

# ANNUAL REPORT 2024-2025



Whiteinch & Scotstoun  
Housing Association



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# CHAIRPERSON'S WELCOME

## Welcome to our Annual Report for 2024-25

I am extremely proud of all the hard work that our Staff Team and my fellow Committee Members have been part of in the last 12 months as WSHA continues to prioritise shaping our services to meet the needs of our tenants and the communities we serve.

### Business Plan (2025–2030)

This year marked the launch of our new Business Plan (2025–2030), developed through thorough research and collaboration with our Tenants, Community Stakeholders, Management Committee and Staff Team. Our six strategic priorities are:

- Investing in Assets
- Customers First
- Great People
- Good Governance & Financial Resilience
- Efficiency & Value for Money
- Thriving Communities

This plan will guide our work over the next five years, and both the Committee and Staff are fully committed to delivering on these priorities.

### Tenant Engagement

We continue to prioritise tenant involvement. In 2024 we launched the Customer Advisory Panel - now renamed the Tenants Voice Panel - to ensure our services reflect tenant needs. We were honoured to receive the TPAS Scotland 'Tenants Voice Award' in recognition of this work.

To further support our tenants, we have introduced several initiatives:

- Tenancy Support Fund
- Educational Fund
- Financial Inclusion Fund
- Dolly Parton Imagination Library

Our Housing and Communities team use these to help sustain tenancies and improve our tenants' opportunities and quality of life.

### Whiteinch Centre

A major milestone this year was the successful transition of the Whiteinch Centre from the Whiteinch Community Association to WSHA in March 2025. I would like to thank Whiteinch Community Association's Board for their dedication in keeping the Centre at the heart of the local community since it opened and reassure them that WSHA is committed to building on their legacy to expand the Centre's services and impact.

### Staff Team

This year saw changes within our staff team, including departures, promotions, and new appointments. I warmly welcome the following new members of our Executive and Leadership Teams:

- Mareta Greig – Director of Housing & Communities
- Robert Clegg – Director of Property Service
- Debs Allan – Communities Manager

Our staff remain dedicated to delivering excellent services, and I thank them all for their hard work. We also acknowledge the valuable contributions of our subsidiaries – The Whiteinch Centre, WSPM, and WS Estate Services – who enhance our service delivery to tenants and the wider community.

### Committee Update

Our voluntary Management Committee plays a vital role in ensuring regulatory compliance and sound governance. I extend my sincere thanks to all committee members for their ongoing support.

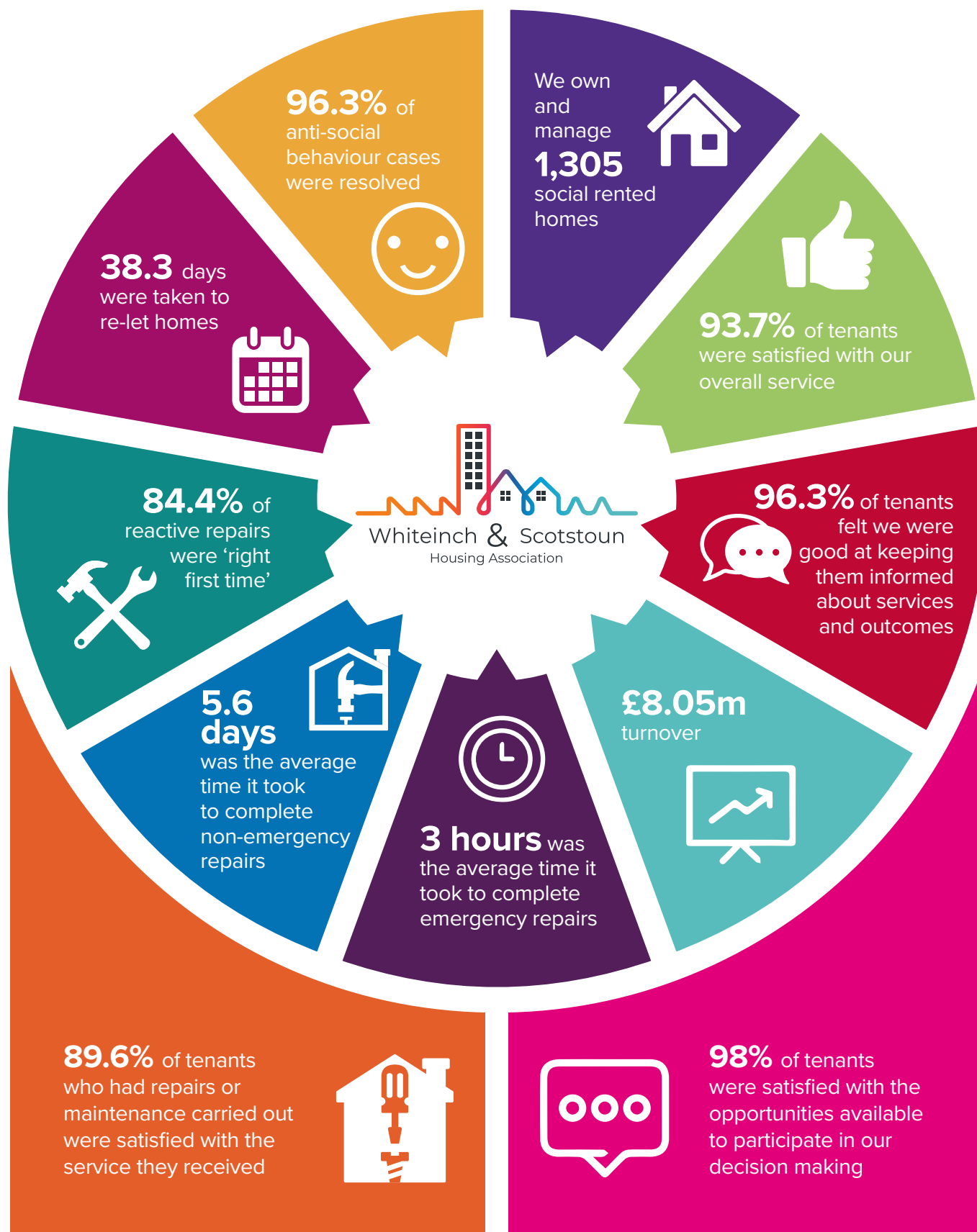
Finally, I would like to thank you - our tenants - for your continued support. WSHA's priority is to create communities - not just provide services - and we believe everyone deserves to have a voice in shaping what that community will become.

