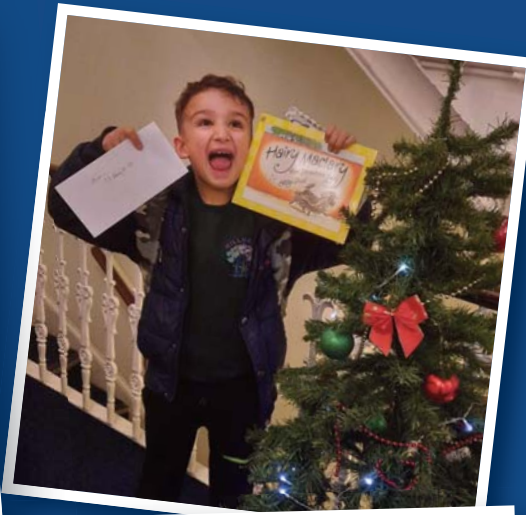


Annual Report

2023-2024



**Glasgow
WEST**
HOUSING
ASSOCIATION
LIMITED

HOMES ARE OUR PURPOSE;
SERVICE AND SUSTAINABILITY
OUR PRIORITY

Chairperson's Review 2023/24



Isobel Gracie,
Chairperson

It gives me great pleasure to present my report to you as we embark on the second year of our 5-year plan towards our 50th anniversary in 2028. I offer my thanks to my fellow Management Committee Members for their ongoing support over the last year; to the staff for their unwavering commitment; and to our many tenants, residents and other stakeholders who contribute to the work we do to help drive forward our vision of shaping thriving communities. At Glasgow West we are cautiously optimistic as we move into 2024/25, however, as a sector we are by no means out of the woods: in November last year Glasgow became the second local authority in Scotland to declare a housing emergency, with others expected to follow; and this, alongside pressures from economic and political uncertainty, and ongoing supply chain shortages and gaps in the labour market, continue to put pressure on our organisation, and on our communities.

We know that the most vulnerable in our communities face daily struggles, and our staff have been working hard to support these households directly, and indirectly through our partnerships with other agencies. During the year we have supported 436 households through our inhouse benefits advice service, generating an impressive £546k in additional income; and we have completed medical adaptations in 13 tenant's homes with the aid of a £30,000 funding contribution from the local authority. Following a promotional campaign, we increased, by one third, the membership of our Glasgow West bookworms club, with over 160 children receiving a free book twice a year, courtesy of our partnership with Harper Collins and Blue Fox Comics. Separately, 247 children across 140 households benefitted at Christmas time from £6175 from our Glasgow West community fund: an initiative supported by our Management Committee in lieu of the previous Cash For Kids grant. We also supported the Anderston Loves Christmas event with a £500 donation; and in December our staff took time to deliver a small festive gift funded by the association to 383 of our older residents. In addition to these initiatives which have become part of our tradition, we installed life-saving defibrillator equipment at the Hyndland concierge station for use by the local community, and we have facilitated both an Energy event (led by Energy Action Scotland), and a community wellbeing event incorporating activities including chair yoga, arts & crafts, bookswap and a pop-up stall by SAMH (Scottish Association for Mental Health). In Anderston we actively participated in the G3 Growers event welcoming many visitors, young and old, to the fabulous community growers garden accessed from Brechin Street. Furthermore, we continue to directly fund (£5,255) food parcels via The Pyramid in Anderston's Food Pantry, providing direct support to 1175 households throughout the year.

As a social landlord, we rely on tenants paying their rent for us to continue to meet the cost of our core services and our wider action activities, which includes our benefits advice service. As Management Committee Members, we are also very much aware of the importance of ensuring our rents remain affordable for our tenants, and we are reassured to note that 99% of rents were assessed to be affordable, based on the widely adopted SFHA definition. For 2024/25 we consulted on a 6.7% rent increase, with 43% of the 236 responding tenants supporting the rent proposal, which was implemented alongside a rent freeze for one apartment properties, ongoing suspension of the rent restructuring programme, and a firm commitment to continue to seek efficiencies in our service delivery and value in our procurement activities. We understand that times are still tough, and for any tenant who may be struggling to meet their monthly rent or household commitments, we urge you to seek assistance from our staff as soon as possible, as early intervention optimises the chances of tenancy sustainment, and tenancy recovery action will always be a last resort for us.

