

# Annual Report

2021 - 2022



**OAK  
TREE**  
HOUSING ASSOCIATION LTD



Vivienne Hearton  
Chairperson

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## Chairperson's Report

I am delighted to once again provide the foreword to this Annual Report, which updates you on our work from April 2021 until the end of March 2022.

I am though, very conscious that this report is again set with the backdrop of the Coronavirus Pandemic, which as we all know, still continues to change our lives, in so many ways.

Management Committee and Staff have stood up to the challenges presented by the pandemic. This report will give you a flavour of how we performed in one of the most challenging years in our history.

### DEVELOPMENT

The Association worked on 3 projects during the year:

- Strone Farm, Greenock 15 cottages
- Ness Road/Nevis Road, Greenock 69 cottages
- Bunston Grove, Ravenscraig, Greenock 71 cottages

### REACTIVE MAINTENANCE & GAS

We carried out 6,753 repairs in the year. Although this is an increase in the previous year it should be noted that a full repairs service did not resume until restrictions were eased to allow non-emergency repairs to be addressed.

### LANDSCAPE MAINTENANCE

John O'Connor continued to deliver the Associations landscape maintenance services.

### PLANNED & CYCLICAL MAINTENANCE

In terms of work undertaken last year, the Association spent £342,079 on its planned maintenance element of work and £201,052 was spent on the cyclical maintenance element of works.

### HOUSING SERVICES

During the year we were delighted to take handover of 69 new properties on Tweed Street/Tay Street. Between November 2021 and the end of March 2022, the new tenants moved in.

The work to clear 12 blocks of flats in Maple Road has continued and by 31 March 2022, only 6 flats in the affected properties were occupied. We expect to be able to demolish the flats in 2022-23.

The total number of self-contained properties at 31 March 2022 was 1773.

### Rent information

The rent collected was £7,843,593 out of a possible rent due of £7,878,654. Gross rent arrears for current and former tenants stood at 3.06% of the rent due.

### Lettings

There were 237 properties let during the year out of which 177 were general needs properties and 60 were supported lets. Four mutual exchanges were also carried out in the year. The average time to re-let properties was 37.8 days.

### WIDER ACTION

The Pandemic continued to cause problems across the organisation as a whole and it altered how we developed our wider action programme and what that programme looked like.

We are though delighted to share that our application to be part of the Government's Kickstart Scheme was approved in December 2021. The Kickstart scheme provided employers with funding, to create temporary, paid, job & training opportunities, for young people aged 16-24.

Our biggest project, Pathways to Construction, established in February 2020, after OTHA were successful with its Scottish Government, Investing in Communities Fund application, was extended into 2022. The project aims to provide training in environmental and construction works to individuals currently facing multiple barriers to employment.

### FINANCE

Oak Tree Housing Association made an annual surplus of £2.7M in the year to 31st March 2022. Total Turnover was just under £11.3M with operating costs of £9.3M, as activity starts to reach pre-pandemic levels.

### STAFFING

Five staff members in total left the Association, in the reporting year.

### NEW OFFICES - WEST STEWART STREET

You may recall, we advised about our new office premises at 40 West Stewart Street and that we had expected the relocation to have taken place at the end of 2020/21, but this was delayed due to the Pandemic.

I am now pleased to advise that we moved last summer to our new premises.

Our new office is fully equipped to allow us to continue to deliver on all our tenants and customer's needs, including an open and bright reception area, and 5 spacious interview rooms for meeting customers within.

The entrance is also fully adapted for customers with accessibility needs. A larger Committee room will allow us to hold meetings within the office and also let us look at outsourcing some of our space to the community we operate in.

### Complaints Handling

Our procedure for handling complaints complies with the Complaints Handling Procedure (CHP) developed by the Scottish Public Services Ombudsman. The procedures were reviewed and from 1 April 2021, revised procedures were put in place. The procedures make it easier for tenants to make a complaint and encourages quicker, more effective resolution of complaints.

### Scottish Social Housing Charter

The Charter promotes continuous improvement in the quality and value of the services that OTHA delivers to its customers. It puts tenants at the heart of what OTHA does by encouraging tenants to become involved in the shaping of services.

A full review of the Charter took place in 2021 with a revised Charter being in place by 1 April 2022. The changes were very minor and the core function of the Charter remains in place.

### Tenant Engagement

Every year we work to develop our engagement calendar with different activities through the year to engage with tenants, to have input into our services. Unfortunately, due to the Pandemic we were still unable to undertake most of our usual events or items of work. We still did what we could and managed to keep in touch with our tenants and customers to engage as much as possible.

Staff have worked exceptionally hard to support tenants and customers since the first lockdown and with regards to the coming year, will continue to support them now that restrictions have eased. Whilst we will continue to face challenging times, we will strive to work to deliver services to the highest possible level.

The results you read in this report are good achievements for the Association and highlights the dedication of Management Committee and the Staff who work with Oak Tree, to make us more than a housing provider and I would like to thank my fellow Committee members and staff for their hard work and that dedication.

Vivienne Hearton - Chairperson

## Scottish Social Housing Charter

The Scottish Social Housing Charter came into effect in April 2012. The Charter promotes continuous improvement in the quality and value of the services that OTHA delivers to its customers. It puts tenants at the heart of what OTHA does by encouraging tenants to get involved in the shaping of services.

A full review of the Charter took place in 2021 with a revised Charter being in place by 1 April 2022. The changes were very minor and the core function of the Charter remains in place.

From April 2013, all Scottish Registered Social Landlords (RSLs) had to meet the outcomes and standards set by the Charter. The collection of data towards new reporting requirements led to changes in the way information was recorded and reported. The association has now submitted its ninth Annual Return on the Charter (ARC) based on information from the year to March 2022.

Each year, the report for tenants on key aspects of the Charter in the previous year is issued and the report for the year ending March 2021 was distributed to all tenants in October 2021.

