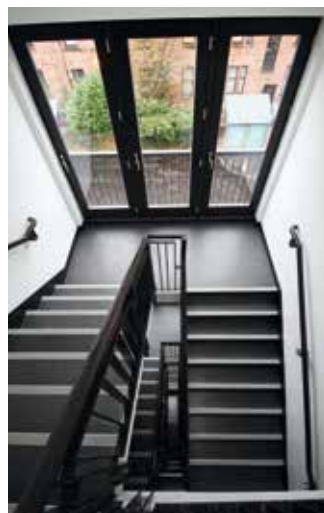




Whiteinch & Scotstoun
Housing Association

Annual Report 2020-21



Aiming for High Quality Homes in a Desirable Environment

Mission Statement:

At Whiteinch & Scotstoun Housing Association, we aim to provide and maintain the highest quality rented housing and environment. We also aim to support this with quality services and associated activities for the betterment of our community.

Aims:

- To seek achievable development opportunities to extend the range of affordable quality housing choices within the area.
- To provide responsive, quality services which reflect the identified needs and demands of our community.
- To assess, plan, fund and carry out long-term maintenance and replacement requirements.
- To continuously support and develop our staff to enable them to maximise their personal potential and to better deliver services.
- To contribute to and participate in the social, economic, cultural and environmental regeneration of the area.
- To openly and actively work in partnership with whatever groups or organisations can assist the realisation of these aims.

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Chairperson's Report

In my Report last year, I obviously had to relate how the pandemic situation affected everything that the Association was doing. And, while I made mention then of the vaccination programme which was about to start, I also cautioned that despite this leading to the lifting of some restrictions it was not envisaged that we would be returning to any form of "normal" working for some time, thereafter. Consequently, at time of writing, the Government expectation is still that home working remains the default position, backed up by specialist occupational health advice. While some staff are, at times, operating from the Office on tasks which are impracticable to carry out from home, these are being done in observation of all social distancing protocols and with a minimum of personnel in the building at any one time. With one or two exceptions, face-to-face contact with tenants, unfortunately, has not been possible but, we are seeking to learn from those few cases and we are in the process of asking tenants what form of contact they would prefer once things can open up further.

For a second year, we found ourselves in the position of having to carry out the Annual General Meeting of the Association virtually. Last year, due to the pandemic, I described this approach as a break from the norm, with the earnest hope that it was a one-off and that by this time we would have come through the worst of the lockdowns and restrictions due to Covid. Unfortunately, this has not been the case. As we are all too aware, further lockdowns have ensued, restrictions have continued to varying degrees and, even now, there are indications that with infection levels higher again and pressures on the NHS, that the government may have to introduce further measures at some point.

Suffice to say, as from the start of the pandemic, despite this, the Association has been operating to try to ensure tenants suffer as little disruption as possible to normal services. Initially, of course, this was very difficult, with really only emergency services available while staff did manage to contact as many of those tenants as possible who needed to discuss and receive support on housing and related issues.

Over the course of the year, however, with lockdowns imposed, lifted and then reintroduced with the higher levels generally affecting Glasgow longer, we did still manage to get services back in place. Originally, we had to work through a period where only emergency repairs were being done but as the lifting of restrictions has allowed, our Estate Services subsidiary started to fully provide close and backcourt cleaning again (although they

did operate on an emergency footing throughout), while we began to carry out the suspended kitchen, bathroom and rewiring project. As for allocations, these have restarted initially assisting the Council, in line with Government expectations, to address the backlog of homeless cases built up due to continuing restrictions. At time of writing, we are now beginning to expand lettings to our own list once again.

Amongst the areas of performance that suffered, it is perhaps worth mentioning our antisocial behaviour approach and gas servicing contracts. Our partners for the former, Glasgow City Council's Neighbour Relations team were most limited from the first lockdown and, particularly given the nature of their work, this has continued throughout the following periods of restriction. Again, however, this is opening up and we are hopeful that the service will begin to move towards the levels provided previously. And we did not achieve our 100% target for gas safety checks simply because we could not arrange forced access during lockdown periods if any tenants refused entry (even those who did not state Covid as a reason!)

Two Committee Members stepped down this year, Betty Macdonald during its course and Alan Bruce at the Annual General Meeting, both for personal reasons and I would add my personal thanks for their support over the years. We did get two new tenant Members joining us, however, and I would like to welcome onto the Committee John Haughey and welcome back Jan Carmichael (who actually re-joined after a brief break).