The feedback we receive from tenants and residents is key to shaping our services and activities, and we have made significant strides in the last year in progressing the initiatives aligned to your priorities around customer services, repairs services and investment. A new primary contractor was appointed to deliver our 24-7 repairs service from July last year; additional staff have been recruited to our new front-line services team; and new communication systems have been installed within our offices to support enhanced service delivery. The positive feedback on these measures is very welcome, however, we are not complacent: we are alert to some ongoing frustrations, including at our Annual Tenants Conference in January; and, as promised, we have plans underway for community events later this year for our management staff to engage with local communities to explore local solutions for local issues.

As custodians of the association's resources, we appreciate that the prudent investment of tenant's rent money is critical to preserving our communities for current and future generations. With the £3.8M in recent investment our compliance with the Scottish Housing Quality Standard has increased from 57% to 71%. The £2.3m project to address the inherited health and safety issues at the St Vincent Terrace development is now complete, with our grateful thanks to the residents for their patience throughout this lengthy and complex project and to the contractor for their diligence. This project was delivered under-budget. Separately, close painting was completed in 43 closes enhancing the common areas for 349 residents; 49 households benefitted from the installation of new energy efficient double-glazed windows; and Year 1 of our 250-unit kitchen/bathroom upgrade project is well underway, with 97% of the tenants in the first phase happy with our contractor's performance. With a fair wind in our sails, we anticipate the pilot retro-fit project at 640 Argyle Street to commence over the summer months, and likewise the Byres Road external repair project, once the urban realm works are completed by Glasgow City Council. And whilst the Scottish Government has recently relaxed its climate change targets, we are pressing ahead at an appropriate pace with our energy efficiency strategy. With the aid of £98k grant funding, we have carried out net zero feasibility studies at 6 locations, covering 322 GW properties; and these studies, in conjunction with our extensive data sources, including the impending project at 640 Argyle Street, will help shape our future investment. For us to ensure our investment is targeted in the right areas, and that our properties remain safe and well maintained, we rely on the co-operation of tenants and residents, and we offer our thanks to everyone who has worked with us over the last year, whether in providing access for our surveys, or participating in the works programmes.

Turning to our development programme, the ongoing delays with the Dover Street development are a sore point, and our priority is to settle the residents to their new homes over the next few months, before we evaluate this project to ensure learning for the future. On a more positive note, the new build projects at Burnbank Gardens and Corunna Street are progressing as anticipated, and a further 39 much-needed homes for social rent will be completed over 2025/26.

In terms of our governance, much has been achieved this last year, with a standard compliant Engagement Plan for 2024/25 from the Scottish Housing Regulator welcomed as validation of our current compliance with the regulatory framework. Strong levels of assurance were obtained from systems audits to inform our Annual Assurance Statement, and likewise a strong outcome from a recent audit on our compliance with our charitable rules adopted by the membership back in 2020. On tenant and resident safety, independent assurance was obtained on the St Vincent Terrace project, and we were pleased to receive reassurance via our consultant's site surveys, that RAAC (the construction material subject of UK wide safety concerns) was not identified in any Glasgow West properties. This level of robust governance, oversight and scrutiny is made possible only with the continued support of our membership and in particular the voluntary Management Committee Members who give up their time to ensure we remain effective and representative of the communities we serve. We are always keen to encourage new members to strengthen and renew our governance and I would encourage anyone who is interested in finding out more about Management Committee membership to consider participating in our successful annual Committee Training Forum.

In closing my report for this year, I extend my thanks again to my fellow Management Committee Members, and to the staff for their commitment to delivering the highest standards of service. Thank you also to everyone attending our Annual General Meeting and to those of you who have participated in our consultative events throughout the year and/or have taken the time to contact us with feedback.