Both the report to tenants and the Annual Return on the Charter are available on our website. We are happy to answer any questions that you may have.

## Tenant Engagement

Every year we work together as a team to develop our engagement calendar with different activities through the year to engage with tenants and get their input into our services. This planning takes place between January and March for the coming financial year. Unfortunately due to Covid 19, we were still unable to undertake most of our usual events or items of work. We still did what we could and managed to keep in touch with our customers and engage with them as much as possible.

During the year, we engaged with our tenants with the following:

- We provided planters and seating areas for 2 of our newbuild developments in the West Station area. This was funded from a Scottish Government Covid 19 Recovery Grant and we were delighted to be able to utilise the Pathways to Construction team. We consulted with residents and the feedback we received was very positive.
- We had the services of a temporary Tenant Engagement Officer for six months between October 2021 and March

2022. Although many of the planned meetings and events couldn't take place in the way we hoped, we did our best to contact tenants and the outcome was a small Focus Group that we hope to work closely with in 2022-23.

- We kept in regular contact with tenants by text.
- We carried out some small scale surveys to check that tenants were happy with how we were keeping in touch with them and took all feedback on board.
- We now carry out regular electronic surveys in respect of repairs and new tenant surveys that are generated automatically once a repair is reported or a tenancy commences.
- We carried out our full scale, 3 yearly Tenant Satisfaction Survey between September and December 2021. This would usually be carried out face to face but had to be undertaken by telephone due to Covid 19 restrictions.
- We consulted on our joint Allocations Policy with the other ICHR partners.
- We recommenced our estate walkabouts where we use this opportunity to meet residents who can tell us about any issues that are being experienced in their neighbourhood.
- We took part in a very exciting project which resulted in a beautiful mural being painted on the gable wall of one of our properties at Nicolson Street. This was in collaboration with the HSCP and Greater Glasgow and Clyde Health Board with funding from the Scottish Government.

We moved into our new offices over the summer of 2021 and were able to start meeting our customers again. We took a phased approach, starting with appointments only and moving slowly (and safely) towards opening to the public for part of each day.

## Complaints Handling

Our procedure for handling complaints complies with the Complaints Handling Procedure (CHP) developed by the Scottish Public Services Ombudsman. The procedures were reviewed and from 1 April 2021 revised procedures were put in place. The procedures make it easier for tenants to make a complaint and encourages quicker, more effective resolution of complaints. The CHP has only two stages for OTHA to consider a complaint before external review by the SPSO is possible.

An outline of complaints made and the remedial action taken has been reported to tenants in the newsletters and on our website in a regular quarterly report. The Management Team continue to review complaints to drive service improvements going forward.

## Inverkip Street Planters



## Upper Kelly Street Planters



## Housing Services Overview

The Housing Services Team provides the housing management service to tenants. This includes allocations, tenancy and estate management & arrears recovery. Each area has a patch-based team that deals with all tenancy matters and it is headed by a housing officer with a housing assistant and a housing administration assistant. There is an Allocations team which deals with re-lets and new lets and this team has a Housing Officer and the equivalent of 2.5 housing assistant posts (3 members of staff work part time). The work of the section is overseen by the housing manager and a senior housing officer.

## Welfare Advice

2021-22 has continued to be a strange year in all respects and different aspects of our service have been affected differently. Due to a combination of working from home and resuming office and face to face working, our team continued to work hard to help tenants adjust to the changes that the Covid 19 Pandemic brought.

The end of the furlough scheme and the removal of the additional £20 per week uplift to Universal Credit claimants have already brought huge challenges for our tenants this year. The increases in the cost of gas and electricity, petrol and rising food costs have had a negative impact and the prospects are that this will continue for some time to come with inflation predicted to hit 10% during 2022-23.

We work closely with other agencies to secure support services for our tenants. The Financial Fitness Team continues to deliver a range of services for our tenants. Our tenancy support service has continued to give intensive targeted support to tenants.

We have also had the services of the Energy Activators who work with us, Cloch and Larkfield HA. They will continue to work with us until September 2022 and due to the rising costs of living we are doing our best to maximise referrals to this service.

## Stock Information

During the year we were delighted to take handover of 69 new properties on the Tweed Street/Tay Street. Between November 2021 and the end of March 2022, the new tenants moved in and feedback so far has been very positive. The houses were very popular and demand was high.

During the coming year we hope to add 71 properties in the form of the Bunston Grove site. This is a joint project

with Link Housing Association. This development will add to the overall stock of larger properties and also a number of wheelchair adapted and level access properties in Inverclyde and we are very excited to see the finished development.

We also have 15 properties on site at our Strone Farm site. No firm date for handover has been agreed yet.

The work to clear 12 blocks of flats in Maple Road has continued and by 31 March 2022, only 6 flats in the affected properties were occupied. We expect to be able to demolish the flats in 2022-23.

The total number of self contained properties at 31 March 2022 was 1773, broken down by size and type as follows:

| Apartment Size | Flat       | House      | 4 in Block | High Rise | Other Flat | Total       |
|----------------|------------|------------|------------|-----------|------------|-------------|
| 1              | 6          |            |            |           |            | 6           |
| 2              | 338        | 5          | 60         | 6         | 31         | 440         |
| 3              | 543        | 331        | 28         | 38        | 8          | 948         |
| 4              | 63         | 262        | 28         | 2         |            | 355         |
| 5              |            | 22         |            |           |            | 22          |
| 6              |            | 2          |            |           |            | 2           |
| <b>Total</b>   | <b>950</b> | <b>622</b> | <b>116</b> | <b>46</b> | <b>39</b>  | <b>1773</b> |

The association also leased 29 properties to other agencies, 1 office & 2 shops and had a share in 93 shared ownership properties at 31 March 2022.