Chairperson's Report (continued)

I would sum up by saying it is clear that while restrictions are relaxing, we still face challenging times ahead and would state that all of us at the Association will do our utmost to address these with a view to doing the best for our tenants and wider community.

The remainder of this year's Annual Report follows the usual format, covering the work and financial position of the Association up to the end of March, this year. It also includes, as usual the **Scottish**

Housing Regulator's Landlord Report, covering areas of performance that we are bound to report to tenants. This year we are also publishing the third **Annual Assurance Statement**, a pronouncement the Regulator now expects from each social landlord in the country to verify compliance with their expected Regulatory Standards.

Chris Watson

Chairperson

Annual Assurance Statement 2021

The Committee of Management for Whiteinch & Scotstoun Housing Association Ltd, at its Meeting of 13th October 2021, is satisfied that the Housing Association complies with:

- the regulatory requirements set out in Chapter 3 of the Scottish Housing Regulator's Regulatory Framework;
- all relevant standards and outcomes in the Scottish Social Housing Charter;
- all relevant legislative duties; and the Standards of Governance and Financial Management
- while no areas have been identified where the Association does not materially comply.

It is noted, though, in line with working under the constraints imposed by the continuing pandemic situation, this has largely been based on evidence produced previously by an independent auditor. However, even within this situation, while seeking to ensure the continued provision of services, this has been backed up by continuous reporting to the Committee, an ongoing internal audit programme and the consideration and approval of the Annual Return on the Charter, which suggest, as indicated, no material failure to comply.

The Committee will continue to recognise the Regulatory Standards and, whilst prioritising the safety and provision of services to tenants and residents, will work, as previously planned, to more comprehensively evidence compliance, as soon as the prevailing circumstances allow.

The Association has been waiting for new guidance on the collection of Equality Information which has, unfortunately, been delayed. Now that it is available, the Committee of Management has formally agreed to its use in drawing up a strategy with the intention that this is implemented from April 2022.

In addition, while, we hope and believe that the way we deliver services and develop policies would generally be consistent with a human rights approach, we are aware that this is an emerging agenda and that so far there is little in the way of housing-specific guidance. We understand that SHR, CIH Scotland the Scottish Human Rights Commission are due to produce guidance on some aspects of the human rights approach to housing. We look forward to using this, and any other relevant guidance that is produced in the future, to inform our work to review our own approach and consider whether any changes might be needed to our services or policies.

As Chairperson, I was authorised by the Committee of Management at the Meeting of 13th October 2021 to sign and submit this Assurance Statement to the Scottish Housing Regulator.

Chris Watson

Chairperson.

A Word from the Chief Executive

The Annual Report while always reflecting the year financial year ending in March is not produced until the Annual Accounts and the Regulator's Landlord Report are produced, usually meaning publication in October. As this is half-way through the following financial year it can sometimes feel a bit strange to be reflecting on what has been done as we are already in the middle of the following accounting period.

And once again, it has been a far from "normal" year for all at the Association, in line with Government and health guidance and expectations, continuing, for the most part, to work remotely and conducting Committee and business meetings through virtual video sessions. This and restrictions, at times, on the activities contractors were allowed to carry out has affected performance in many areas as will be seen from the Landlord Report presented below. However, in trying to ensure that primary services, notably repairs, and the provision of welfare, financial and energy advice are delivered has meant that performance in some areas has remained good. In addition, we successfully started up the planned replacement programme and the provision of kitchens and bathrooms along with rewiring and some heating renewals is continuing (despite the introduction of further lockdowns during the year). At the same time, letting houses has restarted, initially focussing on homeless referrals, as expected by the Scottish Government of all Social Landlords.

So, for a second year, I would like to record my thanks to our Members and all staff whose efforts during these times have ensured that as much "business as usual" has been carried out successfully despite all the constraints and the challenges of remote, home working.

As with every Annual Report, we present our landlord Report, below. This is performance information based upon the data we send to the Regulator in what is known as the Annual Return on the Charter (ARC, for short), which itself is based upon the Scottish Social Housing Charter (the Scottish Government's statement of the standards and outcomes we are expected to achieve). The Regulator can check the veracity of

this data at any time to ensure that landlords are accurately reporting on their performance to their tenants. They then publish the results of the ARC, for all housing associations in Scotland, on their website. This will allow anyone who is interested to compare our performance with any other landlord in the country.