As we move into 2024/25, we will continue to drive forward the priorities you identified around our customer and repairs services, and investment, and we look forward to continuing to work with you as we progress our vision of *shaping thriving communities*.

Isobel Gracie

Isobel Gracie
Chairperson 2023-24

Management Committee



Nicola Adams
Committee Member
Area: Outwith area
Served from: 2021



Anila Ali
Committee Member
Area: City West
Served from: 2020



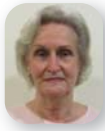
Rowan Evenstar
Committee Member
Area: City Centre
Served from: 2023



Isobel Gracie
Chairperson
Area: Anderston
Served from: 2019



Anne Campbell
Committee Member
Area: Anderston
Served from: 2019-23



Nina MacNeill
Secretary
Area: Hillhead
Served from: 2017



Joginder Makar
Committee Member
Area: Outwith area
Served from: 2009



Amy Robertson
Committee Member
Area: Outwith area
Served from: 2021



Billy Robertson
Vice Chair
Area: Outwith area
Served from: 2020



Yushin Toda
Treasurer
Area: Burnbank
Served from: 2007



Ekpe Ukpe
Committee Member
Area: Hyndland
Served from: 2023



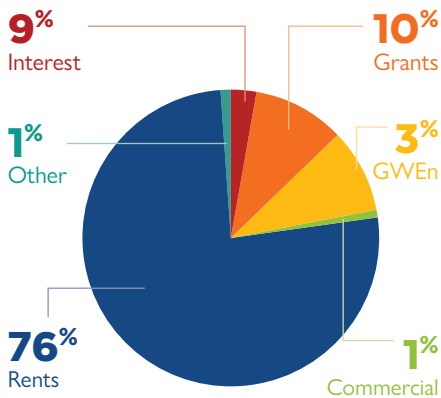
Debbie van Pomeran Reilly
Committee Member
Area: City Centre
Served from: 2023



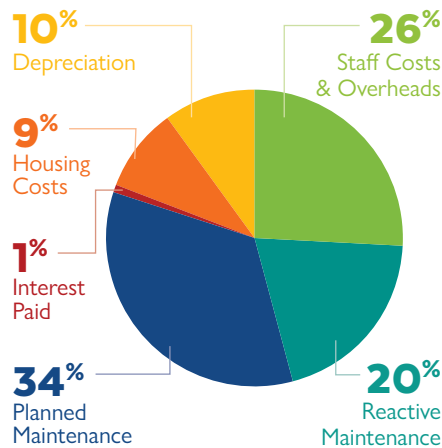
Steve Bruce
Committee Member
Area: Outwith area
Served from: 2021-23

INCOME & EXPENDITURE: %

Income Received:



What Income Received is spent on:



COMMITTEE TRAINING FORUM

GWHA's Committee Training Forum (CTF) is a unique, flexible, 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.

5 members completed the CTF sessions in May 2023, two of which were elected to the Management Committee at the AGM 2023: Debbie van Pomeran Reilly and Ekpe Ukpe.

GLASGOW WEST ENTERPRISES LTD

- ✓ Wholly owned subsidiary of GWHA established in 2010
- ✓ A vehicle for GWHA non-charitable activities eg factoring
- ✓ Supports GWHA planned enterprise and growth
- ✓ Manages investment works to common areas on behalf of factored property owners
- ✓ Continuity of staff: GWHA staff supply services to GWEn
- ✓ Donates profit for the benefit of GWHA residents
- ✓ Manages service provision to GWHA rented properties in mixed tenure developments