## Rent Information

The Association, in common with all local authorities and RSLs in Scotland provides information to the Scottish Housing Regulator in an Annual Return on the Scottish Social Housing Charter (ARC). The method of calculation of rent collected, arrears, rent loss etc differ from the Annual Accounts method. The figures shown in this section are those calculated on the ARC Return basis.

The rent collected in 2021-22 was £7,843,593 out of a possible rent due of £7,878,654 which was 99.55% of the rent due. Gross rent arrears for current and former tenants stood at 3.06% of the rent due and £42,326 of former tenant arrears were written off during the year.

The rent loss from houses being empty was £103,190 or 1.29% of the rent charged.

The average rents at the end of March 2022 for different house types is as follows:

| Apartment Size  | Flat   | House   | 4 in block | High Rise | Other Flat | Total   |
|-----------------|--------|---------|------------|-----------|------------|---------|
| 1               | £65.91 |         |            |           |            | £65.91  |
| 2               | £75.97 | £85.35  | £84.21     | £81.32    | £134.20    | £81.38  |
| 3               | £85.04 | £96.28  | £92.69     | £89.84    | £102.99    | £89.53  |
| 4               | £91.53 | £102.63 | £85.89     | £93.78    |            | £99.29  |
| 5               |        | £111.18 |            |           |            | £111.18 |
| 6               |        | £115.04 |            |           |            | £115.04 |
| Av. weekly rent | £82.12 | £99.45  | £86.66     | £88.90    | £127.80    | £89.68  |

## Lettings

There were 237 properties let during the year out of which 177 were general needs properties and 60 were supported lets. Four mutual exchanges were also carried out in the year. The average time to re-let properties was 37.8 days.

A total of 37 referrals of homeless households under Section 5 of the Housing (Scotland) Act 2001 were received by OTHA and 19 referrals were rehoused by OTHA either as a result of direct referrals or were successful in bidding for a property advertised via the Inverclyde Common Housing Register.

Turnover increased this year, but the previous year's reduction was mainly as a result of the Covid 19 pandemic. Despite such a high number of properties available for let, demand remained high for all Oak Tree's properties.

## Tenancy Management

The housing team had been unable to carry out any routine close or estate inspections throughout 2020-21 apart from some ad hoc inspections to deal with particular problems when restrictions allowed this. In 2021-22 inspections started again and were fully carried out apart from a small number when restrictions at a particular time in the year meant they couldn't be done.

Covid 19 had a significant impact on the number and type of new legal action cases that could begin or progress. Overall the number of legal action cases reduced significantly and this has been a positive legacy of the pandemic which the Association hopes to continue.

Three properties were repossessed as a result of eviction and 12 properties were abandoned by tenants in the year.

## Anti-Social Behaviour

The association continues to work with the dedicated services to help deal with anti-social behaviour in Inverclyde including the Police, the community wardens, and the ASIST team (Anti-social Behaviour Investigation Team). Staff members work with partner agencies to improve and promote community safety in Inverclyde.

During the year, 173 cases of anti-social behaviour were reported and 171 of these were resolved during the year.

## Equalities Information

The table below shows the ethnic composition in relation to tenants at the end of the year, applicants on the housing list and lets made in the year. The housing list applicants listed in the table were the number of applicants at 31 December 2021.

|   | OTHA TENANTS | Housing List Applicants | New Tenants |
|---|--------------|-------------------------|-------------|
| <b>White (total)</b>                                | <b>1569</b>  | <b>7143</b>             | <b>222</b>  |
| Scottish  | 1517         | 6329                    | 212         |
| Other British                                       | 30           | 694                     | 4           |
| Irish   | 2            | 16                      | 0           |
| Gypsy/Traveller                                     | 0            | 1                       | 0           |
| Polish  | 11           | 52                      | 5           |
| Any other white background                          | 9            | 51                      | 1           |
| <b>Mixed or multiple ethnic background</b>          | <b>5</b>     | <b>30</b>               | <b>2</b>    |
| <b>Asian, Asian Scottish, Asian British (total)</b> | <b>3</b>     | <b>27</b>               | <b>0</b>    |
| Indian  | 0            | 4                       | 0           |
| Pakistani   | 1            | 8                       | 0           |
| Bangladeshi   | 0            | 0                       | 0           |
| Chinese   | 1            | 8                       | 0           |
| Any other Asian background                          | 1            | 7                       | 0           |
| <b>Black, Black Scottish, Black British (total)</b> | <b>4</b>     | <b>34</b>               | <b>4</b>    |
| Caribbean   | 8            | 8                       | 1           |
| African   | 2            | 26                      | 2           |
| Any other black background                          | 1            | 0                       | 1           |
| <b>Other ethnic background (total)</b>              | <b>12</b>    | <b>47</b>               | <b>3</b>    |
| Arab, Arab Scottish or Arab British                 | 5            | 29                      | 0           |
| Any other group                                     | 7            | 18                      | 3           |
| Unknown/refuse to answer                            | 132          | 12                      | 1           |
| <b>Total</b>  | <b>1725</b>  | <b>7293</b>             | <b>232</b>  |

## 3 & 4 Bedroom NEW BUILDS



A total of 418 tenants and 2,486 applicants on the housing list considered themselves to have a disability. In relation to lets made in the year, 43 new tenants out of 232 tenants considered themselves to have a disability. This reflects the priority given to medical need in the points allocations system, but also the type of housing that became available to let during the year.

### Inverclyde Common Housing Register (ICHR)

The ICHR has continued to operate its common housing register and choice based lettings service successfully during the year. To improve the Choice Based Lettings process, new software was put in place at the end of March 2022. The previous system was closed and from 23 March 2022, all applicants were required to register with These Homes at [www.thesehomes.com](http://www.thesehomes.com). To coincide with the new Register, all the partner landlords approved a revised Joint Allocations Policy.