However, it should be noted that this gives just the bare figures and no context or detail; while outcomes for any given landlord may appear better or worse than any other, there are often a number of justifiable reasons for the differences. For example, even though many organisations may appear similar, housing associations across the country can differ in many ways which can affect these outcomes – they can be rural or city based, large or small (from even less than 100 houses to the Glasgow Housing Association with over 40,000), young or mature, mainstream or specialist, operating in relatively affluent areas or areas of multiple deprivation, etc., etc. In short, simple comparisons are difficult without a full knowledge of each landlord included. And this is without even considering the range of differences between most housing associations and local authority landlords! Whatever, at this Association we are happy to discuss our performance outcomes with anyone who asks.

And, as usual, please use the comments form to let us know what you think of the Report, the performance information or any other matter relevant to our services.

Ian Morrison

Chief Executive

Landlord Report

The Scottish Social Housing Charter, produced by the Scottish Government, sets out the standards and outcomes that Registered Social Landlords should achieve. This is the third year that the Scottish Housing Regulator is requiring all such landlords to report on their performance against the Charter.

Throughout this Report we will tell you how we have done over a number of performance and satisfaction measures. However, this section deals solely with “what matters most [to tenants] when it comes to their landlord’s performance” (as advised by the Regulator).

All figures refer either to the financial year, 1st April 2020 – 31st March 2021, or the point in time at the end of that year.



Homes & Rents

As at 31st March 2021, the total number of houses in Association ownership was 1,297. The total rent due for the year was £5,976,062. The Association applied an average weekly rent increase of 0.0% from the previous year.

Average weekly rents for the year were as follows:

Size of home	Number owned	WSHA	Scottish Average (all landlords)	Difference
1 Apartment	19	£81.17	£73.61	10.3%
2 Apartment	644	£88.48	£79.48	11.3%
3 Apartment	452	£95.39	£82.60	15.5%
4 Apartment	168	£105.78	£89.81	17.8%
5 Apartment +	14	£118.08	£99.97	18.1%

However, these comparisons do not account for differences between seemingly similar housing associations, let alone between housing associations and local authorities, with floor area, actual type of property, location, etc., as well as the relative numbers

of each type of house making comparative evaluations problematic.

The Scottish Housing Regulator’s website contains data, which allows a comparison of the average rents for each Registered Social Landlord.

Tenant Satisfaction

The Scottish Housing Regulator is very prescriptive about how we ask for tenants' opinions, strictly dictating the questions actually posed. We choose to gather data by employing an independent firm to conduct doorstep surveys on a continuous basis throughout the year, an approach we have discussed with the Regulator.

This is done by our consultants seeking to contact at least 82 households every quarter, requesting face-to-face interviews from each. The result is that over a three-year period we reach 75% of tenants, building up a view of how our performance is perceived. However, the Regulator wish us to only use the figures collected within the year, thus reducing the sample size to only 25% for annual reporting purposes. This gives the following returns (based

	18/19 WSHA	19/20 WSHA	20/21 WSHA	19/20 Scottish Average
Satisfaction with overall service	93.1%	94.0%	93.1%	89.0%
Tenants who feel they are kept informed	96.6%	92.3%	95.5%	91.7%
Tenants satisfied with opportunities to participate	94.8%	94.0%	96.1%	86.6%

on responses from 332 tenants in 2020/21) with the previous two years' figures and Scottish Average also shown for comparison.

Quality and maintenance of homes

96.8% 96.8% of our homes met the **Scottish Housing Quality Standard** (Scottish Average 91.0%)

2.5 hours The average time we took to complete **emergency repairs** was **2.5 hours** (Scottish Average 4.2 hours)

4.9 days The average time to complete **non-emergency repairs** was **4.9 days** (Scottish average 6.7 days)

96.8% We completed **96.8%** of **reactive repairs 'right first time'** (Scottish Average 91.5%)

90.2% **90.2%** of tenants who said they had repairs or maintenance carried out in the last twelve-months were **satisfied with the service** they received (Scottish Average 90.1%)

Neighbourhoods

100% **100%** of antisocial behaviour cases were resolved (Scottish average 94.4%)