*Best Wishes*

*Linda Stevenson*  
Chairperson

# KEY INDICATORS

## Highlights from another successful year



# HOUSING

The Housing Team delivers a full range of housing management services including: the allocation of properties, overseeing estate management and the management of Anti-Social Behaviour. This is delivered alongside a welfare rights provision and wider community support.

The team are also responsible for rent collection. This is critical as rental income funds the majority of WSHA's services. Together, these services provide a comprehensive approach to sustaining tenancies and building stronger communities.





**Mareta Greig**  
*Director of Housing  
and Communities*

We are proud of what we achieved last year, delivering strong results once again.

Evictions and rent arrears reduced, though we recognise there is still more to do to keep arrears as low as possible so we can continue delivering the services that matter most to you as tenants.

In 2024/25, we let more homes and resolved a higher number of Anti-Social Behaviour cases.

Looking ahead to 2025/26, we remain committed to improving our services. With the introduction of new policies, initiatives and strategies, we aim to further enhance our performance and continue providing you with the high-quality service you expect.

## Key Indicators:



**38.3 days**

It took 38.3 days to re-let our properties when they became void. This is an increase on last year and we hope that a review of our Allocations Policy later in 2025/26 will help to reduce this figure.



**94 tenancies**

Last year we let 94 tenancies in addition to approving a further 4 mutual exchanges. 50 of these lets went to those applicants who have been assessed as statutorily homeless by Glasgow City Council.

## Key Indicators:



**93.67%**

of our tenants are satisfied with the overall service they receive.



**98%**

of our tenants are satisfied with the opportunities to participate in our decisions.



**Financial Gain for  
Tenants: £1,010,076.12**



**Average financial  
gain per Welfare  
Rights Appointment:  
£3,300.90**



**96.30%**

of the new anti-social behaviour cases were resolved in line with our policy.



**4.75% rent arrears**



**1 eviction**



**6.13%**

of our stock became empty and was re-let to new tenants.



**0.68% Void Loss**

We did not collect 0.68% of rent due because homes were empty.



**92.67%**

of tenants felt that their rent represented Value for Money.

# COMMUNITIES

Our Communities Team acts as the vital link between the Association's tenants and the wider community. They organise events that promote empowerment and strengthen community connections across Whiteinch and Scotstoun. The team also lead the way in developing new partnerships to address challenges such as food inequality, furniture poverty and social exclusion in all its forms.

Our Communities Team had another successful year, building new partnerships with Glasgow Helps and The Halliday Foundation. This was made possible through the introduction of our new Tenancy Sustainment Pathway which ensures tenants can access the support they need to maintain positive and lasting tenancies.

The team also delivered a wide range of community events including those funded through the participatory budget, children's activities such as visits from the Animal Man, and our ever-popular Christmas fayre and pantomime.

Looking ahead, the team remains focused on listening to tenants and the wider community to deliver the types of events and initiatives that matter most to you.



## Empowering Education

**Twelve** tenants received one-off support through our Student Bursary Fund, helping them take the next step in their educational journey.

## Festive Fun for All

Our Christmas Event welcomed **688** attendees who enjoyed free food, a lively tombola, facepainting, a visit to see Santa, balloon modelling and arts/crafts.

In a more intimate setting, we were delighted to host a Christmas afternoon tea for **24** of our pension-aged tenants – bringing warmth, conversation and a touch of holiday cheer.