FACTORING SERVICES		2023/24	2022/23	2021/22	2020/21	2019/20
Factoring Invoice Issued Quarterly		100%	100%	100%	100%	100%
Annual Statement of Account Issued July		100%	100%	100%	100%	0% ¹
Annual Cyclical Statements Issued May		100%	0% ²	0% ³	100%	100%
Written Statement of Services Issued to new owners		94% ⁴	99% ⁵	93%	100%	100%
Factoring Invoices paid within 14 days		33%	25%	41%	33%	43%
Factoring Invoice paid in full at year end		85%	83%	85%	76%	90%
Bespoke Factoring Surgeries (number)		2	1	0 ⁶	0 ⁷	8
Early Repayment Rewards	Commercial	£440	£1,000	£660	£2,235	£1,450
	Domestic	£1,350	£2,400	£1,485	£640	£1,680
Annual Information Sheet Issued July		100%	100%	100%	Revised timescale July	Revised timescale May
Homeowners Receiving correspondence by email		73%	68%	31%	21%	26%
Homeowners paying Direct Debit		38%	40%	34%	33%	33%
Direct Debit incentive paid out		£4,900	£4,340	£4,740	£4,560	£4,720
Homeowners Conference		Oct 2023	Oct 2022	Oct 2021	Oct 2020	Oct 2019
Disputes referred to the First-tier Tribunal for Scotland (Housing and Property Chamber).		2	1	1	1	-

¹ Delayed due to new Homemaster software and COVID-19 restrictions

² Issued May/June 2023

³ Reported as 100% last year, now considered to be an error. Initial delays due to review of Annual Owner Contributions.

⁴ GWEn not advised of house sale (3 sales)

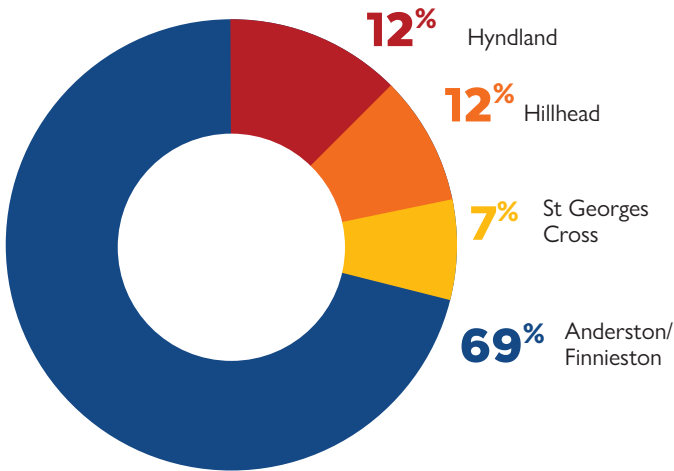
⁵ 100% issued, but 1 outwith 28 day timescale

⁶ Did not take place due to COVID-19 restrictions

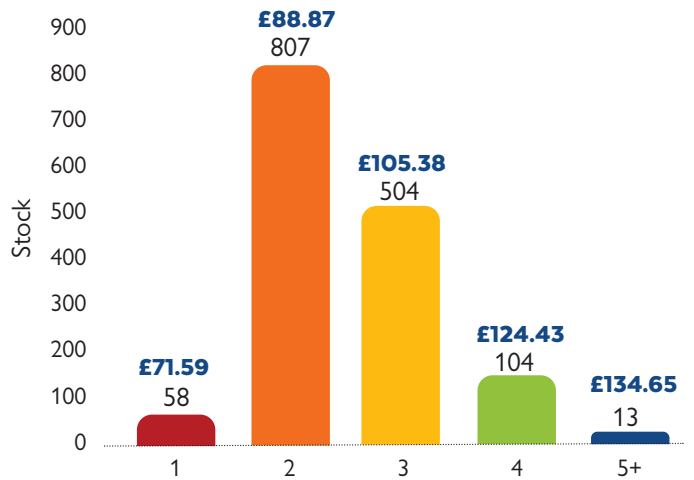
⁷ Did not take place due to COVID-19 restrictions

