

Annual Report

2015-2016



**Glasgow
WEST**
HOUSING
ASSOCIATION
LIMITED

Homes are our purpose
service is our priority

Chairperson's Review 2015/16



Yushin Toda,
Chairperson

Shaping local services and partnerships to help meet the needs of individuals and communities is our focus as we journey towards achieving our 2020 vision and we have even started thinking about strategy towards our 50th anniversary in 2028. Progression is at an appropriate pace as we embed the stock transfers from Glasgow Housing Association and endeavour to deliver the SHQS¹, the minimum property standard set by the Scottish Government for all social housing.

Despite delivering 98% of our planned investment works this past year, we have only managed to meet 28% of the new, challenging, 2020 Scottish Housing Quality Standards (SHQSs). We have been diligent in delivering and interrogating our comprehensive stock condition survey, extremely strict in our interpretation of the new Energy Efficiency standards and have ambitious investment plans to deliver and meet the Scottish Governments targets for 2020. With support from GCC, we acquired 4 properties from local owners and plans are in place to ensure these properties meet SHQS in 2016.

A new Procurement Strategy has ensured compliance with new regulations, and stronger partnerships with our contractors and with local schools brought benefits for our communities in the last year. Responding to the feedback from our Satisfaction Survey, we have restructured our Property Services Team; a dedicated Repairs Team is delivering improvements in our response repairs service. Sound progress in rent collection performance is evident and particularly welcome, in the context of Welfare Reform, where GWHAs dedicated Tenancy Sustainment Team have built a momentum for mitigating the impact of further reforms, through wider support and preventative measures. We successfully piloted an out of hours emergency telephone contact point through our concierge team, with a view to consolidating this in 2016/17. Other pilot projects include electronic access to rent accounts and this will roll out and extend to factoring in 2016/17.

Despite delays outwith our control and with support from GCC, there is the potential for the new build project at Dover St/ Breadalbane St, in 2017; however this must be affordable and dependent on the pace at which GCC will transfer the land. The proposed new build project at Corunna Street has been set aside, subject to independent annual review of the site conditions.

Prudent management and sound fiscal planning have ensured continued strong financial performance. We geared up for the introduction of a new accounting framework which is a statutory requirement and significantly changes the way that our accounts will be presented from 2015/16. An efficiency strategy, capturing our culture of continuous improvement, value and efficiency, is evident and at the forefront of our operations and service delivery. This includes initiatives to reduce the time properties are empty between lets, ensure rents remain affordable, achieve best value from investment in

our housing assets and the elimination of duplication and waste at all levels in the organisation. We listened to the feedback from tenants regarding rent increases and contained this year's increase to 1.75%.

GWHA's Committee Training Forum, continues to offer opportunities for renewing and refreshing our membership and strengthening our governance. Three new members (all tenants) came on board through this route in 2015/16 and we are encouraging other tenants to participate in 2016/17.

You may recall that at this time last year, I reported Jim Anderson's resignation from the Management Committee, after 11 years service. Jim retained an interest in our activities with an expectation of returning to committee meetings following his long awaited heart operation. Sadly, Jim died in March 2016. Jim's sharp wit, attention to detail, routine constructive challenge and formidable directness were ever evident at our meetings and particularly in his duties as GWHAs Audit Sub Committee Convenor for 7 years. Jim was a well kent face in the Anderston community and its many networks; Anderston, and our meetings, will be quiet without him.