Statistics were not available at 31-3-22 because of the change from the previous system to the new one. At 31 December 2021, however, there were 7,293 applicants on the joint list seeking rehousing. The number of new applications in the 9 month period from 1 April to 31 December 2021 was 2,179.

### Membership News

As at 31st March 2022 the Association had 194 members drawn from tenants and the general community. During the year 2021/2022 3 new memberships were granted and 13 memberships were cancelled, either because of the death of a member, because the member moved away without sending a forwarding address, requested their membership to be cancelled, or the member failed to attend and submit apologies for five Annual General Meetings. We continue to encourage tenants and other local residents to join our Association and membership forms can be obtained from our office.

### Management Committee

As you know the Management Committee (also known as either the Governing Body or Board) are elected or appointed to be in overall charge of OTHA. The Management Committee provides leadership and direction, approves strategy, policy and budgets, approves the business plan and oversees its delivery, oversees risks and financial wellbeing, and fulfils the role of employer with the responsibility for the day-to-day operational management of the organisation being delegated to senior management.

It is a Scottish Housing Regulator requirement that the Management Committee annually assesses the skills, knowledge, diversity and objectivity it needs, to provide capable leadership, control and constructive challenge, to achieve OTHA's purposes, to deliver good tenant outcomes and manage its affairs. OTHA therefore have an annual review process in place for Management Committee members. This included an online self-assessment and 1-2-1 discussions with an external consultant. Following which, a report is prepared and is then presented to Management Committee, in order to acknowledge strengths and any areas for development.



## COMMITTEE MEMBERS

|                    |                     |
|--------------------|---------------------|
| Viv Hearton        | Chairperson         |
| James Paton        | Vice Chair          |
| Doreen Williams    | Secretary           |
| Ronny Lee          | Casual Member       |
| Michelle McIlroy   |                     |
| Sandra McMenamin   |                     |
| Sandra Rorison     |                     |
| Anthony Wilson     |                     |
| Veronica Rasmussen | Co-optee            |
| Ross Ahfeld        | Co-optee            |
| Sharon Tritschler  | resigned 26/04/2021 |
| Diane McCarney     | resigned 28/06/2021 |
| June Glancy        | resigned 20/10/2021 |

Financial Statements - Year to March 2022

- Oak Tree Housing Association continues to manage its finances with a long term, strategic focus. The past year was another year of change for the Association, including the continued impact of Covid-19 on our tenants, service users and those experiencing homelessness. There are also various external challenges affecting the Housing sector and beyond.
- Despite the impact of the pandemic, in the main, we have continued to deliver our day to day operating activities, e.g. providing housing services, carrying out our reactive and cyclical maintenance programme, however some aspects of our planned maintenance programme were postponed due to restrictions.
- During 2021/22 one of our development sites at Tweed/Tay Street completed and the 69 new homes have been well received. The work taking place at Bunston Grove is ongoing and due to be completed during June/July of 2022, 71 new homes will be Oak Tree's stock however the overall project, managed by the Link Group, is for a total of 198 properties.
- Oak Tree Housing Association made an annual surplus of £2.743M in the year to 31st March 2022, which is up from £480k in the previous year. The main reason for the

increase is linked to a movement on the pension liability from £1.403M at 31st March 2021 to £52k at 31st March 2022. Turnover has increased by 0.65% and operating costs have increased by 6.2% as activity starts to reach pre-pandemic levels. Net interest costs and losses on sale/revaluation of properties reduced surplus by a further £307.7k (£196.9k in 2020/21).

- Along with Cloch and Larkfield Housing Associations we continue to successfully run the Inverclyde Common Housing Register and provide joint support to our partners at Starter Packs, Financial Fitness and the Simon Community. Oak Tree is also leading on a Scottish Government funded project Pathways to Construction, which sees trainees learn environmental and construction skills and overcome any barriers of unemployment. The project has had great success and feedback since starting and the funding has been extended to 31 March 2023.
- Going forward, the Association anticipates a busy year with the planned maintenance programme commencing, the Ravenscraig development site being finalised, Strone Farm being progressed and the Maple Road demolition taking place. We will continue to welcome customers to our new offices and consult on service improvements to our tenants and the communities we serve. We will also continue to focus on improvements to customer services through better use of information technology.

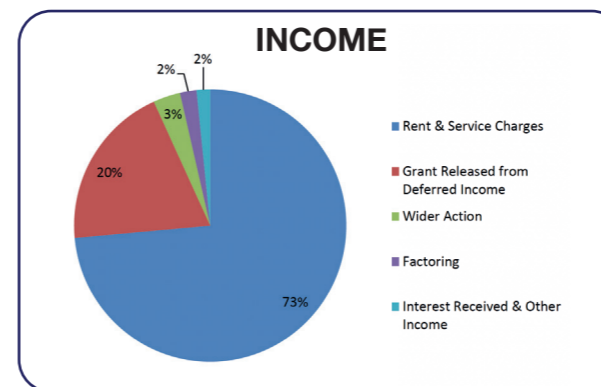
The table below highlights the main sources of annual income and expenditure for Oak Tree Housing Association:

| Statement of Comprehensive Income for the year ending 31 March 2022 | 31.03.2022 £      | 31.03.2021 £      | A Non-Accountants Guide to the Accounts  |
|---|-------------------|-------------------|--|
| <b>REVENUE</b>  | <b>11,270,694</b> | <b>11,197,500</b> | Overall Revenue includes rental income and service charges less rent less from void properties, as well as grant income from the Scottish Government released over the useful life of our assets and grants for medical adaptations to our properties. |
| Less operating costs  | (9,281,145)       | (8,739,978)       | Cost of management and maintenance of our properties. Including staff time, paying contractors, depreciation charges, mortgage costs, providing our factoring and landscaping services and our Wider Action work within the local community.           |
| <b>OPERATING SURPLUS</b>  | <b>1,989,549</b>  | <b>2,457,522</b>  | Surplus or Deficit before any accounting charges. Lower operating surplus for 2021/22 due to an increase in operational costs.   |
| Profit / (Loss) on sale and valuation of properties                 | (29,575)          | -                 | Gain or (Loss) from the sale or purchase of houses e.g. changes in shared ownership, market valuation of our commercial properties.  |
| Interest receivable and other income                                | 26,612            | 76,179            | Interest earned from money invested in fixed term deposit accounts. Reduced on 2020/21 due to reduction in cash held and decreasing interest rates.  |
| Interest payable and similar charges                                | (218,285)         | (228,917)         | Interest paid on loans, (mortgages), lower than 2020/21 due to lower mortgage rate in 2021/22.   |
| Other finance charges   | (86,492)          | (44,202)          | Non-utilisation fees / finance costs including an actuarial movement on the pension liability of £28k for 2021/22.   |
| <b>SURPLUS FOR THE YEAR</b>   | <b>1,681,809</b>  | <b>2,260,582</b>  | Overall net surplus for 2021/22, which will be utilised to fund future planned maintenance and ongoing maintenance of our properties.  |
| <b>Other Comprehensive Income</b>                                   |                   |                   |  |
| Adjustment relating to Pension Liability                            | 1,061,000         | (1,780,000)       | Decrease in pension liability related to the accounting method used to value the pension liability.  |
| <b>TOTAL COMPREHENSIVE INCOME</b>                                   | <b>2,742,809</b>  | <b>480,582</b>    |  |

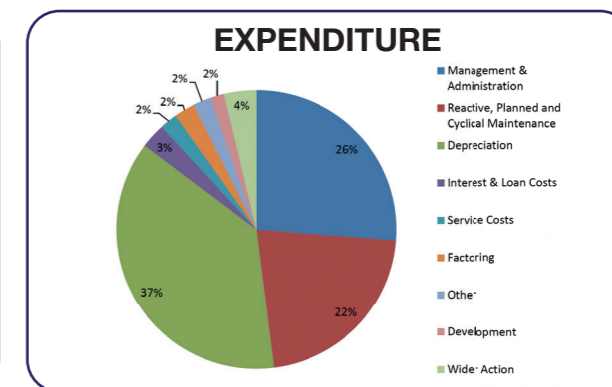
The table below shows our long term financial position, taking account of assets and liabilities:

| Statement of Financial Position as at 31 March 2022 | 31.03.2022 £       | 31.03.2021 £       | A Non-Accountants Guide to the Accounts  |
|---|--------------------|--------------------|--|
| Housing properties, less depreciation               | 104,074,717        | 98,395,071         | This is the net value of our houses, including replacement kitchens and bathrooms  |
| Other fixed assets                                  | 2,114,607          | 2,222,062          | This is the value of our office accommodation, IT and office equipment – including the investment in our new office accommodation, now complete.   |
|   | <b>106,189,324</b> | <b>100,617,133</b> |  |
| <b>Investments</b>                                  | 92,501             | 102,501            | Commercial offices we rent out and a £1 share in our subsidiary. Includes a £10k impairment following a valuation of our previous office building during 2021/2022.  |
| Receivables due in more than 1 year                 | -                  | 622,917            | The loan to Cloch Housing Association Ltd was repaid in full during the year, following the separation of Cloch and Oak Tree as parent and subsidiary and the ending of the shared finance services effective from the 1st March 2022. |
| <b>Assets and Liabilities</b>                       |                    |                    |  |
| Receivables   | 1,101,009          | 515,397            | Money owned to us, including rent, recharges outstanding, grant income, refunds, etc.  |
| Cash held   | 5,204,280          | 9,370,523          | Money in the bank. Lower cash balance at 31 March 2022 due to utilising cash held to pay for some of our new build development costs, which saved in loan interest costs.  |
| Creditors due in 1 year                             | (4,522,656)        | (4,107,907)        | Money we owe to others. This is high due to the timing of contractor invoices linked to our development sites.   |
| Creditors due after 1 year                          | (14,530,466)       | (15,622,294)       | Money owed on our loans (i.e. our mortgage balances, secured by specific charges on our properties. Movement in the pension scheme liability, a reduction from a liability of £1.403M in 20/21 to a liability of £52k in 21/22.        |
| <b>Deferred Income</b>                              |                    |                    |  |
| Social Housing Grant                                | (61,694,973)       | (62,393,318)       | Grant provided by the Scottish Government to help fund building new affordable homes.  |
| Other Grant   | (270,600)          | (279,329)          |  |
|   | <b>31,568,419</b>  | <b>28,825,623</b>  |  |
| <b>Capital and Reserves</b>                         |                    |                    |  |
| Share Capital                                       | 194                | 204                | Represents shares held by members, at £1 each.   |
| Revenue Reserves                                    | 31,568,225         | 28,825,419         | Sums built up in previous years and this year's surplus to give overall equity of the Association.   |
|   | <b>31,568,419</b>  | <b>28,825,623</b>  |  |

The charts below show the Income and Expenditure broken down into categories:

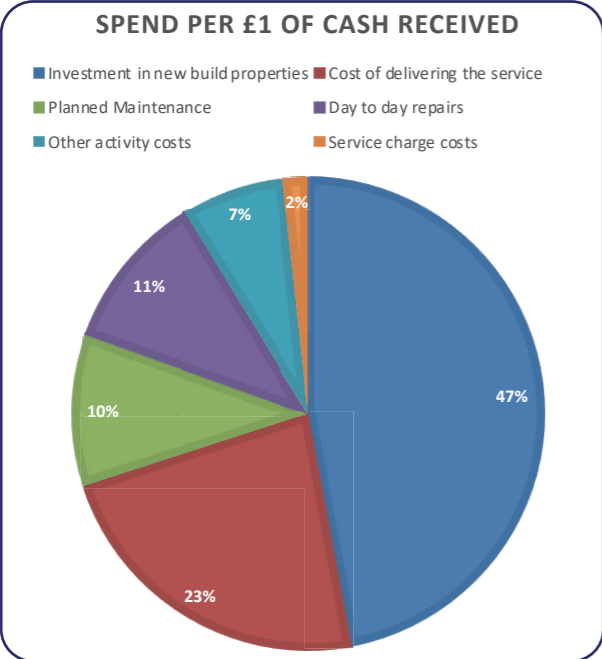


The Association's total income in 2021/22 was £11,297,304 including interest received. 74% of this income came from net rent and service charges of £8,310,381, and 20% is deferred income from Government Grants of £2,218,247 in the year. The remaining 6% income is from medical adaptations grants, wider action, factoring, interest received and other activities.



The Association's operating expenditure in 2021/22 was £9,281,145. The main expenses are running costs, being management and administration costs of £2,523,056 (26%), reactive maintenance costs of £1,261,789 and planned & cyclical maintenance of £829,202 totalling £2,090,991 (22%), housing depreciation of £3,589,037 (37%) with the remaining operating costs of £1,078,061 (11%) being associated with other activities and interest costs of £334,352 at 4%.

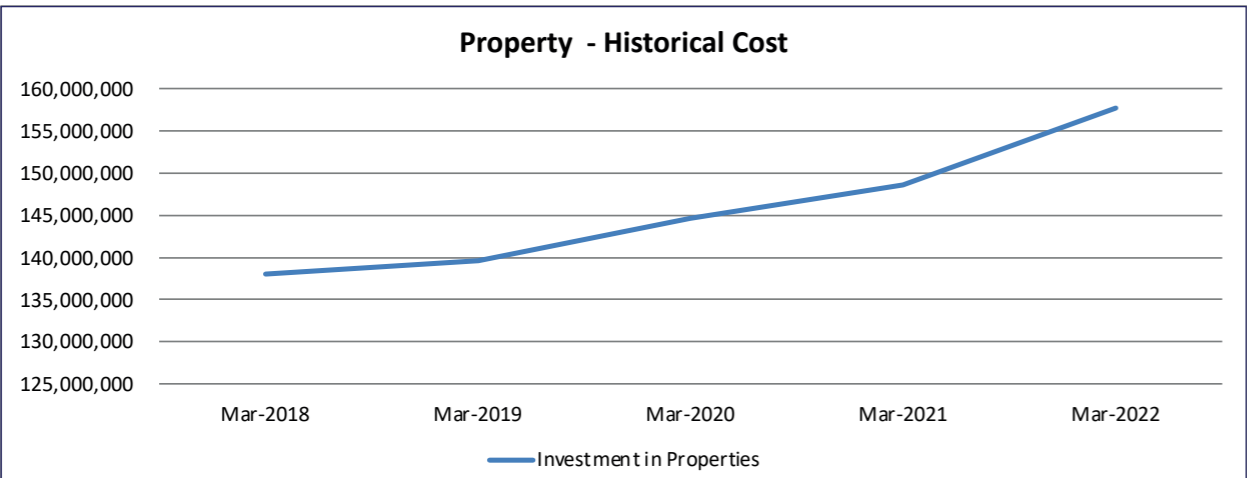
The chart below shows where we spent our money for every £1 of cash received in 2021/22, this excludes non-cash items such as depreciation and deferred grant income. Please note that cash received comes from rental income, loan funding, income from other activities, grants received for building new homes and cash reserves.



For every £1.00 of cash received we spent the following amounts in pence:

- £0.47 went towards building new homes
- £0.23 on delivering the services, e.g. staff costs, office running costs, IT, general overheads and maintenance overheads
- £0.11 went on day-to-day repairs and reactive maintenance
- £0.10 went on planned and cyclical maintenance
- £0.07 went on our other activity costs e.g. wider action, development services, factoring service etc.
- £0.02 went on service costs, e.g. common electricity and landscaping
- Investment in other fixed assets and bad debt came to 0% as a percentage of overall expenditure

The graph below shows how much we have invested in our properties over the past five years, with the value increasing from £138.1M in March 2018 to £157.7M by March 2022. During 2021/22 £9.452M was invested in our properties, building new homes and investing in our existing homes.



The Association has invested £157,731,145 in properties held as of 31 March 2022. Depreciation to date against this value for wear and tear amounts to £53,656,428. Additions in the year include £376,752 of capitalised major repairs and £9,075,207 for housing under construction. At the year-end the Association's housing properties have a net book value of £104,074,717.



## DEVELOPMENT: New Build Ness Road & Nevis Road

69 energy efficient social rented cottages



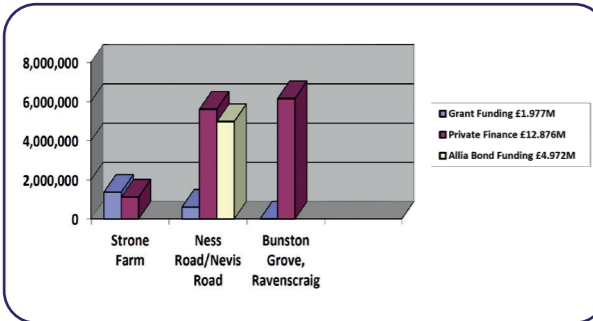
## DEVELOPMENT REPORT

The Association worked on 3 projects during the year. The projects that factored in the programme included:

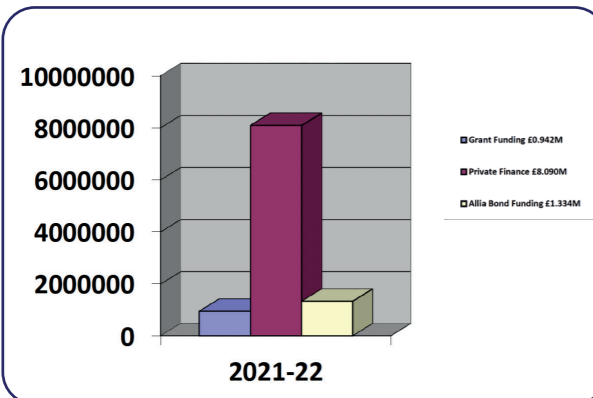
- Strone Farm, Greenock – 15 cottages
- Ness Road/Nevis Road, Greenock – 69 cottages
- Bunston Grove, Ravenscraig, Greenock – 71 cottages

The homes proposed are for the social rented market and will be/have been built to the silver energy efficiency standard (Greener Standard). The capital investment required to cover the developments is estimated to be £19.824M. This includes a private finance investment from the Association of £12.876M and a grant funding contribution of £1.977M from the Scottish Government. In addition the Association was successful in securing £4.972M Allia bond funding for the development at Ness Road/Nevis Road.

### Project Funding Allocation



### Capital Expenditure on the Development Programme During the Year



## DEVELOPMENT PROJECT DETAILS

### STRONE FARM NEWBUILD

15 energy efficient social rented cottages

| House types                       | No of Units |
|-----------------------------------|-------------|
| 3apt 4person semi-detached houses | 2 units     |
| 4apt 4person semi-detached houses | 6 units     |
| 4apt 5person semi-detached houses | 4 units     |
| 4apt 6person detached houses      | 2 units     |
| 5apt 7person detached houses      | 1 units     |

This project started on site in March 2020. However, since then, the project has been plagued by with difficulties linked to Covid-19 and Brexit. This culminated in May this year when the contractor entered into liquidation. Efforts are presently ongoing to identify an alternative contractor to complete the works. A firm completion date is unknown at the moment.

### NESS ROAD/NEVIS ROAD NEWBUILD

69 energy efficient social rented cottages

| House types                           | No of Units |
|---------------------------------------|-------------|
| 3apt 4person mid & end terrace houses | 34 units    |
| 4apt 5person mid & end terrace houses | 26 units    |
| 5apt 6person mid & end terrace houses | 3 units     |
| 3apt 4person cottage flats            | 6 units     |

This project started in August 2020 and completed in March 2022.

### BUNSTON GROVE, RAVENS CRAIG NEWBUILD

69 energy efficient social rented cottages

Link Group are leading on this project to develop the former Ravenscraig Hospital site in Greenock and Oak Tree Housing Association and Larkfield Housing Association are participating partners in the project. On completion, Oak Tree Housing Association will take possession of 71 of the 198 homes which are being built.

| House types                             | No of Units |
|---|-------------|
| 2apt 2person cottage flats (amenity)    | 2 units     |
| 3apt 3person cottage flats (wheelchair) | 7 units     |
| 3apt 4person houses                     | 15 units    |
| 3apt 4person cottage flats              | 11 units    |
| 4apt 5 person houses                    | 13 units    |
| 4apt 5 person house (wheelchair)        | 1 unit      |
| 4apt 6 person houses                    | 19 units    |
| 4apt 6 person house (wheelchair)        | 1 unit      |
| 5apt 7 person house                     | 2 units     |

## FUTURE DEVELOPMENT

The Association continues to work closely with Inverclyde Council, the Scottish Government and other RSL's in the Inverclyde area to identify development opportunities that will help to deliver on the strategic housing objectives for Inverclyde and to ensure the sustainability of the local community.

### PLANNED & CYCLICAL MAINTENANCE

In terms of work undertaken last year, the Association spent £342,079 on its planned maintenance element of work.

The main projects taken forward were:

- The LD2 smoke detection system
- Dormer repair programme
- Tenement Repairs – mini re-furb

£201,052 was spent on the cyclical maintenance element of works.

The main projects included:

- Gutter cleaning contract
- Roof anchor inspections
- Landscaping
- Legionella works
- Electrical inspections

## REACTIVE and GAS

### REACTIVE REPAIRS

The Association appointed The McDougall Group (TMG) to undertake our reactive repairs service. TMG later novated to McGill.

We carried out 6,753 repairs in the year. Although this is an increase in the previous year it should be noted that a full repairs service did not resume until restrictions were eased to allow non-emergency repairs to be carried. Therefore, we expect a return to normal repair numbers the following reporting year.

- 78.3% of repairs were completed first time
- It took contractors an average time of 3.4 hours to complete emergency repairs
- The average time for completing non-emergency repairs was 8.1 days

The section raised a further 911 non repairs i.e. rotate bins, close cleaning etc.

We have a one year defect liability period in place for our new build properties. We reported 108 repairs to our defect contractor.

### GAS

James Frew (Gas Sure) continued with the gas servicing contract during the year. All services due in the qualifying period, except 3, were carried out within the required 12-month period. This was due to the forced access procedure being suspended for a period of time during lockdown restrictions.