Tenancy Services

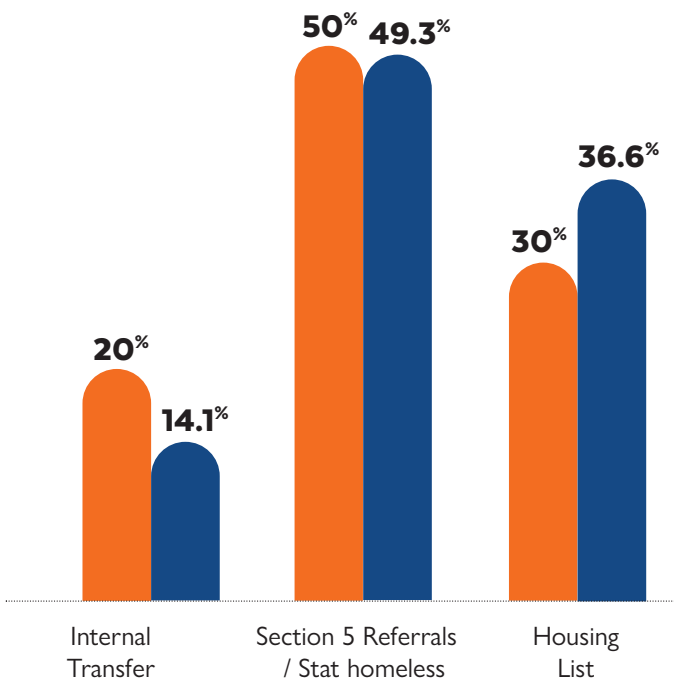
STOCK BY AREA



STOCK BY APARTMENT SIZE/ WEEKLY RENT



SOURCE OF LETS



Target



Actual

No stock changes from EOY 2022/2023

Total self-contained stock: 1489 (1486 lettable)

Average rent increase for 2023/24: 3.75%

HOUSING ALLOCATIONS

Number of applications



Average days to process applications



10 day PI for 2024/25, accounting for ongoing increase in number of applications received and implementation of new front line services team.

RENTS/VOID PERFORMANCE

Rents/Voids	TARGET	2023/24	2022/23	2021/22	2020/21	2019/20
Rent Collection	100%	99.6%	99.4%	99.5%	98.5%	99.8%
Void Rent Loss (all voids)	0.90%	0.56%	0.47%	1.13%	1.18%	0.31%
Void Re-let times	28 days	33.4 days	21.8 days	52.6 days	78.9 days	10.72 days

Void performance impacted primarily by the late return of keys and poor condition of property. Weekly meetings with contractors and turnaround timescales closely monitored. Void re-let target maintained at 28 days for 24/25 reflective of projected increase in void properties.

Tenancy Services

RENT COLLECTION

Teams continue to engage with tenants to avoid court action however where sustainment action and engagement has failed, Notice of Proceedings are issued in line with policies and procedures. Legal action and recovery of tenancies are always a last resort.

	Number of Cases				
	2023/24	2022/23	2021/22 ¹	2020/21	2019/20
Legal Action Initiated	13	7	7	0	12
Cases subject to Repayment Arrangement	5	5	3	0	1
Tenancies terminated	2	5	2	2	2
Case sisted for monitoring	2	1	2	0	4
Cases due to call @ court	0	0	6	0	2
Eviction granted but case Re-called	1	1	1	0	1
Eviction decree granted	4	5	5	1	6
Payment received Post Decree	0	0	3	1	1

¹Figures from 2021/22 now include actions for anti-social behaviour and other material tenancy breaches.

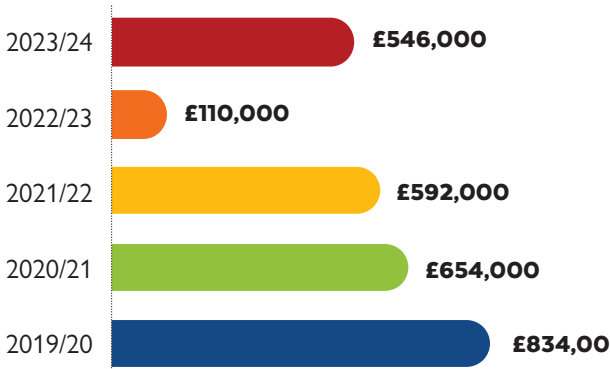
WELFARE BENEFITS

Staff available for office appointments or home visits.
Partnership working with the Fuelbank Foundation, the Pyramid in Anderston and Citizens Advice Bureau.