I wish to record my thanks to my fellow Management Committee members for their unstinting commitment and voluntary service, particularly to John Banks, Elizabeth Marshall, David McLavin, who resigned during the year due to health, family and work commitments and to Bob Hay, George Fraser and Catherine McCutcheon who are retiring at the AGM. We are always keen to encourage new members to strengthen and renew our governance. In closing, I would like to acknowledge our Chief Executive's 25th year of dedicated service to GWHAs, and to extend my thanks to all GWHAs staff for their good work, both central based staff and those staff providing a 24 hour concierge service. Also, I would thank all of you here today at the AGM, those who attended our Annual Tenants Conference in January and Residents Groups and others who have taken the opportunity to contact us with feedback during the year. A particular thanks is extended to members of the Consumer Panel for their support and influence in the development of our Tenant Portal, Good Neighbour Agreement and Save with Rent initiative and to the Members of our Lettings Panel who meet regularly to promote our area and our services to prospective tenants. Building on this, we will be promoting the scrutiny of our services through a Tenant Scrutiny Panel and I encourage tenants to participate in this new opportunity to influence and improve services. These partnerships ensure we continually learn, improve and build on the high standards of service you rightly expect.



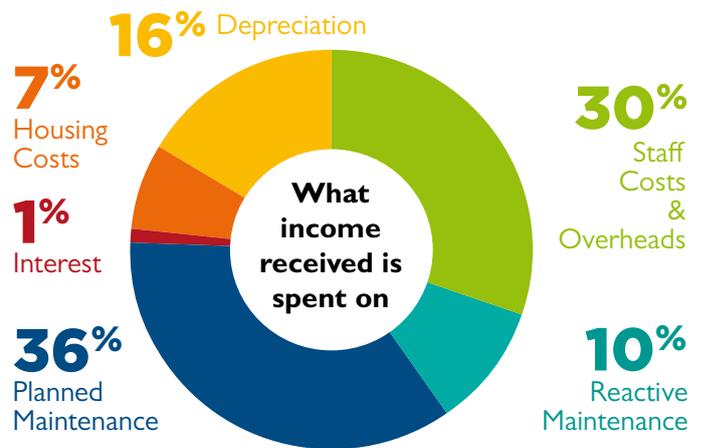
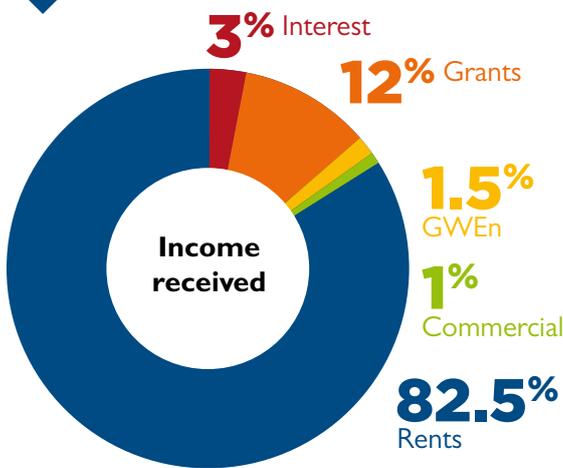
Yushin Toda, Chairperson 2015-16

1. Scottish Housing Quality Standard
2. Glasgow West Housing Quality Standard

Management Committee

 John Banks Committee Member Area: Hyndland Served from: 2009-15	 Steve Jenkins Committee Member Area: Anderston Casual Member: 2015	 Catherine McCutcheon Committee Member Area: Anderston Served from: 2015	 James Michael Secretary Area: Outwith area Served from: 1980	 Yushin Toda Chairperson Area: Burnbank Served from: 2007
 George Fraser Committee Member Area: Partick Served from: 2011-16	 Joginder Makar Treasurer Area: Outwith area Served from: 2009	 David McLavin Committee Member Area: Burnbank Served from: 2015-15	 Hanif Mirza Committee Member Area: Anderston Served from: 2005 ²	 Moira Wadsworth Vice Chair Area: Hyndland Served from: 1989
 Bob Hay Committee Member Area: St George's Cross Served from: 2014 ¹ -16	 Liz Marshall Committee Member Area: Hillhead Served from: 2013-16	 Scott McMahon Committee Member Area: Anderston Casual Member: 2016	 Margaret Semple Committee Member Area: Hillhead Served from: 2013	<ol style="list-style-type: none"> Philemon 1992-1993, GWHA committee member from 1993-2007 Sandyford 1992-1995, co-opted 2014

SOURCES OF INCOME AND AREAS OF EXPENDITURE



COMMITTEE TRAINING FORUM

The Committee Training Forum, established in November 2014, and designed to equip prospective members with competencies and confidence, has evolved into a successful framework for the recruitment of new Committee Members.

