

# Annual Report 2017-2018



1978 - 2018

Glasgow  
WEST  
HOUSING  
ASSOCIATION  
LIMITED

Homes are our purpose  
service is our priority



# Chairperson's Review 2017/18



Steve Jenkins  
Chairperson

It is my privilege to present my first report, as Chairperson of GWHHA. Firstly, I would like to record my thanks to my predecessor, Yushin Toda, for all his good work as Chairperson, between 2014 and 2017, and for his support, in his role as Vice Chair, during this last year.

As we approach our 40th anniversary in July 2018, we continue to shape local services and help meet the needs of individuals and communities.

Progression towards our 2020/2028 Vision continues at an appropriate pace; as we move beyond embedding the stock transfers from Glasgow Housing Association and make significant investment in our stock and services.

As ever we have had a year of challenges, opportunities and learning. This time last year, we were all shocked by the tragedy at Grenfell Tower. Our immediate response was to undertake a review of the cladding and external wall insulation installed in our properties and offer reassurance that our properties have approved building warrants that meet the Scottish Building Standard Technical Regulations. In parallel, we reviewed all our fire safety measures and confirmed robust, routine, diligence and ongoing awareness.

We continue our endeavours to deliver SHQS, the minimum property standard set by the Scottish Government for all social housing and the GWHQS, which enhances the SHQS. With completion of the phase 1 (Anderston) stonework project, and modernisation of internal fixtures and fittings, and enhanced energy efficiency measures, an additional 52 properties now meet the SHQS, delivering 84% compliance at the year end. Prudent investment of tenant's rent remains a key priority, with £440k in efficiency savings and £29k community benefit commitments achieved through the robust procurement of projects including lift renewals and kitchen and bathroom replacements that will be delivered in 2018/19.

Although challenging external factors (including the Glasgow Housing Register) have temporarily impacted our performance in core service areas of void loss, re-let times and gross rent arrears, we remain in the top quartile of RSLs in Scotland, and we have ambitious plans in place to recover our journey towards Top-5 Performer. This impressive performance, particularly in rent collection, is especially welcome in the context of Welfare Reform, where GWHHA's dedicated Tenancy Sustainment Team continue their endeavours to mitigate the impact of further reforms through wider support and preventative measures.

Disappointingly, for the first time in 18 years of running our Annual Tenants Conference, we had to cancel the event in January 2018, due to the extreme weather warnings from the Scottish Government. However, as always we listened to feedback from tenants and were alert to the challenges around inflation and rising utility and other costs and contained an increase from April 2018 to 3.5%.

I had hoped to report a start date for the Dover St/Breadalbane St new build project, however, as the current building market is overheated, we received tender prices well over budget. Consequently, we are working on a comprehensive design and efficiency review before retendering. The proposed new build project at Corunna Street is still subject to independent annual review of the site conditions. In partnership with Queens Cross Housing Association we are working with GCC to acquire Burnbank House to develop innovative housing for the elderly. On a positive note, the three remodeling projects are progressing at a pace, and will provide two self-contained units and 10 supported bed spaces for occupation in early 2019. We continue in our quest towards a 24/7 service through our out of hours emergency telephone contact point through our concierge team and recently restructured our staff team to ensure

greater front line services and value. Other successes in enhancing services this year, include a partnership with Our Power, our partnership with HSCP our trainee and apprentice programmes and bespoke visits to all tenants over 75 years old.

In partnership, with GCC and other local housing associations, we were delighted to welcome the eventual launch of the common housing register; with on-line applications for housing, through the Glasgow Housing Register (North West Pilot), in April 2017. Unfortunately, due to the overwhelming demands on our resources and that of other Housing Associations, this service has been temporarily suspended to allow some time for system modifications that will ensure a more efficient and sustainable service is relaunched. In the meantime, applicants are able to apply directly to GWHHA for rehousing.