## Building Literacy from the Start



In partnership with the Dolly Parton Imagination Library, we distributed **454 free books** to families with children aged 0-5, encouraging shared reading and early literacy development.

## Supporting Tenants at Home

We provided practical support to **94** tenants helping them create safe and comfortable homes. Some of the support included:

- 5 Beds
- 5 Vouchers for Blinds/Window Coverings
- 46 Vouchers for Floor Coverings
- 18 Cookers
- 12 Fridge/Freezers
- 16 Washing Machines
- 13 Starter Packs

## Low Cost/No Cost Community Model

This model is designed to ensure that tenants receive clear, tangible benefits from WSHA investment in TWC. We also aim to extend added value support to local residents, many of whom may face similar challenges, through services delivered by their local Community Hub.

The structure is simple and equitable:

- **Tenants:** Access to activities and events at **no cost**.
- **G14 Residents:** Benefit from **low-cost** access.
- **All Other Participants:** Charged at a **fair rate** that reflects the charitable and community driven nature of TWC.

## Investing in Community

We continue to support local organisations – Working Rite, St. Paul's Primary School, Glasgow ECO Trust, Heart of Scotstoun – that invest in our local neighbourhood, helping build a stronger, more connected community for everyone.

## Community Projects Fund

WSHA has established a Community Projects Fund which is made possible through Gift Aid contributions from its subsidiaries. The fund is managed by using a Participatory Budgeting (PB) model, ensuring that decision-making is rooted in the voices of the local community. Oversight is provided by a TWC Advisory Group composed by of local residents, with ongoing support from staff at both the Housing Association and the Community Hub.

To be eligible, projects must:

- Align with at **least one of our Community Investment Key Priorities**
- Be delivered in the **G14 postcode area**.

The fund is all about empowering local people to shape the services and initiatives that matter most to them.



# PROPERTY SERVICES

The Property Services Team manages all aspects of repairs, maintenance and major investment works.





**Robert Clegg**  
*Director of  
Property Services*

The Property Services Team manages and administers all aspects of the Association's Major, Capital, Planned, Cyclical Works and Day to Day and Void property repair works on behalf of the Association.

This includes the comprehensive refurbishment of existing stock including kitchen, bathroom and boiler replacements, electrical rewiring and major works such as roof renewals, substantial stonework repairs and the delivery the Association's Stage 3 Adaptation requests.

The Team's **key achievements** in 2024/25 have been:

- The procurement of the new reactive repairs and void contractors for a 3-year fixed period with a potential to extend annually for a further 4 years.
- The development of the Continuous Improvement Procurement Plan (CIPP). This is a Scottish government requirement which allows the association to acquire future acquisitions or carry out any future development projects.
- 3 properties have been acquired through acquisitions.
- We have successfully completed specialised training for the team and have appointed a new Trainee Property Services Officer.
- The team have assisted with the implementation of HomeMaster.
- There is increased monitoring and recording of tenant health and safety compliance tasks.
- We completed the 4<sup>th</sup> year of the Kitchen and Bathroom Replacement programme.
- We have been proactively fitting environmental sensors which help record and monitor humidity levels within properties. This can help identify any future damp and mould issues.
- We have installed medical adaptations for customers to help assist them with their individual needs.

In 2025 we entered into the 5th and final phase of our 5-year this investment programme and it is our intention to have a full and substantial stock condition survey profile by March 2027. Once this is complete, we will be better placed to assess, procure and deliver the next phase of our future major investment programme.

The team are also responsible for carrying out medical adaptations, property acquisitions and robust tenant / staff health and safety compliance checks.

### Key Indicators:



**163 new kitchens**



**117 new bathrooms**



**40 new boilers**



**61**

properties with new windows



**Total Investment: £2.2m**

## Key Indicators:



**100% EICR compliance**

compliance with EICR electrical safety certificates



**14 stage 3 adaptations**



**£38,006 grant funding**



**100% CP12 compliance**

compliance with CP12 gas safety checks



**4028 reactive repairs**



**94**

void properties turned around (94 number of properties re-let in the reporting year, 80 properties became void)

All social landlords are expected to meet the Scottish Quality Housing Standard (SHQS). This sets the standards that all landlords are expected to achieve in the safety and quality of their housing stock.