Membership is open to all tenants and members of GWHA who are interested in joining the Management Committee or in finding out a bit more about GWHA.



FACTORING SERVICES

	2015/16	2014/15	2013/14	
Factoring Invoices issued on Target	100%	100%	100%	
Annual Statement of Account issued on Target	100%	100%	100%	
Annual Cyclical Statements Issued	100%	100%	100%	
Written Statement of Services issued to new owners	100%	100%	100% ²	
Factoring Invoices paid within Target 14 days	42%	33%	26%	
Factoring Invoices paid in full at year end	75%	71%	88%	
On-site Factoring Surgeries (number)	8	8	8	
Early Repayment Rewards	Commercial	£697	£1369	£1172
	Domestic	£780	£647	£753

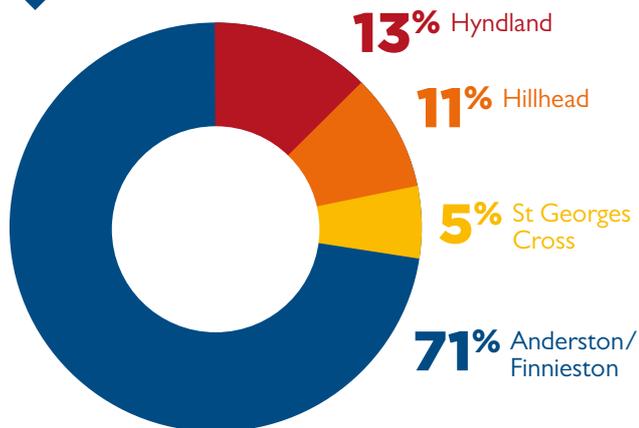
Re-registration of Glasgow West Enterprises, as property factor, November 2015, in compliance with the terms of the Property Factors Act 2011.

GLASGOW WEST ENTERPRISES LTD

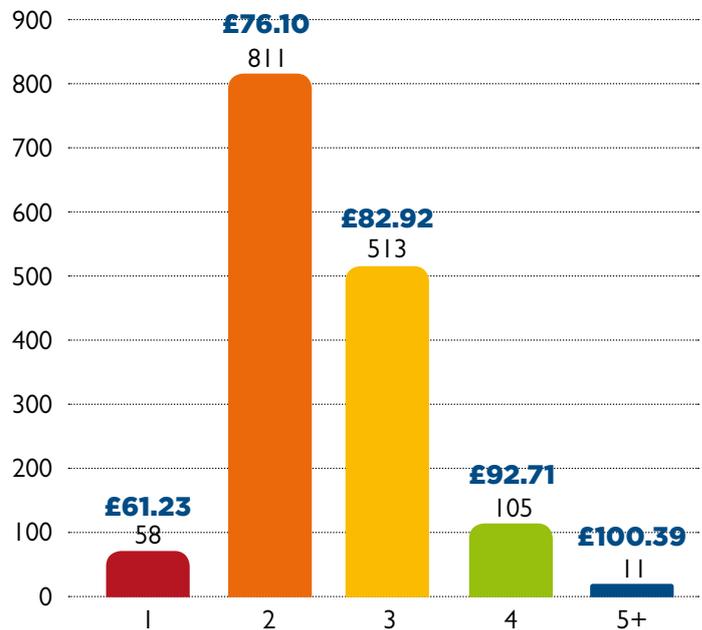
- ✓ Wholly owned subsidiary of GWHA established in 2010
- ✓ A vehicle for GWHA non-charitable activities eg factoring, commercial lets
- ✓ Supports GWHA planned enterprise and growth
- ✓ 100% of owners now factored by GWEn
- ✓ Continuity of staff: GWHA staff supply services to GWEn
- ✓ Income to March 2016: £1.14M
- ✓ Profit realised donated to GWHA or reinvested.