Prudent management and sound fiscal planning have ensured continued strong financial performance. Through our efficiency strategy, we are constantly improving how we capture our culture of continuous improvement, value and efficiency, which drives our operations and service delivery. These high governance standards were validated through our Low Engagement designation with Scottish Housing Regulator and an independent audit in March 2018, which recorded 100% compliance with Scottish Housing Regulator's Regulatory Framework: 86% very good (highest of 5 ratings) and 14% good (second highest).

You may recall that at last year's AGM, we had a ballot for the election of our committee members. While this can sometimes be daunting for those involved, it is the opportunity for members to ensure the profile of the committee reflects the membership and the wider community. I am pleased to report this is the case; in addition, we have a good balance between long serving members and new members. Having previously participated in the Committee Training Forum, our new members have all hit the ground running and been a great asset to our governance. I wish to record my thanks to all my fellow Management Committee members for their unstinting commitment and voluntary service and particularly to Margaret Semple who is not standing for re-election this year, after 5 years' service on the Management Committee and 3 years as Convenor of our Audit Committee.

To Linda Reid who retires in the autumn after 28 years of service; on behalf of the Management Committee, Staff and Membership, I wish to formally acknowledge and thank you for so many years of dedicated service as Chief Executive of GWHHA. With your vision and leadership, we are in a strong position to face the challenges of the future, as we continue our journey towards shaping thriving communities. We wish you well in your retirement.

In closing, I would like extend my thanks to all GWHHA staff for their good work. Also, I would thank all of you here today at the AGM, those who participated in our consultative events and those 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 service improvements and to the Members of our Lettings Panel who meet regularly to promote our area and our services to prospective tenants. These partnerships ensure we continually learn, improve and build on the high standards of service you rightly expect.

Steve Jenkins

Chairperson 2017 - 2018

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

# Management Committee



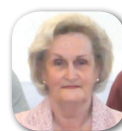
Steve Jenkins  
Chairperson  
Area: Anderston  
Served from: 2015



Joginder Makar  
Treasurer  
Area: Out with area  
Served from: 2009



Joe Heaney  
Committee Member  
Area: Hillhead  
Served from: 2017



Nina MacNeill  
Committee Member  
Area: Hillhead  
Served from: 2017



Susan Mosedale  
Committee Member  
Area: Partick  
Served from: 2017



Yushin Toda  
Vice Chair  
Area: Burnbank  
Served from: 2007



Tony Keane  
Committee Member  
Area: Anderston  
Casual Member: 2017



Margaret Semple  
Committee Member  
Area: Hillhead  
Served from: 2013



Moira Wadsworth  
Committee Member  
Area: Hyndland  
Served From: 1989



Hanif Mirza  
Committee Member  
Area: Anderston  
Served from: 2005<sup>1</sup>  
I. Sandyford 1992-1995,  
co-opted 2014

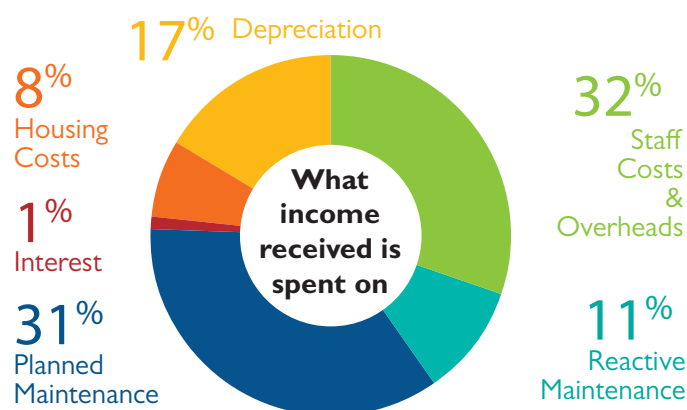
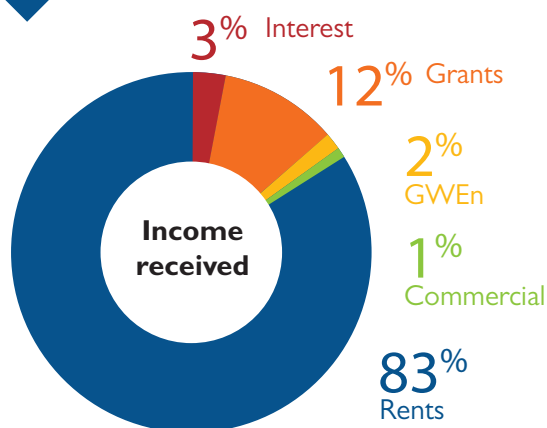