- 87.82% of our homes met the Scottish Housing Quality Standard

In addition to the SHQS, all social landlords must report on the Energy Efficiency Standard for Social Housing (ESSH)

- 99.6 % of our housing stock met the ESSH standard

In terms of our repairs service, in 2024/25:

- 4028 reactive repairs carried out
- 3.08 average no. of repairs per property
- 1162 emergency repairs
- 2866 non-emergency repairs
- 2277 responsive repairs were completed right first time
- 84.40% reactive repairs completed 'right first time'
- 89.60% of tenants who said they had repairs or maintenance carried out in the last twelve months were satisfied with the service they received

### Response Times - Emergency Repairs:



**99.36%**

Emergency Out of Hours Repairs completed within target timescale



**97.39%**

Emergency Office Hours Repairs completed within target timescale



**95.77%**

Overall performance, within timescales, for Emergency Repairs



**2.98 hours**

was the average time we took to complete emergency repairs

### Response Times - Non-Emergency Repairs:



**86.56% Urgent Repairs**

completed within target timescale



**84.56% Routine Repairs**

completed within target timescale



**85.61%**

Overall performance, within target timescale, for Non-Emergency Repairs



**5.63 days**

was the average time taken to complete non-emergency repairs

# SUBSIDIARIES



WS Estate Services Ltd

**WSES:** WS Estate Services Ltd (WSES) is a subsidiary of Whiteinch and Scotstoun Housing Association Ltd, delivering high quality estate management services to tenants and owner occupiers living in the Association's area of operation.



WS Property Management Ltd

**WSPM:** WS Property Management Ltd (WSPM) is a subsidiary company of Whiteinch & Scotstoun Housing Association Ltd, delivering factoring services on behalf of the Association.



Whiteinch Centre

**TWC:** The Whiteinch Centre (TWC) is a subsidiary company of Whiteinch & Scotstoun Housing Association Ltd dedicated to providing a safe, inclusive and welcoming space where the wider community can come together to eat, learn and play. TWC has also achieved formal recognition as Scotland's first Disability Friendly Organisation.





WS Estate Services Ltd (WSES) work solely for WSHA and its subsidiaries and continue to deliver high quality services to tenants, owner occupiers and the wider community of Whiteinch and Scotstoun.

WSES has developed and grown into a sustainable and profit-making business. This is a key strategic objective which feeds into our commitment to fulfil our social purpose to the communities that we serve.



## Key Indicators:



**17 Staff**



**11 services provided**



**£53,000**

in Gift Aid re-invested in  
Community Activities



**63**

Communal Closes Re-decorated



**95%**

of our tenants are satisfied with our  
management of their neighbourhood



**£836,385**

Turnover 2024/25

## Services provided include:

Close cleaning

Back court maintenance

Grounds maintenance

Clearing, cleaning and decorating the  
Association's void properties

Caretaking service at WSHA's  
multi-storey block

Bulk uplift service

Monthly window cleaning

Hard landscaping

Close painting

Food deliveries for Whiteinch  
Community Shop





It has been another extremely busy year for WSPM with the introduction of a new customer accounts system in October 2024. This involved transferring customer data, account balances and charges. The new system is now fully functional and we are starting to reap the benefits of the updated software. One of these benefits is the ability to e-mail invoices and statements electronically where this was previously a manual scanning exercise.

## Key Indicators:



**2 Staff**



**600+**

properties factored by WSPM



**£515,320**

Turnover 2024/25



**£15,000**

in Gift Aid re-invested in Community Activities

## Improvement Works

### Common Redecoration

Over the past year, external redecoration of the common parts at 41 tenement closes have been completed and a further 9 closes have benefited from internal redecoration.

### Minor Structural/Stonework Repairs

During 2024/2025 extensive repairs were completed at 3 closes.

## Property Sales

Between April 2024 and March 2025 there were 38 property sales in our factored stock with demand for properties in our area of operation remaining high.

WSPM - in partnership with WSHA and WS Estate Services - strives to maintain buildings and the common areas to a high standard. We appreciate the support of our customers when carrying out repairs and improvements to properties in our management. This helps safeguard their future, protects the investment made by proprietors, and ensures that it remains a saleable asset in the future.



## Supporting People, Strengthening Community

TWC is all about helping people thrive through services that are shaped by the community and focused on what matters to individuals. In March 2025, the Whiteinch Centre officially became a wholly owned subsidiary of WSHA. While it's now part of a bigger organisation, it has kept its own identity and charitable status—and its commitment to Whiteinch remains as strong as ever.

TWC is here to create opportunities for people to grow, connect and lead healthier, more resilient lives. That means:

- Listening to local people and understanding what makes Whiteinch unique - its strengths, hopes and potential.
- Supporting individuals to build on their own skills and ambitions.
- Offering a wide range of activities and opportunities that help people develop, feel supported and get involved.

### Funding Received 2024/25:

- The National Lottery Community Fund (TNLCGF) Cost of Living funds: **£33,500**
- Virgin Foundation Digital Futures Fund: **£42,190**
- Saints & Sinners: **£1,250**
- Total: **£76,940**



## Community Projects Fund



The Community Projects Fund, overseen by the Community Voice group with support from WSHA staff, awarded £15,439

to ten local initiatives this year. To ensure stronger local involvement, the voting process was updated to prioritise residents, with 283 people casting 1,132 votes online and at a community event in March.

The projects selected for funding were:

- Whiteinch Community Meal
- K&K Companionship Walks
- Whiteinch Gaming Hub
- Classy Jewellery
- Pathways to Employment
- English for Absolute Beginners
- Storytelling
- The Man Club
- Jo Jingles
- G14 Wellbeing Support

## Whiteinch Community Shop

2024 marked a significant year for the Whiteinch Community Shop, with continued growth and impact across the local area.