Value for money

91.4% The amount of money we collected for current and past rent was equal to **91.4%** of the **total rent** for the year (Scottish Average 99.1%)

3.5% We did not collect **3.5%** of rent due because **homes were empty** (Scottish Average 1.4%)

148.7 days It took an average of **148.7 days** to **re-let homes** (Scottish Average 56.3 days)

Finding out more

The Scottish Housing Regulator has also published this information on their website, offering the opportunity to compare performance with all Registered Social Landlords in Scotland. The Regulator's website can be found at www.scottishhousingregulator.gov.uk

Property Services

Under the direction of Property Services Manager, Jim Gordon, there are two divisions that make up this section of the organisation. The Projects Team covers potential development of new build housing and the comprehensive refurbishment of our existing stock while also being responsible for delivering the Association's asset management services. This includes planned replacements, Stage 3 medical adaptations (see below) and gas safety checks and cyclical and servicing maintenance programmes (including close redecoration, electrical, lift and water management inspections, grounds maintenance and close cleaning). The Repairs Team deal with the co-ordination and delivery of day-to-day maintenance, including the turnaround of void properties.

This year, Property Services was responsible for

- completing 3,023 reactive repairs, significantly down from 4,140, last year due entirely to Covid restrictions during lockdown when only emergency repairs could be carried out;
- ensuring that as many properties as possible requiring a gas safety record were in place by the anniversary date (out of 1,011 homes, 19 were delayed this year, due entirely to Covid restrictions);
- with grant funding of £32K, carrying out 11 "medical adaptations" to help tenants' with changing needs to stay in their homes (by fitting walk-in showers, hand rails, etc.);
- upgrading smoke and heat detection in 110 properties to meet new legislative fire safety standards to be achieved by February 2022;
- replacing gas central heating boilers at 65 properties;
- renewing kitchens at 51 properties;
- installing new bathrooms at 40 properties;
- replacing lifts at 6 and 8 Methil Street;
- and, as usual, despite lockdowns and restrictions, carrying out programmes of gutter cleaning, legionella water management, grounds maintenance, electrical inspections, close cleaning, bulk uplift and lifts maintenance.

All social landlords are expected to have met what is called the **Scottish Housing Quality Standard**; this covers the standards that all landlords are expected to achieve in the quality of their housing.

96.8% of our houses met the standard, the same as last year. In some properties, we fell short because of:

- houses where tenants have not allowed us access to carry out works (these will be done in future when the houses become empty); and
- some houses which are exempt because it is physically impossible to fully achieve the published storage space standards, e.g. in galley kitchens)

- both of which are reasons fully accepted by the **Scottish Housing Regulator**.

Social landlords have to report on the Energy Efficiency Standard for Social Housing (known as the EESSH) which was to be met for all properties by December 2020. We are currently recording a compliance of 98.6% of our properties, virtually the same as last year. Current and proposed works were intended to improve our properties to meet the standard by the deadline date but this was subject to tenants allowing access to their homes, and the pandemic restrictions.

In terms of reactive repairs, this year’s performance was as follows (with each of the previous two years shown for comparison:

	2018/19	2019/20	2020/21
Reactive repairs carried out in the year	4,347	4,140	3,023
Average number of repairs per property	3.3	3.2	2.3
Emergency repairs	1,045	1,077	1,293
Non-emergency repairs	3,302	3,036	1,730
Number of repairs done “right first time”	3,001 (out of 3,128)	2,813 (out of 3,032)	1,631 (out of 1,685)
Total Cost of Reactive Repairs	£890,448	£984,052	£680,595

Information on tenant satisfaction with the repairs service can be found in the Landlord Report section of this document.

Planned Maintenance Investment

The property services section has continued to validate and update the information required for the planned maintenance module introduced in the housing management IT system, which will eventually hold all of our stock condition information in a single database. This information will help identify the future investment priorities and determine the planned maintenance renewal programmes, for items such as roofs, windows, kitchens and bathrooms, etc. This is ongoing and

will help us to better plan future works with the aim of being more cost-effective in how we do these. The Association is aiming to invest £12M during the next five years through the planned maintenance programme, continuing this year, despite some delay caused by Covid lockdowns and restrictions.

Jim Gordon
Property Services Manager



Housing Management

The Housing Management Section continued its work through the year, letting houses, dealing with arrears, providing welfare benefits advice, money advice, tenancy support and energy advice. Further to the Landlord Report, other relevant performance indicators and statistics are as follows.