Jim Michael  
Secretary  
Area: Out with area  
Served from: 1980



Mirosława Trzeciak  
Committee Member  
Area: Anderston  
Served from: 2017

## SOURCES OF INCOME AND AREAS OF EXPENDITURE



## COMMITTEE TRAINING FORUM

GWHA's Committee Training Forum is a unique, flexible, transparent in-house programme for prospective committee members and an opportunity for existing members to acquire or refresh their skills and understanding of the housing association sector and the work of GWHA.

Tony Keane, Susan Mosedale, Joe Heaney, Dollina MacNeill, Yushin Toda and Howard Ashton (pictured left to right) graduated from the forum in November 2017 with Tony Keane, Susan Mosedale, Joe Heaney, Dollina MacNeill joining the Management Committee, (Yushin Toda - existing committee member) and others having a greater understanding of GWHA governance and services.



## GLASGOW WEST ENTERPRISES LTD

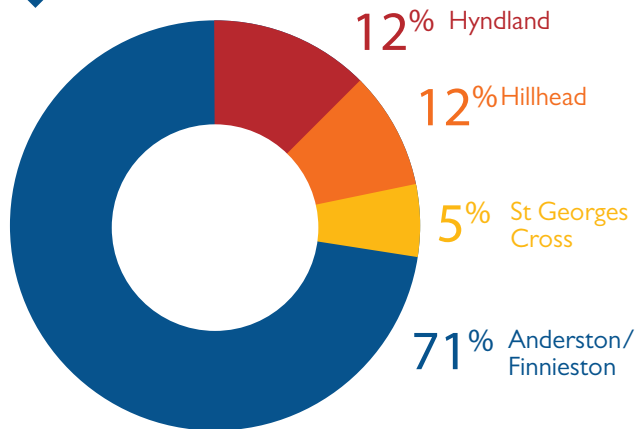
- ✓ Wholly owned subsidiary of GWHA established in 2010
- ✓ A vehicle for GWHA noncharitable activities eg factoring
- ✓ Supports GWHA planned enterprise and growth
- ✓ Factoring audit to deliver 100% compliance
- ✓ Continuity of staff: GWHA staff supply services to GWEn
- ✓ Profits donated to GWHA :2015-2018: £9,600

FACTORING SERVICES		2017/18	2016/17	2015/16	2014/15
Factoring Invoices issued quarterly		75% <sup>1</sup>	100%	100%	100%
Annual Statement of Account issued May		100%	100%	100%	100%
Annual Cyclical Statements Issued December		100%	100%	100%	100%
Written Statement of Services issued to new owners		100%	100%	100%	100% <sup>2</sup>
Factoring Invoices paid within 14 days		30%	33%	42%	33%
Factoring Invoices paid in full at year end		84%	75%	75%	71%
On-site Factoring Surgeries (number)		8	8	8	8
Early Repayment Rewards	Commercial	£1,595	£990	£697	£1,369
	Domestic	£945	£500	£780	£647
Annual Information Statements issued February		75% <sup>1</sup>	100%	-	-
Homeowners receiving correspondence by email		23%	16%	-	-
Homeowners paying by Direct Debit		27%	24%	-	-
Direct Debit incentive paid out		£3,120	£2,180	-	-
Homeowners Conference		Oct 2017	Oct 2016	-	-
Disputes referred to the First-tier Tribunal for Scotland (Housing and Property Chamber)		2	-	-	1