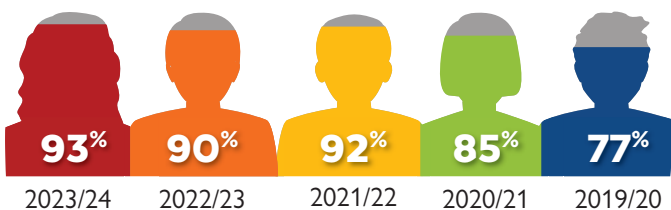
Residents receiving a benefit check



Additional income generated



Financial gains direct to residents in increased benefits



CONSUMER PANEL

Two Consumer panels were conducted through in-person, telephone and online surveys; gathering valuable feedback on our Environmental Services Contract (July 2023) and the Annual Report on the Charter (March 2024).

24th ANNUAL TENANT CONFERENCE

Tenants attended both in person and online and were consulted on:

- our proposed rent increase of 6.7%
- reducing newsletters to 2x per annum
- extending office closure to full day (Tuesday)
- exploring temporary suspension of assessment of new housing list applicants

81% of those in attendance understood why GWhA needs their views on our services.

78% agreed with our mission, vision, values and priorities

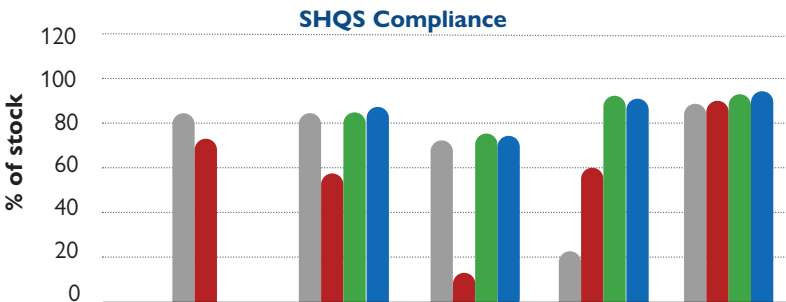
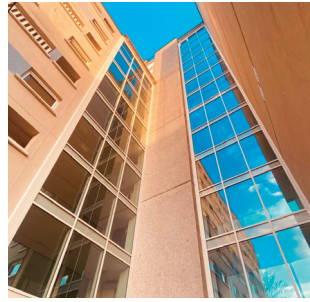


Property Services

SCOTTISH HOUSING QUALITY STANDARD

SHQS compliance significantly improved with successful delivery of common glazed curtain wall project at St Vincent Terrace, window replacement programme and kitchen and bathroom upgrades.

Priority investment works for 2024/25 include the remaining SHQS compliance areas (Electrical safety 'no access' properties and building fabric stonework and roof) and continued rollout of kitchen and bathroom upgrade programme, projecting 79.4% compliance by end of the reporting year.



	2023/24	2022/23	2021/22	2020/21	2019/20
Target	83.4	84.1	72.8	22	89
Actual	71.99	57.96	12.7	60	90
QEF		86.7	75.7	92	93
All RSLs		87.8	74.6	91	94

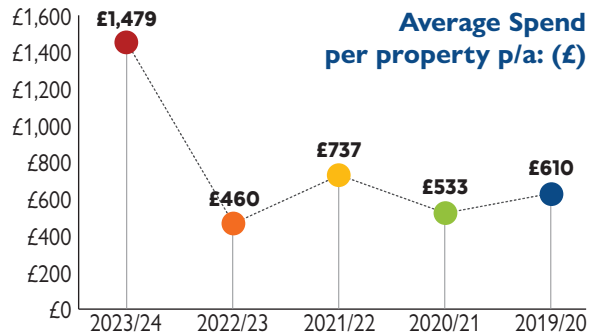
NB: 2020/21 All RSL Performance amended to reflect amended performance published 06/04/22.

