Centre adjacent to our offices.



Owen Stewart
with the mural

At the unveiling in September, Artist Mark Worst said: "The strong historical link between Thenue Housing and St Thenue is a fascinating one. Much is known about her son St Mungo given his role as Glasgow's patron saint. But Glaswegians know less about this mother whose story focuses on overcoming adversity and finding a new beginning which ultimately led to the founding of a great city like Glasgow."

The fish motif was chosen as they are believed to have guided St Thenue safely to shore after she was cast adrift to die in the Firth of Forth in the 6th century.

Local resident, former Thenue Chair and current Board member, Owen Stewart, who is also stepping down at the forthcoming 2021 Annual General Meeting commented: "It is a superb artwork and something local people can rightly be proud of. Many people are commenting on how good it is and it has already become a new landmark for the east end."

Looking ahead into 2022 and beyond, living with the effects of the virus will mean that much of our work will continue to be carried out differently, but relying on our values of passion, excellence, respect and connection, we envisage our way forward with some optimism; we look forward to the re-introduction of the one thing that has been missing for the entire year – and that is being able to open the front door of our office once again and be able to welcome customers face-to-face, with a virtual and socially distanced hug. Even if that is behind what is now the trusty face covering.

Focus On Our Finances

FINANCIAL REPORT FOR THE YEAR ENDED 31 MARCH 2021

INCOME & EXPENDITURE ACCOUNT (Statement of Comprehensive Income)	2021	2020	A non-accountant's guide to the accounts
	£000'	£000'	
Turnover	17,808.7	17,096.5	Income from rents, housing grants, factoring etc.
Operating costs	-12,995.2	-13,594.2	Costs of managing and maintaining our houses and other costs
Operating surplus	4,813.5	3,502.3	
Gain/(Loss) on sale of housing stock	101.3	318.1	Surplus made on houses sold
Release of negative goodwill	27.5	27.5	Amount of negative goodwill released to reserves
Interest receivable	6.0	29.7	Bank interest earned on surplus funds
Interest payable	-1,843.9	-1,698.9	Interest paid on loans
Other finance charges	-4.4	-66.9	Other interest charges
Surplus for year	3,100.0	2,111.8	Amount left after deducting all expenses.

BALANCE SHEET (Statement of Financial Position)	2021	2020	A non-accountant's guide to the accounts
	£000'	£000'	
Non current assets			
Housing properties - depreciated cost	153,598.1	151,726.1	Net cost of houses owned
Other tangible assets	4,376.1	4,518.5	Cost of office, community centres, computers, office equipment, furniture etc.
	157,974.2	156,244.6	
Negative Goodwill	-624.4	-651.9	Represents excess value of houses acquired over the purchase price paid
Investment in subsidiaries	0.1	0.1	Cost of shares owned in subsidiary company
Current Assets			
Receivables	1,688.1	1,379.0	Money owed to the association
Cash and cash equivalents	6,712.5	4,586.5	Money in bank
Creditors due within one year	-5,368.8	-4,325.7	Money owed by the association to be paid within 12 months
Net current assets	3,031.8	1,639.8	
Total assets less current liabilities	160,381.7	157,232.6	
Creditors due after more than one year	-35,011.1	-37,341.6	Amounts of outstanding loans
Provisions for liabilities and charges	-2,453.1	-727.4	Other commitments for future expenditure including pension liability
Deferred income	-94,882.0	-91,961.0	Grant income received towards the cost of houses owned not yet released to reserves
Net assets	28,035.5	27,202.6	
Equity			
Share capital	0.1	0.1	Number of current £1 shareholders
Reserves	28,035.4	27,202.5	Surpluses made over the years for reinvesting in current and future maintenance of the housing stock
Total equity	28,035.5	27,202.6	

Members wishing a full copy of our financial statements can download these from our website or contact the office.

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We gratefully acknowledge the use of two images from photographers Allister and Elaine Gourlay of GeewhizDigital Limited www.geewhizdigitalmedia.co.uk The pictures are the sunshine mural image used on the cover and the Elcho Gardens picture used on page 9. Thank you also to Glasgow Life and Glasgow City Council.

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