Tenancy Services

STOCK BY AREA



STOCK BY APARTMENT SIZE/ WEEKLY RENT



The rent increase for the year was 1.75%.

HOUSING ALLOCATIONS

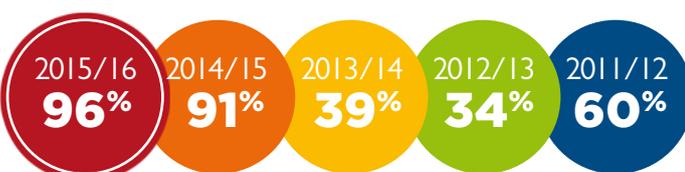
Number of enquiries



Number of applications



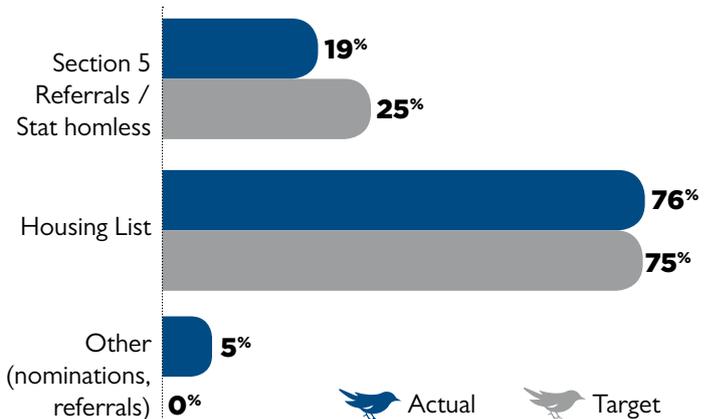
% processed within 10 working days



42 new mutual exchange applications were received, bringing the total to 140 applications on the register.

SOURCE OF LETS

15 existing tenants (16.5% of all lets), transferred within GWHA's housing stock. The remaining 76 vacancies were re-let as shown below:



VOID PERFORMANCE

Decant requirements for ongoing stonework repairs project impacting rent loss. Initiative in place to reduce void days lost to utility meter issues.

Rents/Voids	TARGET	2015/16	2014/15	2013/14	2012/13	2011/12
Rent Collection	99.2%	99.86	99.1	97.3 ¹	91	95.2
Void Rent Loss	0.7%	1.38	1.06	1.4	0.78	0.75
Void Re-let times	8 days	12	12	26	21	14.5

¹ Scottish Housing Regulator introduce change in calculation

Tenancy Services

RENT COLLECTION

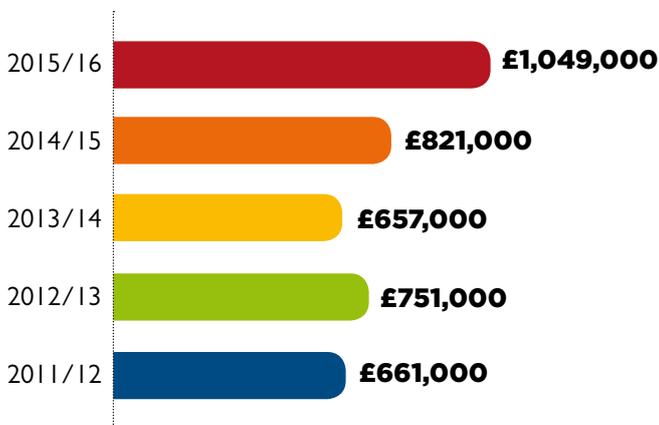
Positive payment culture embedding with the ongoing focus on early intervention and proactive promotion of our Rent Reward Scheme. Recovery is always a last resort with offers of tenancy support and assistance focussing on tenancy sustainment.