### Key Highlights include:

- Customers Supported: 3,629 individuals accessed low-cost food.
- WSHA Tenants: 48% of shoppers identified as WSHA tenants (tracked since October).
- Food Distribution: 36,060 items distributed since May 2024 via Fareshare and reinvested income.
- Festive Packs: 104 packs distributed, each including halal chicken, butter, tinned vegetables and sauce.
- Halal Meat Sourced: £1,575 spent with House of Halal (100kg chicken mince, 100kg thighs, 150 whole chickens).

## Volunteering

Volunteers continue to play a vital role in the success of the Whiteinch Centre. In the past year, 30 volunteers and 3 placement students contributed a total of 3,718 hours to support our services and activities. Volunteers assist with day-to-day operations, help run activities and provide essential support to staff and community members and placement students also bring valuable skills and energy, contributing to project delivery and community engagement. The volunteers and students enable TWC to deliver key programmes such as digital skills support, warm spaces, community food provision including the Whiteinch Community Shop, and events such as pantos, celebrations and a ceilidh. Without this support, these services would not be possible.



## Connectivity

We've made big strides in digital inclusion. Our data bank and device lending programme provided 19,862 GB of data across 855 months, plus 18 months of in-home device access. We've also trained 9 Digital Champions, and we're now building beginner-friendly digital sessions using the Digital Unite framework.



## Activities & Social Groups

### What's Been Happening at TWC

It's been a busy and exciting year at TWC, with thousands of people coming through the doors to take part in everything from classes and workshops to community events and digital support. Since January 2023, the Centre has welcomed over 45,399 visitors!

A total of 4,458 people took part in recreational activities at the Centre, including both TWC-led sessions and those hosted by external groups. Of these, 1,719 joined activities directly delivered by TWC. Social groups and workshops also saw strong engagement, with 2,416 attendees participating across a wide range of sessions.

#### Regular activities include:

- Man Club
- Tai Chi
- Conversation Club
- Kids summer programmes
- Return of the TWC youth club delivered by DRC
- Walking Group
- Mind and draw sessions for young people

We've hosted a wide range of events, including:

- The **Wizard of Oz panto** in December, with 217 attendees
- The **Forgotten Orchard play**, attended by 47 pupils from local schools
- **Cosy Connections** warm space initiative running from clock change in October to end of March, supporting 424 people
- **Celtic Connections Ceilidh** in January, with 82 attendees including 17 pupils and several New Scots
- **Whiteinch History Talks** with 40 attendees
- **Jo Jingles** toddler sessions with 10 families attending weekly
- **Calligraphy** workshops, attended by 43 pupils and 20 adults

### Learning and Language

Language classes continue to be one of our most popular offerings, with 2,988 attendances this year. The Centre also supported 1,719 people to access accredited learning opportunities, helping them gain recognised qualifications and build new skills.



# CORPORATE SERVICES

**The Corporate Services Department deals with HR, Corporate Governance and Assurance for WSHA and its subsidiary companies.**





**Peter Latham**  
*Director of  
Corporate Services*

Throughout the year Corporate Services staff provided a comprehensive HR service to the Association, ranging from recruitment through to retirement.

We have revised the way we conduct our appraisal process with staff and have introduced 'My Conversation' sessions that every staff member is invited to participate in twice a year. This provides an opportunity for members of staff to discuss their development needs and aspirations, and allows Corporate Services to design a bespoke training package relevant to an individual's job role. To assist with this aim, we have joined with the training and development company SHARE to utilise a variety of courses specifically aimed at the housing sector.

Much of the department's work is centred on supporting the work of the other teams in the Association and providing the Executive Team and Management Committee with the assurance that they require to ensure that the Association complies with best practice as well as legal and regulatory obligations.

In 2024-2025 the Decision Time software package was introduced which has digitalised the way the Management Committee receive their committee papers.

A vital part of the team's work is undertaken by the Customer Service Assistants and Receptionist who are the initial point of contact for most of our tenants. These staff have benefitted greatly from using the new HomeMaster package that the Association has introduced and which provides our team with the tools to do their daily tasks.

## Staffing

Whiteinch and Scotstoun Housing Association has a total of 38 members of staff and 19 people are also employed between our subsidiary companies, WS Estate Services Ltd and WS Property Management Ltd.



## Key Indicators:

**Staff Numbers (57.85 Total FTE as at end of March 2025)**



**38**

WSHA



**17**

WSES



**2**

WSPM

# Governance

Our Management Committee met 11 times during the year. At the AGM in June 2024 long-standing members Rod Hunter and Jan Carmichael stood down from Committee. We would like to place on record our thanks for their dedication and support throughout the years. We are delighted however, that 6 new members were elected.

We have two sub-committees: Audit & Risk and Staffing & Health and Safety.