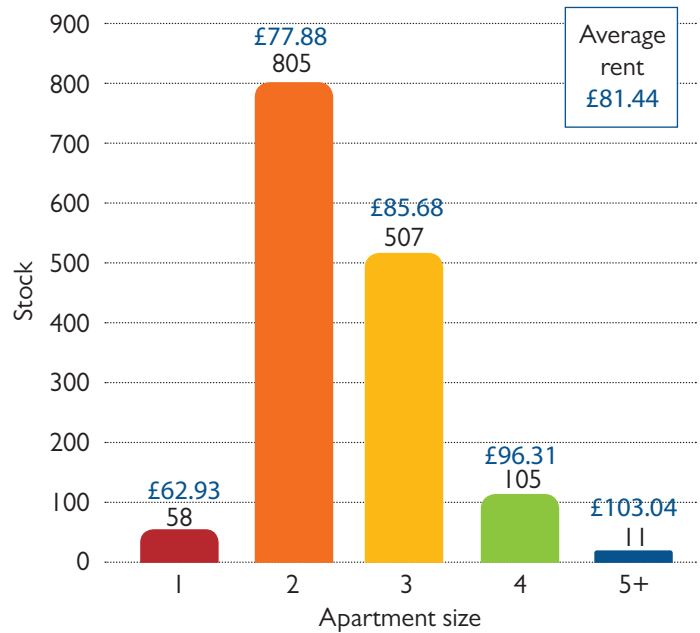
<sup>1</sup> Adverse weather impacting issue