	Number of Cases				
	2015/16	2014/15	2013/14	2012/13	2011/12
Legal Action Initiated	27	44	53	19	16
Cases subject to Repayment Arrangement	11	18	23	10	8
Tenancies terminated	1	1	3	2	0
Case sisted for monitoring	4	12	3	1	1
Cases due to call @ court	1	5	20	3	7
Eviction granted but case Re-called	0	2	2	1	0
Eviction decree granted	5	8	2	2	2
Payment received Post Decree	0	2	1	0	1

WELFARE BENEFITS

More than £1m in additional benefits secured; and positive partnerships with Trussel Trust, Scotcash and Citizens Advice Bureau ensuring effective support for residents in ongoing challenging times. Universal Credit roll-out gathering steam, with 20 households migrating to this benefit during the year.

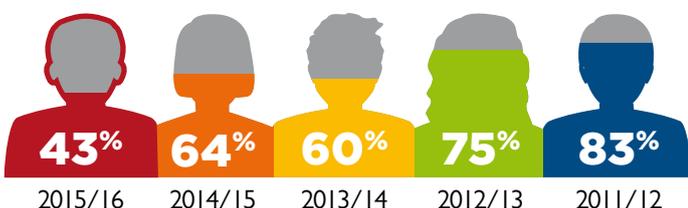
Additional income generated



Residents receiving a benefit check



Financial gains direct to residents in increased benefits



CONSUMER PANEL

The Consumer Panel met on two occasions over the year, influencing decisions including:

- ✓ Scottish Social Housing Charter: Annual Report on the Charter (ARC)
- ✓ Scottish Public Services Ombudsman: Complaints Reporting
- ✓ Good Neighbour Agreement
- ✓ Save with Rent Initiative
- ✓ Launch of tenant portal

16TH ANNUAL TENANTS CONFERENCE

95% staff are friendly courteous and go the extra mile

96% I am treated fairly

The ATC continues to be an important Event in our Calendar, with lively debate and tenants influencing a number of key decisions including the rent increase for 2016/17.



96% satisfied with the time it takes to get a service

98% staff are knowledgeable and confident

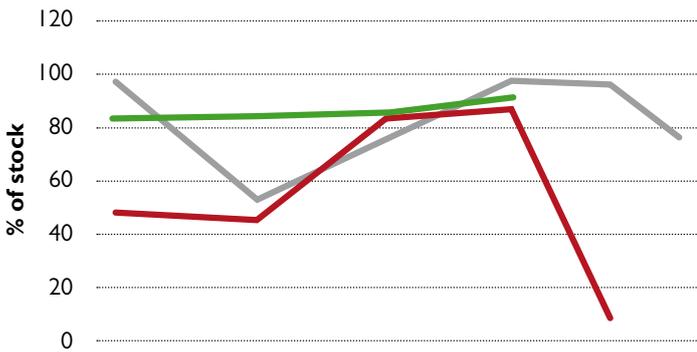
Property Services

SCOTTISH HOUSING QUALITY STANDARD

Reassessment of SHQS compliance during 2015 identified the immediate investment priorities as: traditional tenemental stonework, lift and bin chute renewals, and compliance with the Energy Efficiency Standard for Social Housing (EESH) by 2020. With the planned investment for 2016/17, compliance is anticipated to increase from the current 28% to 77%.

18% (274) of properties have SHQS exemptions/abeyances.

SHQS Compliance



	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Target	94	52	77	98	97	77
Actual	47	44	85	87	28	
All RSLs	82	86	87	91		

The "All RSL" benchmark data 2016 available mid year.

CYCLICAL MAINTENANCE

- ✓ 100% of properties with current Annual Gas Safety Certificate.
- ✓ 99.9% of properties serviced within the 12 month statutory timescale.
- ✓ 100% annual roof anchor inspections
- ✓ 100% annual roof inspection and gutter cleaning undertaken
- ✓ Slippage in 2nd visits to 48 identified hot-spot properties is now being addressed

REACTIVE REPAIRS

96%

of repairs completed within target, with 93% Right 1st Time. At 3.3 hours (Emergency) and 4.5 days (Non-Emergency), the average time to complete repairs was comfortably within GWHA's targets of 6 hours and 15 days respectively.