Bunston Grove, Ravenscraig DEVELOPMENT: New Build





| DIRECTORATE             |  | DEVELOPMENT & ASSET MANAGEMENT  |   |
|-------------------------|--|---|---|
| Nick Jardine            | Chief Executive Officer (Job Share)  | Brian Praties   | Development & Asset Management Manager          |
| Anne Culley             | Chief Executive Officer (Job Share)  | Sean Marshall   | Senior Development Officer                      |
| <b>HOUSING SERVICES</b> |  | Donald Middleton  | Clerk of Works / Maintenance Officer            |
| Hazel Aitken            | Housing Manager  | Joanna O'Rourke   | Senior Maintenance Officer (Planned & Cyclical) |
| Julie McEwan            | Senior Housing Officer   | John Stephens   | Maintenance Officer (Planned & Cyclical)        |
| Ann-Marie Mullan        | Housing Officer  | <b>FINANCE</b>  |   |
| Morag Sharp             | Housing Officer (Job Share)  | Kes Cameron   | Finance Manager                                 |
| Maxine Ferguson         | Housing Officer (Job Share)  | Claudia Ennemoser   | Finance Officer (Part-Time)                     |
| Louise Ward             | Housing Officer  | Anita Hunter  | Finance Assistant                               |
| Linda Smith             | Housing Assistant (Job Share)  | Ciaran Marshall   | Finance Admin Assistant (Temporary)             |
| Laurina Mooney          | Housing Assistant (Job Share)  | <b>I.T. (Previously Shared Service with Cloch, now via Service Level Agreement)</b> |   |
| Claire McLoone          | Housing Assistant  | Ewan Barr   | ICT Manager                                     |
| Lyndsey Robinson        | Housing Assistant  | Richard Browning  | IT Assistant                                    |
| Alana Broadfoot         | Housing Assistant (Temporarily covering role)                              | <b>HOUSEKEEPING</b>   |   |
| Catherine Scott         | Housing Admin Assistant  | Eleanor Gallacher   | Housekeeper                                     |
| Ellie Butcher           | Housing Admin Assistant (Temporarily covering role)                        | Tracy Swan  | Housekeeper                                     |
| Ronnie Bennett          | ICHR Housing Assistant (Part-Time)   | <b>HUMAN RESOURCES</b>  |   |
| Bethany Mayes           | Junior Housing-Admin Assistant<br>Kickstart Scheme – Until September 2022  | Gillian Boyle   | Senior HR Officer                               |
| <b>ADMINISTRATION</b>   |  | <b>MAINTENANCE</b>  |   |
| Kirsty Davis            | Office Manager   | Sukhdeep Hopper   | Maintenance Manager                             |
| Mary McCreadie          | Senior Clerical Assistant  | Peter MacDonald   | Senior Maintenance Officer (Reactive)           |
| Elizabeth MacKay        | Clerical Assistant (Part-Time)   | Brian Robertson   | Maintenance Officer                             |
| Jacqueline Harkins      | Clerical Assistant   | Andy MacDonald  | Maintenance Officer                             |
| Louise Blue             | Clerical Assistant (Temporary)   | Claire Scott  | Repairs Assistant (Supervisor)                  |
| Holly Brown             | Clerical Assistant (Temporary)   | Karen McDermott   | Repairs Assistant                               |
| Aimee MacKenzie         | Junior Clerical Admin Assistant<br>Kickstart Scheme – Until September 2022 | Karis McAlinden   | Repairs Assistant (Part-Time)                   |



Mural - Nicolson Street

## Staff News

### Staff Turnover:

5 staff members in total left the Association, in the reporting year.

### Staff Absence:

The percentage of days lost through staff sickness absence, in the reporting year was 8.4%

### Other News:

The new Senior Human Resources Officer role was filled and has been in post since October 2021.

## Kickstart Scheme



We are delighted to share that our application to be part of the Government's Kickstart Scheme was approved in December 2021.

The Kickstart scheme provides employers with funding, to create temporary, paid, job & training opportunities, for young people aged 16-24.

In March 2022, following a successful recruitment process in conjunction with Jobcentre Plus Greenock, we welcomed two trainee's into newly created Junior Clerical Administration Assistant & Junior Housing Administration Assistant posts.

**Inverkip Street BEFORE**



**Inverkip Street AFTER**

**JOINT PROJECTS**

**Energy Redress Application – Energy Activators Programme**

Oak Tree Housing Association, Cloch Housing Association and Larkfield Housing Association

This project is funded to the end of September 2022. Delivered by The Wise Group, the project continues to deliver support via phone calls, undertaking community drop-in sessions and TWG have undertaken a number of home-based visits this quarter. It is anticipated that funding will be made available in the 2nd half of 22/23 and a joint bid will be submitted.



**Tenancy Support Service**

Oak Tree Housing Association, Cloch Housing Association and Larkfield Housing Association

Simon Community Scotland (SCS) provides this service. This project is part-funded (50%) through SFHAs Homelessness Prevention Fund.



**Advice for all**

Oak Tree Housing Association, Cloch Housing Association and Larkfield Housing Association

Financial Fitness are open for face-to-face appointments and are continuing to provide additional phone-based appointments to support clients with all welfare benefit and money advice needs.



**Starter Packs Inverclyde**

Oak Tree Housing Association, Cloch Housing Association and Larkfield Housing Association

Starter Packs Inverclyde continue to provide essential support for vulnerable households across Inverclyde. Referrals come from a number of partners and Housing Associations can continue to refer onto this service.

Between April 2021 and March 2022, Starter Packs has given out 78 packs to Cloch, Oak Tree and Larkfield Housing Association customers and a further 81 packs to families referred from other agencies.



**Pathways to Construction**

This project continued to be our largest wider action activity during 2021-22.

24 young people completed the programme and a bid for additional funding to extend the project was submitted and to run through 2022-23 with funding agreed.



**WIDER ACTION**



**40 West Stewart Street | Greenock | PA15 1SH**  
**Tel: 01475 807 000 | Fax: 01475 807 022**  
**Direct Repair Line: 01475 807 001**  
**Email: [info@oaktreeha.org.uk](mailto:info@oaktreeha.org.uk)**  
**[www.oaktreeha.org.uk](http://www.oaktreeha.org.uk)**



**The Association is regulated with:**  
**Scottish Housing Regulator No. HCB137**  
**Financial Conduct Authority No. 2232(S)**  
**Vat Registration No. 393 1879 55**  
**Registered Charity No. SC045300**



**@OakTreeHA**

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