# Tenancy Services

## STOCK BY AREA



## STOCK BY APARTMENT SIZE/ WEEKLY RENT

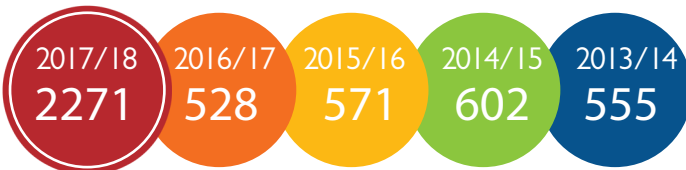


## HOUSING ALLOCATIONS

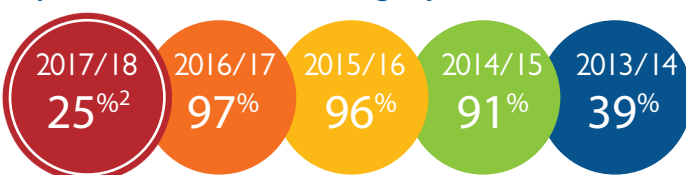
### Number of enquiries



### Number of applications



### % processed within 10 working days

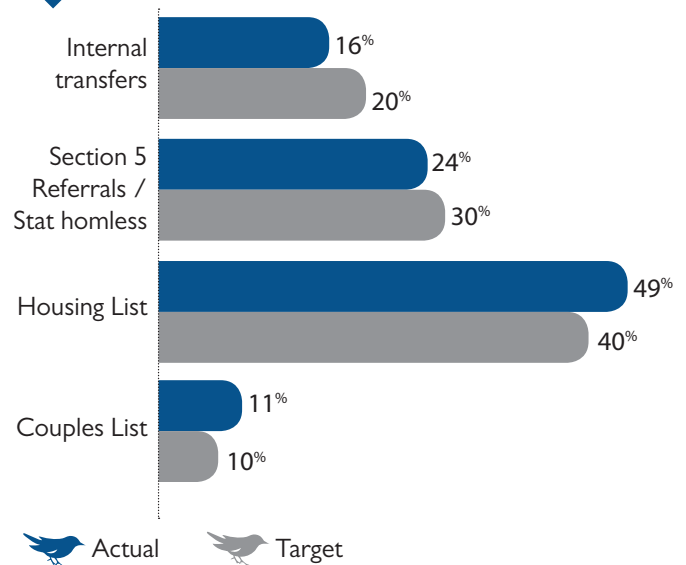


¹ Applications online since GHR launch

² GHR impact

**39** new mutual exchange applications were received, with a total of 94 applications on the register.

## SOURCE OF LETS



## RENTS/VOID PERFORMANCE

The phase 1 (Anderston) stonework project is nearing completion, and the impact on void rent loss will be alleviated with the imminent re-letting of the refurbished properties. Void rent loss and re-let times were also both significantly impacted by the four-fold increase in housing applications through the pilot Glasgow Housing Register: which has since been suspended whilst we work with partner RSLs towards a more sustainable longer-term solution.

Rents/Voids	TARGET	2017/18	2016/17	2015/16	2014/15	2013/14
Rent Collection	99.2%	100.3	100.16	99.86	99.1	97.3
Void Rent Loss	1.6%	1.6	1.5	1.38	1.06	1.4
Void Re-let times	7 days	14	10	12	12	26

# Tenancy Services

## RENT COLLECTION

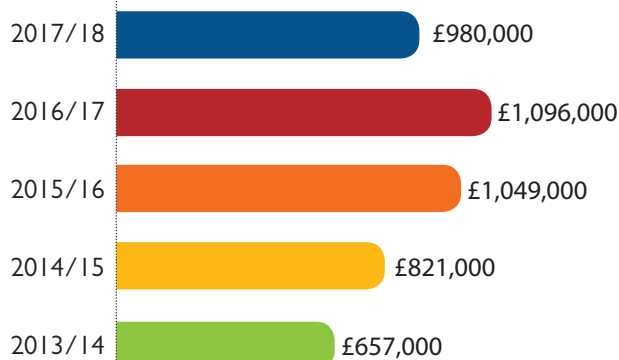
Our focus on tenancy sustainment, and on promoting a positive payment culture, helps reduce the need for legal action. Recovery of a tenancy is always a last resort; and we are working jointly with RSLs in Glasgow to explore solutions to the increasing delays in the Court process, and in the assessment of Housing Benefit claims.

	Number of Cases				
	2017/18	2016/17	2015/16	2014/15	2013/14
Legal Action Initiated	15	19	27	44	53
Cases subject to Repayment Arrangement	2	7	11	18	23
Tenancies terminated	0	0	1	1	3
Case sisted for monitoring	2	1	4	12	3
Cases due to call at court	10	2	1	5	20
Eviction granted but case Re-called	0	1	0	2	2
Eviction decree granted	2	1	5	8	2
Payment received Post Decree	0	1	0	2	1

## WELFARE BENEFITS

Our partnerships with the Trussel Trust, Scotcash, Drumchapel Money Advice, Glasgow Home Energy Team (GHEAT) and the Citizens Advice Bureau help ensure effective support for our households as demand for the service continues to grow with the roll-out of welfare reform: in particular Universal Credit full service which extends to new and existing claimants served by Partick Job Centre office from October 2018.

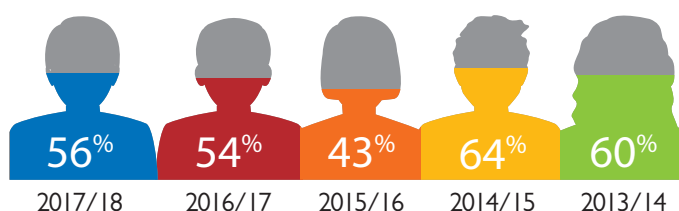
### Additional income generated



### Residents receiving a benefit check



### Financial gains direct to residents in increased benefits



## CONSUMER PANEL

An independent consultant led two Consumer Panel Meetings with tenants influencing the rent restructuring plans.