		2015/16	2014/15	2013/14	2012/13	2011/12
Total Repairs	Notified	4306	4206	4690	5225	3872
	Completed	4130	4169	4540	4962	3470
Average No. of Repairs per property	GWHA	2.9	2.8	3.1	3.5	2.6
	All RSLs	n/a	n/a	3.5	3.2	3.4
Performance Indicators (PI)	Target					
Completed within Target Response Time	96%	96	99	97	94	90
Pre-Inspections	5%	2	3	4	3	7
Post Inspections	5%	6	1	4	3	11

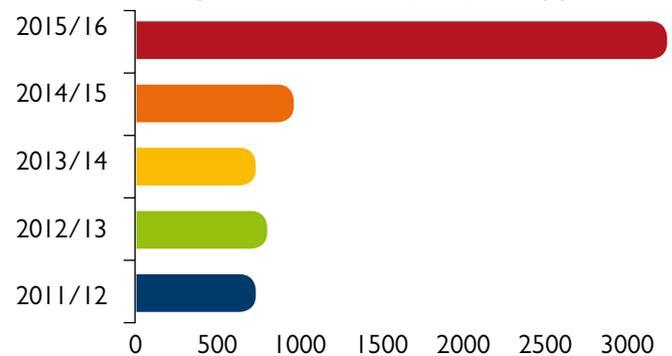
INVESTMENT

Substantial investment programme, increasing average spend per property to £2697.

- ✓ Window Replacement Phase 1 and 2
- ✓ Anderston Stone Repairs Phase I
- ✓ Belmont Street Deck Repairs
- ✓ St Vincent Terrace Lift Modernisation
- ✓ Kitchen and Bathroom replacements
- ✓ Central heating system renewals
- ✓ Electrical rewiring



Average Spend per property p/a: (£)



	2011/12	2012/13	2013/14	2014/15	2015/16
£	636	662	640	920	2697

REGENERATION

Slow progress with GCC over the development of the Dover Street site.

Firm commitment to the development of the Corunna Street site, with an annual review of site conditions to ensure risk exposure is mitigated.



Property Services

MEDICAL ADAPTATIONS

With grant support from GCC, 19 medical adaptations were completed, improving the quality of life for those residents.

		2015/16	2014/15	2013/14	2012/13	2011/12
Budget:	Total	£56,500	£36,000	£51,000	£56,000	£47,000
	% GCC Funding	59	42	58	63	32
% Expenditure		81	66	81	79	71
No. of adaptations completed		19	18	20	16	17
% of total applications processed		86	82	76	70	59
% of all GWAH properties adapted		14	13	11	11	10



Before



After

GOOD GARDEN AND BEST CLOSE



Best Close
Winner:
492 St
Vincent St



Newcomer
Winner:
171 University
Ave



Main Door
Winner:
79 Keith
Court



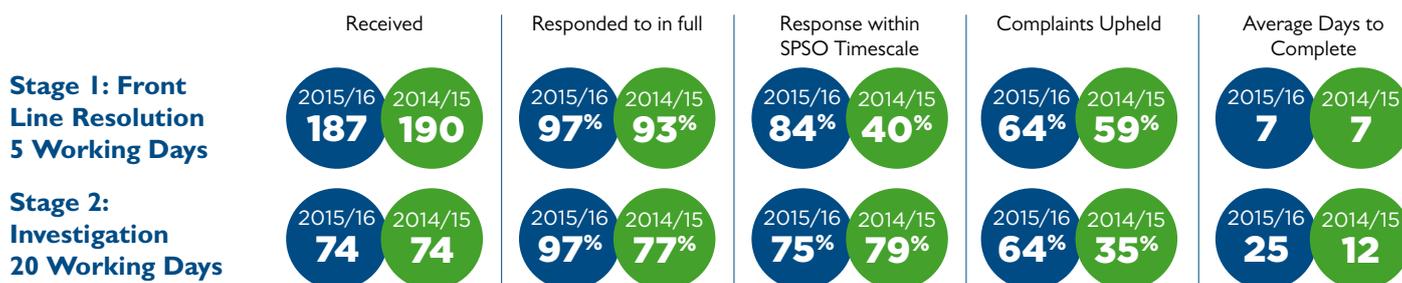
Communal
Winner: 115
Hyndland
Road /24
Prince Albert
Road