We re-let 42 houses, this was less than the 125 re-lets in the previous year due to the impact of Covid.

Letting Source	Number	Percentage
Transfers (existing tenants)	3	23%
Housing list	17	55%
Section 5 (statutory homeless referrals)	22	22%
Other sources	0	0%
Total	42	100%

Other Housing Management performance Indicators:

Empty properties at year-end (March 2021)	60
Number of evictions in the year	0 (proceedings for evictions were cancelled due to Covid)
Number of abandoned properties in the year	7
Percentage of new tenancies lasting for more than one year (by source of let)	Transfers (existing tenants): 96% Housing list: 96% Section 5 (homeless referrals): 96%
Number of Antisocial Behaviour Cases in the year	Reported: 76 Resolved: 76 Resolved within target timescale: 76
Rent & Arrears	Total rent due: £6,190,593 Arrears at year-end: £336,009 (5.43%) (Scottish average 6.1%) Former tenant arrears write-off: £68,995 (56.09%)
Percentage of tenants satisfied with rent as "Value-for-Money"	85% (Scottish average 83%)

Sue Shone

Director of Housing Services

Internal Audit Services

Each year, the Association undergoes a programme of internal audits, designed to verify the approach to governance is appropriate for the organisation. The current, independent, internal audit providers are BDO LLP and this year, the programme covered

Financial Reporting, Allocations, and Complaints Handling as well as following up on the work from previous years. And while there were issues to consider, nothing material was identified in any of the areas.

WS Property Management Ltd

Run by our Factoring Manager, Bob Innes, WS Property Management Ltd continues to deliver all of our factoring business to the owners of 507 residential properties, 95 commercials, 1 workshop and 1 office. Most of these properties are in or attached to closes where the Housing Association owns and lets at least one property.

WS Estate Services Ltd

WS Estate Services continues to deliver our close cleaning service, our back court maintenance and tends to our gardens and grounds, as well as clearing and cleaning our void properties and delivering a caretaking service at our Multi-storey Block. Our services were initially disrupted, but are now back on track with staff being careful to observe social distancing requirements in their operations. At times there were problems with refuse collection and bulk uplift and WS Estate Services stepped in on several occasions to help sort this out. As the financial year-end approached, it was announced that the Council was going to start charging for bulk uplift with a restricted collection service and the Association found that there was little option but to arrange for bulky items to be picked up by WS Estate Services.

Regeneration/ Wider Action

At Whiteinch & Scotstoun Housing Association we have had a long tradition of being involved in more than “bricks & mortar” and housing management; such involvement is an expectation of both the Scottish government and, on the basis of surveys, the community we serve. Wider Action (as it is known) and regeneration projects and initiatives continue to feature as an aspect of our work, and include our estate services subsidiary which is a social enterprise. On top of this, we have continued to support the activities of the Whiteinch Centre, this year specifically helping it through lockdown and seeking to ensure that it remains “in business” so as to contribute general and specific projects directed at supporting our tenants and the wider community.

Throughout lockdowns and restrictions we still carried on with provision of Money Advice & Financial Inclusion Advice and Energy Advice, the former through the services of our employee Karen Auld, with energy advice provided by Ronnie Neil who has now retired with the service now being handled by John McConnell.

Governance

Committee of Management

Most years the attendance at Committee meeting is usually high. Since the first lockdown, however, all meetings have been virtual, held over Zoom. It took a little while to get everyone set up for this and, even, then, with the issues that technology sometimes throws up sometimes Members have had difficulties in attending. This year's figures are therefore as follows:

Committee Key performance Indicators	Target	Outturn
Average Meeting Attendance	85%	62%
Meetings Quorate	100%	100%
Committee Members	13	10

Finance

As usual, in order to assist in understanding the Association's financial information, it is presented in a way that we hope makes it more readable, particularly to those unfamiliar with accounting terminology and jargon. We have therefore presented our Statement of Comprehensive Income (perhaps better known to people as an Income & Expenditure Account and our Statement of Financial Position (the Balance Sheet) with simple guides to help explain what each element is.

However, what is important is to realise that Housing Associations are required to use this approach in presenting their financial figures, but, at the same time, it is recognised that without a full understanding of financial requirements and practices these can be easily misunderstood.