## CONSULTATION EVENT

92% staff are friendly courteous and go the extra mile

100% staff are knowledgeable and competent



Margaret McCunnie being awarded Best Close Winner



The mini consultation events held in lieu of the Annual Tenant Conference (cancelled due to adverse weather) were well attended, with tenants providing excellent feedback that will help shape repairs and estate management procurement, rent restructuring plans, and our 40th anniversary activities.

100% I am treated fairly

100% I agree with the associations strategy

100% I am satisfied with the amount of time it takes to get service



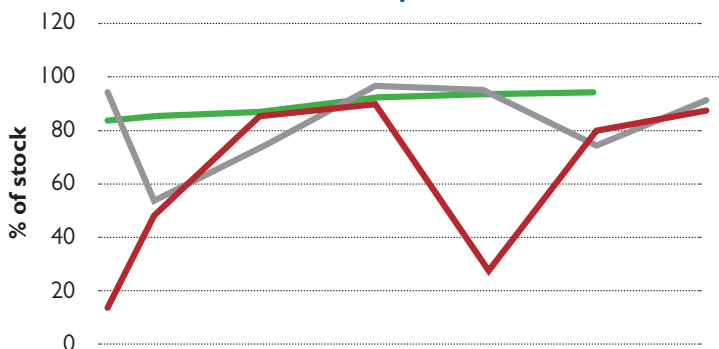
# Property Services

## SCOTTISH HOUSING QUALITY STANDARD

Continued investment in stone repairs along with investment in long term void modernisation and heating systems contributed to 84% SHQS compliance (4% increase on 16/17). 7% of properties (109) have exemptions/abeyances from SHQS.

The investment programme to ensure compliance with the SHQS and the Energy Efficiency Standard for Social Housing (EESH) by 2020 is informed by stock condition surveys, energy performance assessments and repairs trend analysis.

### SHQS Compliance



	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18
Target	94	52	77	98	97	77	85
Actual	17	44	85	87	28	80	84
All RSLs	82	86	87	91	93	94	*

\*The "All RSL" benchmark data 2017 not currently available

## CYCLICAL MAINTENANCE

- ✓ 100% of properties with current Annual Gas Safety (AGS) Certificate. Slippage in 12 month target for AGS inspections (95.8%) addressed through policy/procedural overhaul.
- ✓ Annual roof anchor inspections complete.
- ✓ Annual roof inspection and gutter cleaning 100% achievable complete.
- ✓ Strategy agreed for the procurement and delivery of common electrical safety checks and common areas painting.

## REACTIVE REPAIRS

The excellent feedback received through the various consultation measures will inform the repairs service review in 2018/19.

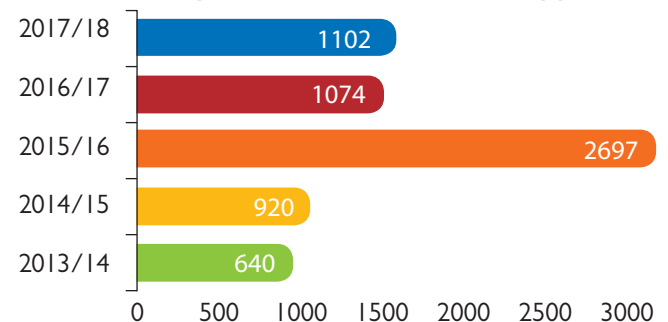
		2017/18	2016/17	2015/16	2014/15	2013/14
Total Repairs	Notified	4679	4785	4306	4206	4690
	Completed	4403	4511	4130	4169	4540
Average No. of Repairs per property	GWAH	3.3	3.3	2.9	2.8	3.1
	All RSLs	Not Available	3.5	3.6	3.6	3.5
Performance Indicators (PI)	Target					
Completed within Target Response Time	96%	93	94	96	99	97
Right 1st Time (%)	97%	94	94	93	96	N/A
Emergency Repairs (hours)	2.5	3.5	4.2	3.3	3.5	N/A
Non-Emergency Repairs (days)	4	4	3.9	4.5	4.6	N/A
Pre-Inspections (%)	5%	4	3	2	3	4
Post Inspections (%)	5%	1	3	6	1	4