ESTATE SERVICES

- ✓ 100% Estate Management Inspections within target timescale
- ✓ Hard cutback of all overgrown shrubbery across the entire estate
- ✓ Successful G3 Open Day promoting Scottish Wild Flowers Seed Kits
- ✓ £250 awarded in Garden Grant funding
- ✓ Weekly on site meeting with contractors to ensure quality service provision
- ✓ Enhanced Good Close/ Garden Competition introduced
- ✓ Support for back-court clean up around Craigmaddie Court, with GW residents and children volunteering in project

COMPLAINTS HANDLING

Significant improvement in the management of Stage 1 complaints.



The Home Owner Housing Panel confirmed compliance with the Property Factors Enforcement Order issued April 2015. Neither of the two cases considered by the Scottish Public Services Ombudsman during 2015/16 were subject to investigation.

SERVICE SATISFACTION

	2015/16	2014/15
Overall Satisfaction with Services	81	80
Kept Informed	92	85
Neighbourhood Management	75	73
Opportunities to Participate	94	80
Repairs and Maintenance in last 12 months	73	62
Rent Value for Money	80	72
Quality of Home	60	-
Standard of Home at Date of Entry (new tenants)	68	79

Results of the independent continuous monitoring surveys help shape our service priorities and activities. Initiatives in place to expand monitoring from the current focus on repairs reporting; and to ensure all feedback is considered and actioned.

52 formal compliments received during year.

STOCK PROFILE



Tenement Flats
(exc main door
flats 676/45%)



Deck Access
330/22%



Multi Storey
319/21%



Other Flats
116/8%



High Rise
(not multi-storey)
55/4%



Houses
2/<1%

CHARITABLE ACTIVITIES

- ✓ GW bookworms enjoyed fun-filled activities at our AGM and ATC.
- ✓ Festive gifts delivered to 358 elderly / vulnerable tenants
- ✓ 108 children benefited from £2,700 Cash For Kids grants.
- ✓ 10 children participated in the Festive Colouring Competition
- ✓ Donation to Woodside Community Council "Santa Sacks" initiative
- ✓ Staff fund-raising throughout the year, from sponsored runs, cake bake sales and Christmas jumper day. All proceeds donated to charities



JIM MICHAEL AWARD

This award was introduced in 2008, our 30th Anniversary Year, to recognise the commitment of the exceptional people who make a difference to our lives. Nominations are welcome throughout the year.



Mrs Dolina MacNeill
winner of the 2015
Award, with
Jim Michael,
Secretary

HEALTHY WORKING LIVES

This award represents GWHAs ongoing commitment to offering a safer, healthier and more united workforce. GWAHA annual re-assessment was carried out December 2015 and Gold Award Status was maintained.

ANNE GOULD AWARD



Well done to all of this year's nominees and a special mention for the deserved winner of our 2016 Award Elaine Giles, pictured left, with Linda Reid, Chief



Executive. This staff recognition award was introduced in 2008, as part of our 30th celebrations and in recognition of Anne Gould's contribution to GWAHA.

RENT REWARD SCHEME

Applications are encouraged from all GWAHA tenants, with 37 new members welcomed to the scheme during 2015/16. £4700 in incentives and bonuses.



Miss Preston, Winner of the Rent
Reward Scheme Prize Draw, with Chris
Pill, Services Administrator.



Miss Doroszko, Runner Up of the Rent
Reward Scheme Prize Draw, with Chris
Pill, Services Administrator.