It is important to understand that while the Statement of Financial Position shows "reserves" of £30.73 million this is, in reality, the value of the Association's properties and not cash that can be realised at any given point. In other words, even if we could and wanted to access this amount, we would have to sell all of our organisation's houses, something that will never happen.

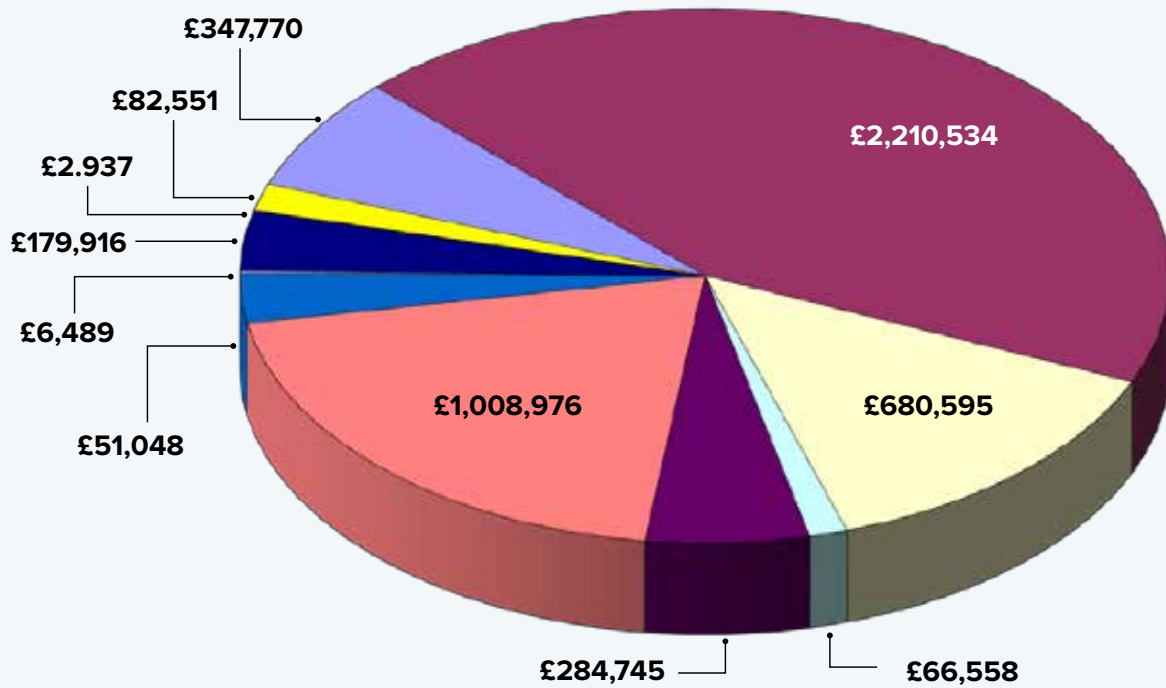
And, as with every Annual Report, we use pie charts to help display what we take in and what we spent, in the past year.