## INVESTMENT

- ✓ Stonework Repairs
- ✓ Common Windows (x4 closes)
- ✓ Flat windows (x3)
- ✓ Central Heating (x31)
- ✓ Kitchen, Bathroom & Rewire works (x7)
- ✓ Bird Netting (x5 deck access block)
- ✓ Door Entry Systems (x3)
- ✓ Lift Motor Replacement (x2)

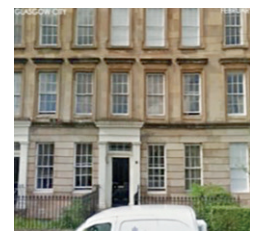


### Average Spend per property p/a: (£)



## REGENERATION

The remodelling projects at St Vincent Crescent, Gray Street and Breadalbane Street will be ready for occupation early 2019. Planning and procurement challenges delay progress at Dover Street, with a comprehensive design and efficiency review instigated to inform retendering during 2018. Site conditions at Corunna Street are subject to independent assessment and ongoing monitoring.



# Property Services

## MEDICAL ADAPTATIONS

15 adaptations were carried out in 15 properties, improving the quality of life for those residents. GWH contributed 60% of the £23,000 medical adaptations expenditure, with GCC funding the remainder.

		2017/18	2016/17	2015/16	2014/15	2013/14
Budget:	Total	£51,000	£51,000	£56,500	£36,000	£51,000
	% GCC Funding	59	59	59	42	58
% Expenditure		45	87	81	66	81
No. of adaptations completed		15	29	19	18	20
% of total applications processed		83	80	86	82	76
% of all GWH properties adapted		17	16	14	13	11



## G3 GROWERS



G3 Growers open day was held in August with over 90 visitors it was one of our most successful yet, with a wide range of activities and home made foods.

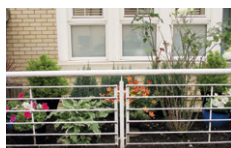
## GOOD GARDEN & BEST CLOSE



Best Close Winner:  
218 Berkeley St



Newcomer Winner /  
most improved Garden:  
71 Keith court



Main Door Winner:  
27 Brechin St



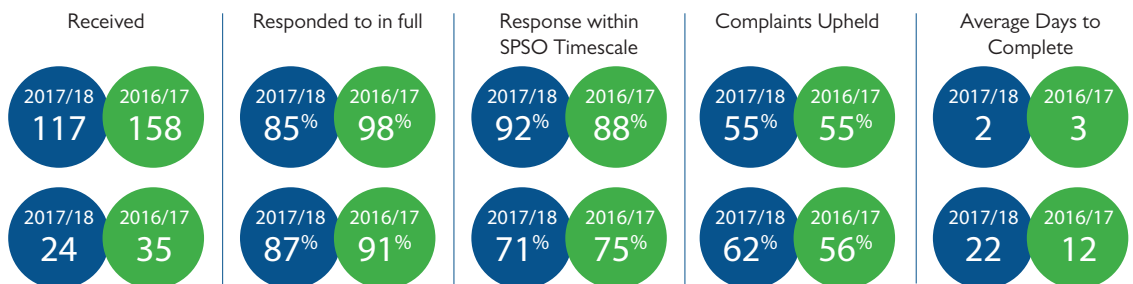
Communal Garden Winner:  
12 Prince Albert Rd & 48  
Dorset St—Joint winners

## ESTATE SERVICES

- ✓ 981 service requests actioned and 924 common area inspections carried out.
- ✓ Our Apprentice Concierge were able to undertake a number of Environmental works including painting of railings and in depth cleans of common areas.
- ✓ Estates staff continue to work in partnership with LES Managers, Environmental Task Force & local Councillors to address local issues including replacement of refuse bins, uplift of bulk waste and fly tipping.
- ✓ £150 Garden Grant funding awarded to residents who want to enhance their back court or front garden.
- ✓ The Best Close / Good Garden competition's new format continues to be a success with a high standard of entries.