Our subsidiary companies are each governed by a Board of Directors who report back to the Management Committee.

All our Management Committee are volunteers who freely give their time and we would like to place on record our appreciation for their time and commitment.

## Management Committee Members 2024/25:

- Deborah Keaveney
- Emily Dorrian
- Emma Howat
- Emma McShane
- Gavin Johnston
- Jennifer Simon
- John Haughey
- Lana Reid-McConnell
- Linda Mimmagh
- Linda Stevenson
- Maureen Burke
- Rory Brown
- Suzanne Conlin

## Key Indicators:



**74%**

Average Meeting Attendance



**100%**

of Meetings Quorate



**2**

Sub-Committees

## Assurance

During the financial year 2024-25 our Internal Auditors – Quinn Internal Audit – conducted audits on Cyclical Maintenance, Tenancy Sustainment, Payments and Payroll and a Follow Up to previous audits. In addition, Quinn Internal Audit also reviewed the information that we submit under the Annual Return on the Charter (ARC). This evidence is supplied so that the Management Committee can sign off the Annual Assurance Statement.



# FINANCE & ICT

The Finance & ICT Department provide both strategic and operational financial management alongside ensuring software systems are securely integrated to allow the Association to successfully conduct its activities.



The Finance & ICT department have project managed the decommission of the legacy CRM software Open Housing and Open Accounting, during the period April 2024 to September 2024, enabling the implementation of HomeMaster CRM software from 1st October 2024. This new software package will enable the Association to deliver more efficient and effective operational services on behalf of tenants and factored owners. The Finance Team have also been involved in the continued future financial planning for 2025-2030, to ensure that the Association has the financial resources, capacity, and flexibility to meet the 2025-2030 business objectives.



**Andrew Reid**  
Director of  
Finance and ICT

## Summary of Income and Expenditure to 31 March 2025

### STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2025

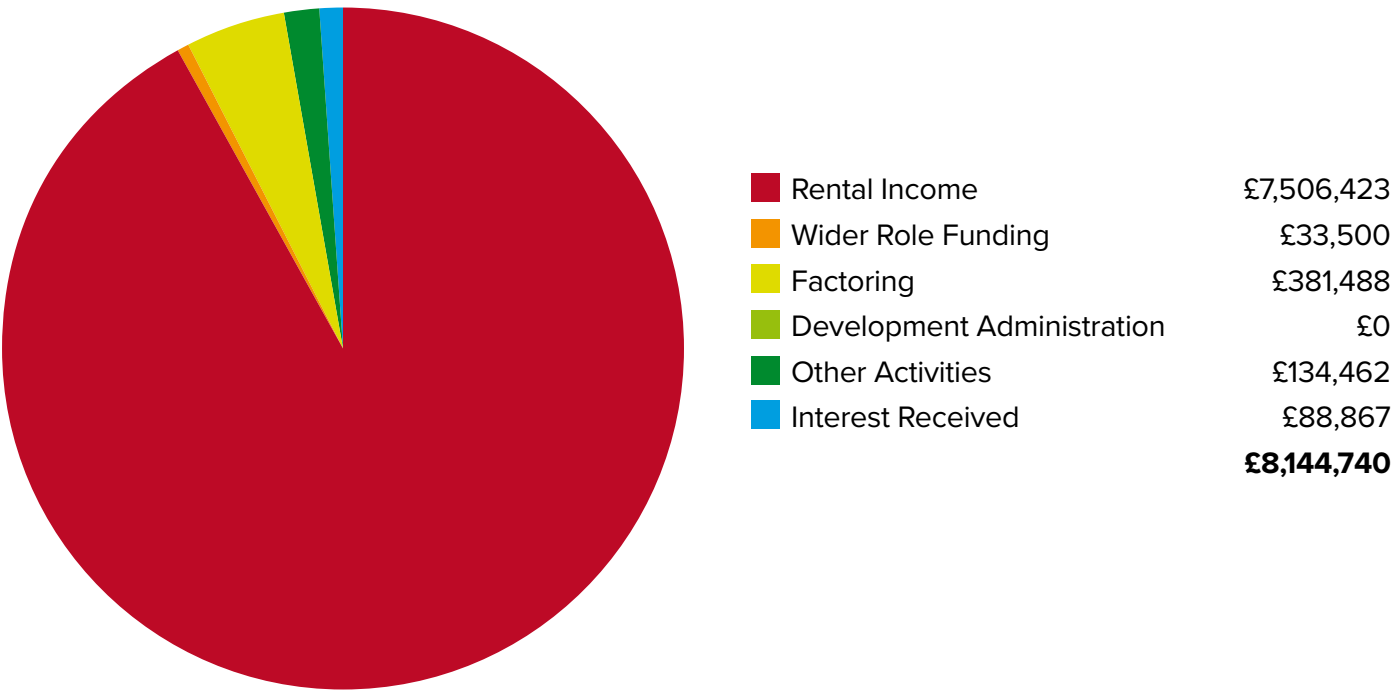
	2025
	£
Turnover	8,055,872
Less: Operating costs	-8,367,836
<b>Operating surplus</b>	<b>-311,964</b>
Gain on fixed assets acquired from related entities	270,000
Profit on sale of fixed assets	0
Finance income	88,867
Finance charges	-91,940
<b>Surplus on ordinary activities before tax</b>	<b>-45,037</b>
Taxation	0
<b>Surplus for the Year</b>	<b>-45,037</b>
Other Comprehensive Income	0
Actuarial losses in respect of pension schemes	72,000
<b>Surplus for the year</b>	<b>26,964</b>

### STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025

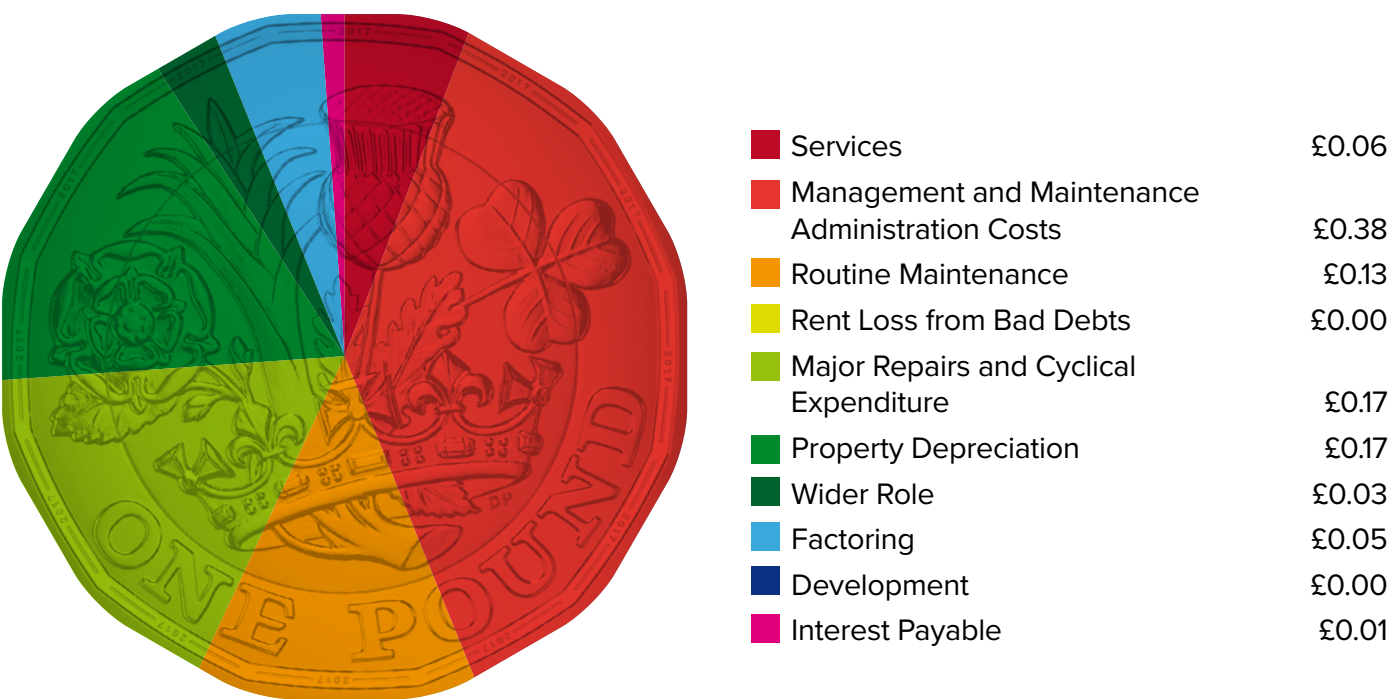
	2025
	£
<b>Property, Plant &amp; Equipment</b>	
Housing properties	30,849,348
Other Fixed Assets	759,199
	<b>31,608,547</b>
<b>Current Assets</b>	
Debtors	506,447
Cash at hand and in bank	3,356,981
	<b>3,863,428</b>
<b>Current Liabilities</b>	
Creditors due within one year	-1,190,645
Net Current Assets/(Liabilities)	<b>2,672,783</b>
Creditors due after one year	-2,563,550
Provisions for liabilities	-654,000
Net Assets	<b>31,063,780</b>
<b>Capital and Reserves</b>	
Share capital	41
Reserves	31,063,739
	<b>31,063,780</b>

# Summary of Income and Expenditure to 31 March 2025 (continued):

## Analysis of income



## Breakdown of how each £ of rent was spent





# COMMITTEE & STAFF AS AT 31ST MARCH 2025

## Whiteinch & Scotstoun Housing Association Committee

### Office Bearers

Chairperson – Linda Stevenson  
Vice-Chairperson – John Haughey  
Assistant Vice-Chairperson (Audit and Risk) – Emma McShane  
Assistant Vice-Chairperson (Staffing and Health and Safety) – Emma Howat  
Association Secretary – Peter Latham