Andrew Reid

Financial Services Manager

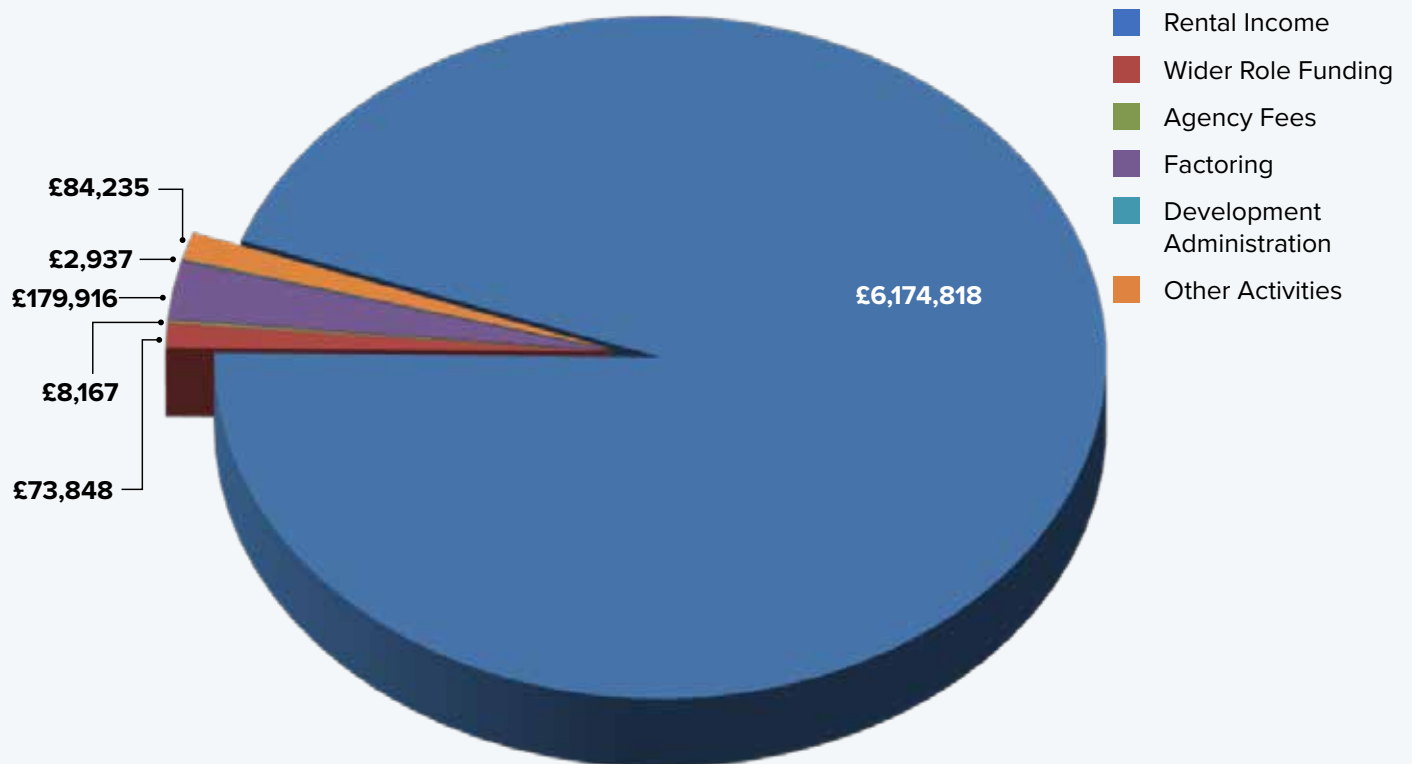
Analysis of Expenditure 2020-21

WHERE EVERY £ WAS SPENT



- Services
- Major Repairs and Cyclical Expenditure
- Factoring
- Management and Maintenance Administration Costs
- Property Depreciation
- Development
- Routine Maintenance
- Wider Role
- Agency
- Rent Loss from Bad Debts
- Interest Payable

Analysis of Income 2020-21



STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2020			A Non - Accountants Guide to the Accounts
	2021	2020	
	£	£	
Turnover	6,601,709	6,601,709	Rental and Other Operating Income
Less: Operating costs	-4,939,575	-5,708,406	Costs of providing the Association's services
Operating surplus	1,584,346	893,303	
Profit on sale of fixed assets	0	67,585	Surplus on Property Sales
Finance income	2,451	18,948	Interest earned on Cash Balances invested
Finance charges	-82,551	-113,967	Interest Paid on mortgage finance
Surplus on ordinary activities before tax	1,504,246	865,869	
Taxation	0	0	
Surplus for the Year	1,504,246	865,869	
Other Comprehensive Income			
Initial recognition of multi-employer DB scheme	0	0	
Actuarial losses in respect of pension schemes	-1,004,000	683,000	
Surplus for the year	£500,246	£1,548,869	

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2020			
	2021	2020	
	£	£	
Property, Plant & Equipment			
Housing properties	27,736,981	28,094,209	The cost of building the houses owned by the Association
Other Fixed Assets	544,017	579,236	Association Offices and Office Equipment costs
	28,280,998	28,673,445	
Current Assets			
Debtors	877,415	437,896	Money owed to the Association
Cash at hand and in bank	6,484,023	5,113,146	Money in the bank
	7,361,438	5,551,042	
Current Liabilities			
Creditors due within one year	-1,258,532	-952,996	Money owed to others
Creditors due after one year	-2,643,732	-2,751,101	Outstanding loan balances that are secured against specific charges on the Association's
			properties and repaid at varying rates of interest and over varying periods of time, along with Deferred Housing Association Grant.
Pensions -Defined Benefit Net Liability	-1,022,000	-292,462	Pension Liabilities
Net Assets	30,718,172	30,227,928	
Capital and Reserves			
Share capital	66	69	Represents Members Shares at £1 each
Reserves	30,728,106	30,227,859	Reserves set aside for current and future Major Renewals costs
	30,728,172	30,227,928	