## COMPLAINTS HANDLING

### Stage 1: Front Line Resolution 5 Working Days



### Stage 2: Investigation 20 Working Days

The downward trend in complaints received is encouraging, with 37% fewer formal complaints recorded in 2017/18. Three complex cases requiring extensive investigations over a prolonged period impacted on the overall average days to complete.

## SERVICE SATISFACTION

	2017/18	2016/17	2015/16
Overall Satisfaction with Services	94	89	81
Kept Informed	96	92	92
Neighbourhood Management	76	77	75
Opportunities to Participate	97	95	94
Repairs and Maintenance in last 12 months	80	76	73
Rent Value for Money	77	81	80
Quality of Home	74	72	60
Standard of Home at Date of Entry (new tenants)	72	81	68

Four hundred tenants were surveyed by our independent consultant, with improved satisfaction levels across a number of key indicators; and with prompt follow-up and action in areas of dissatisfaction. A review of assessment measures is scheduled for 2018.

40 service user compliments were formally recorded in the year.

## STOCK PROFILE



Tenement Flats  
(exc main door flats)  
673, 45.2%



Deck Access  
328, 22%



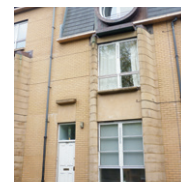
Multi Storey  
317, 21.3%



Other Flats  
116, 7.7%



High Rise  
(not multi-storey)  
55, 3.7%



Houses  
2, 0.1%

## CHARITABLE ACTIVITIES

- ✓ GW Bookworms – books were distributed at Christmas alongside Cash for Kids grants.
- ✓ Festive gifts delivered to 363 elderly / vulnerable tenants
- ✓ 120 children benefit from £3,000 "Cash For Kids" grants.
- ✓ 12 children participate in the Festive Colouring Competition
- ✓ Donation to Trussel Trust Foodbank with our partners at Consult Lifts
- ✓ Staff fund-raising throughout the year, cake bake sales and Christmas jumper day. All proceeds were donated to our chosen charity for the year Royal National Lifeboat Institution (RNLI)



## 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.



Jim Michael, Secretary (pictured Right) presenting the award to Hazel Irvine, Joint Winner for 2016/17, also Andrew Campbell from the Anderston Youth Cafe



Isobel Campbell, Joint Winner (pictured right) being presented with the Jim Michael Award by Jennie Cameron, tenancy services coordinator.

## RENT REWARD SCHEME



Mrs Margaret Sommerville,  
Winner of the Rent Reward  
Scheme 2017 Q2 Prize Draw



Mrs Agnese Taranda, Runner Up of  
the Rent Reward Scheme 2017 Q3  
Prize Draw

Applications are encouraged from all GWHHA tenants, with our promotional campaign welcoming an additional 75 new members to the scheme during 2017/18.

	2017/18	2016/17	2015/16	2014/15	2013/14
New members	75	27	37	22	9
Total members	215	155	147	102	89
% of Tenants	15%	11%	10%	7%	6%
Incentives	£8358	£6890	£4700	£500	£4436

## ANNE GOULD AWARD



Well done to all of this year's nominees and a special mention for Karen Hillhouse (pictured left), the deserved winner of our 2018 Award.

## HEALTHY WORKING LIVES

This award represents Glasgow West Housing Association's (GWHHA's) ongoing commitment to offering a safer, healthier and more united workforce. GWHHA annual re-assessment was carried out January 2018 and Gold Award status was maintained.