### Committee Members

Debbie Keaveney	Emily Dorrian
Linda Mimmagh	Jennifer Simon
Gavin Johnston	Rory Brown
Lana Reid-McConnell	Suzanne Conlin
Maureen Burke	

## Whiteinch & Scotstoun Housing Association Staff Members

### Executive Team

Chief Executive – James Ward  
Director of Corporate Services – Peter Latham  
Director of Finance & ICT – Andrew Reid  
Director of Property Services – Robert Clegg  
Director of Housing and Communities – Mareta Greig

### Finance & ICT

Morag Ross  
Alison Park  
Dianne McGill

### Corporate Services

Kirsten Szulc  
Nicola Adams  
Jade MacDonald  
Jan Scott  
Jennifer McNally  
Katherine Stewart  
Millie O'Donnell

### Property Services

Paul Hughes  
Stuart McBroom  
Ali Dowlatshah  
David McCormack  
Julie Law  
Jose (Pepe) Migués  
Chris McVicar  
Lynne McManus  
Pamela McLachlan  
Victoria Campbell  
Yvonne Jones

### Housing and Communities

Louise Irving  
Debs Allan  
Diane Calderwood  
Ann Gow  
Angela Ben Gamra  
Fiona McNamee  
Lauren Cadwallender  
Lisa McNaughtan  
Nicola McArthur  
Gillian Grimason  
Lisa Wards  
Angela Molloy

### WS Estate Services Ltd.

Steven McLaughlin  
Graham Banks  
Brian McPhee  
Gary Molloy  
Christopher Jackson  
Darren Lamb  
Allan Jago  
John McPhilemy  
Marc Purdon  
Mitchell Proud  
Shawn Lim  
Zack Edwards  
Alistair Wilson  
Faadumo Mahamud  
Sairun Nisha  
Michael Barrett  
Tony Musleh

### WS Property Management Ltd.

Bob Innes	Anne Marie Bordone
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As with all of the Associations policies and procedures, this Annual Report, in full and in part, can be made available in summary, on tape, and in translation into most other languages. It can also be downloaded from the website at [www.wsha.org.uk](http://www.wsha.org.uk). Please contact Corporate Services at the office at the Whiteinch Centre, 1 Northinch Court, or by telephone on: 0141 959 2552, or by e-mail at: [wsha\\_admin@wsha.org.uk](mailto:wsha_admin@wsha.org.uk) if you would like a version in a different format.

### Cantonese

如果你需要這份不同語言版本的簡訊，請聯絡WSHA辦事處 Corporate Services (地址: The Whiteinch Centre, 1 Northinch Court)，或致電 0141 959 2552，或電郵 [wsha\\_admin@wsha.org.uk](mailto:wsha_admin@wsha.org.uk)。

### Gaelic

Cuiribh fios gu Corporate Services aig oifis WSHA aig Ionad Whiteinch, 1 Northinch Court, neo air a fòn aig 0141 959 2552, neo air post-dealain aig [wsha\\_admin@wsha.org.uk](mailto:wsha_admin@wsha.org.uk) ma tha thu ag iarraidh dreach dhan iris-naidheachd ann an cànan eile.

### Mandarin

如果您需要此报纸的其他语种译本，请与位于Whiteinch中心，1 Northinch Court WSHA办公室的 Corporate Services 联系，或者致电 01419592552，或者发电子邮件至 [wsha\\_admin@wsha.org.uk](mailto:wsha_admin@wsha.org.uk)。

### Polish

Jeżeli chcieliby Państwo otrzymać tłumaczenie niniejszego biuletynu, prosimy o kontakt z Corporate Services w biurze WSHA w Whiteinch Centre, 1 Northinch Court lub telefonicznie pod numerem 0141 959 2552 lub na adres e-mailowy: [wsha\\_admin@wsha.org.uk](mailto:wsha_admin@wsha.org.uk)

### Urdu

اگر آپ اس نیوز لیٹر کو کسی مختلف زبان میں حاصل کرنا چاہتے ہوں تو براہ مہربانی  
”وائٹ انچ سینٹر“،  
1 نارٹھ انچ کورٹ میں واقع ”ڈبلیو ایس ایچ اے“ کے دفتر میں Corporate Services سے  
”کیرن میک ایون“  
ٹیلیفون نمبر 0141 959 2552 کے [wsha\\_admin@wsha.org.uk](mailto:wsha_admin@wsha.org.uk) کے ذریعے رابطہ کریں۔  
ذریعے یا ای میل



The Whiteinch Centre  
1 Northinch Court  
Glasgow G14 0UG  
Tel: 0141 959 2552 Fax: 0141 950 4432  
Email: [wsha\\_admin@wsha.org.uk](mailto:wsha_admin@wsha.org.uk)

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