Staff Changes 2020/21

During the year, a number of staff retired or left the organisation. Firstly, we saw Mary Fyfe, our Senior Repairs Officer finish her working career after six years with the Association; June Henderson gave up work as Repairs Assistant after thirty-eight years with us; and Caroline O'Toole, Tenancy Sustainment Officer moved on. Our head of housing management, Jim Calderwood, who has provided thirty-three years of service, and Karen McQueen, Deputy Chief Executive, who has been with us for twenty-seven years both retired this year. Finally, Ronnie Neil, who provides energy advice services (through an agreement with the WISE Group) also announced his retirement. My thanks, and I am sure everyone else's, go to all of them with best wishes for their futures.

Two vacant Property Services posts were filled during the year as Stuart McBroom took up the position of Repairs Officer covering voids, while David McCormack returns to the Association as Projects Officer having previously worked with us in a temporary role. And welcome to new staff members taking up some of the posts above, being Kevin McGhee, Senior Repairs Officer, Lynne McManus, Repairs Assistant, Sue Shone, Director of Housing Services and John McConnell providing energy advice.

We wish all our leavers good health and happiness in the future and to our joiners, welcome and we hope you enjoy working with us over the coming months and years.

Committee and Staff, Sept 2021

Following the Annual General Meeting, the Committee and Staff of the Housing Association were as follows:

Office Bearers

Chairperson	Chris Watson
Assistant Vice-Chair (Audit)	Claudia Ennemoser
Assistant Vice-Chair (Staffing)	Jan Carmichael
Association Secretary	Ian Morrison (Chief Executive)

Committee Members

Roslyn Carrigan, John Haughey, Rod Hunter, Debbie Keaveney, Siobhan Leighton, Linda Minnagh, Linda Stevenson.

Staff Executive Team

Chief Executive	Ian Morrison
Director of Corporate Services (Temp)	
Vacant (as of 30 th September)	
Financial Services Manager	Andrew Reid
Property Services Manager	Jim Gordon
Director of Housing Services	Sue Shone

Staff Members

**Whiteinch & Scotstoun Housing Association Ltd.
at 30th September 2021**

Finance

Morag Ross	Leanne Molloy
Alison Park	Julie Watson

Staff Members (continued)

Property Services

Projects

Jim Burns
Paul Hughes
David McCormack
Julie Law
Jose (Pepe) Miguez

Repairs

Kevin McGhee
Brendan Quinn
Stuart McBroom
Lynne McManus

Housing Management

Housing

Valerie Kelly
Diane Calderwood
Alan Clark
Tracy DeMarco
Ann Gow
Lizzy McCulloch
Fiona McNamee

Welfare Rights

Douglas McAndrew
Brian McGINlay

Advice Service

Karen Auld

(based at 1A Northinch Court)

John McConnell (in partnership with G-Heat)
Craig McGarry (temp)

Support Services

Kirsten Szulc
Nicola McArthur
Jade Macdonald
Jan Scott

WS Property Management Ltd.

Bob Innes

WS Estate Services Ltd.

Steven McLaughlin
Graham Banks
Brian McPhee
Sonny Gallacher
Garry Fyfe
Christopher Jackson
Martin McGinley
Alistair Wilson (temp)
Darren Lamb
Robert Mckechnie
Christopher Wilson
Stephen Wotherspoon
Jade Welch

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. Please contact Kirsten Szulc 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 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 Kirsten Szulc（地址：The Whiteinch Centre, 1 Northinch Court），或致電 0141 959 2552，或電郵 wsha_admin@wsha.org.uk。

Gaelic

Cuiribh fios gu Kirsten Szulc 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 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 Kirsten Szulc 联系，或者致电 01419592552，或者发电子邮件至 wsha_admin@wsha.org.uk。

Polish

Jeżeli chcieliby Państwo otrzymać tłumaczenie niniejszego biuletynu, prosimy o kontakt z Kirsten Szulc 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

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 Kirsten Szulc سے
”کیرن میک ایون“
ٹیلیفون نمبر 0141 959 2552 کے 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