INVESTMENT

- ✓ St Vincent Terrace Common Glazed Curtain Wall Replacement (x 196)
- ✓ Kitchen and Bathroom Upgrade Programme (x 56)
- ✓ Window Replacement Programme (x 49)
- ✓ Acquisition properties brought to SHQS standard (x 3)
- ✓ Net Zero Feasibility Studies complete (x 322)
- ✓ Design complete for External Wall Insulation Pilot Project (x 9)
- ✓ Byres Rd / Uni Ave Stonework and Roof Replacement designed and tendered (x 49)



Kitchen Renewal

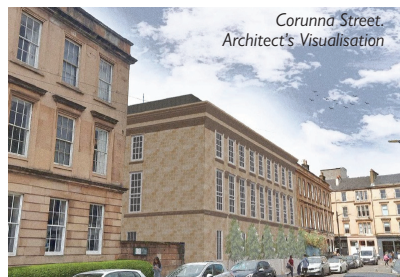


DEVELOPMENT AND REGENERATION

New Build development at Dover Street comprising 55 self-contained flats for social rent and commercial space at ground level.



Dover Street – Corner of Dover and Breadalbane (Progress May 2024)



Corunna Street. Architect's Visualisation

Social housing grant and planning approval for new build developments at Corunna Street and Burnbank Gardens, delivering an additional 39 homes for social rent to our local communities by 2025/26.

CYCLICAL MAINTENANCE

- ✓ 100% of properties with current Annual Gas Safety (AGS) certificate and 100% of services carried out before annual due date.
- ✓ Lightning Conductor Testing at Blythswood Court and St Vincent Terrace.
- ✓ Routine CCTV / Lift Servicing and Maintenance.
- ✓ x43 Cyclical common close decoration completed
- ✓ Common Electrical Safety Checks complete (100%)
- ✓ 100% Roof Inspections Completed
- ✓ 100% Winter Gutter Cleans Completed
- ✓ 97.8% Roof Anchor inspections
- ✓ Common Cold Water Storage Inspections (85%)¹

¹100% subject to annual inspection – 85% completed within 23/24. Remaining inspections underway, due for completion Q1 24/25.

REACTIVE REPAIRS

		2023/24	2022/23	2021/22	2020/21	2019/20
Total Repairs	Reported Jobs	6381	7944	3822	3664	5363
	Completed On Time	5701	5811	3077	3132	5147
Average No. of Repairs per property		4.2	5.3	2.6	2.5	3.6
Performance Indicators (PI)	Target					
Completed within Target Response Time (%)	96	89.3	73.1	81	83	96
Right 1st Time (%)	95	85	66.2	74.9	72.5	98.4
Emergency Repairs (hours)	6	5.2	7.7	3.9	4.2	2.9
Non-Emergency Repairs (days)	5	4.6	5.3	7.9	7.0	4.1
Pre-Inspections (%)	3	0	0	0	0	6
Post Inspections (%)	3	0	0.4	0	0	4

Property Services

MEDICAL ADAPTATIONS

13 adaptations completed, improving the quality of life for residents.

		2023/24	2022/23	2021/22	2020/21	2019/20
Budget	Total £	£75,000	£71,000	£71,000	£51,000	£51,500
	GCC funded %	40	76	70	59	59
	GWHA funded %	60	24	30	41	41
% Budget Expenditure		46	90	95	68	81
No. of adaptations completed		13	21	23	9	23
% of total applications processed		68	75	37	56	82
% of all GWHA properties adapted		21.5	18	21	19	19



GOOD GARDEN & BEST CLOSE

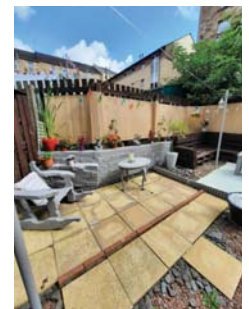
Good Garden and Best Close Awards recognise the efforts our residents make to improve communal areas.



Best Newcomer/ Most Improved Joint Winners
964, 972, 980 Argyle Street & 223 Berkeley Street (pictured)



Best Communal Garden
27 Derby Street
Best Newcomer 9-11 Prince Albert Road



Best Close
1010 Argyle Street

ESTATE SERVICES

- 1784 Estate inspections
- 306 requests for service or assistance
- Annual good garden/close competitions
- Total Homes – 53,080kg collected, average job completions is 2 hours with weekly bulk sweeps and 348 bookings by tenants & homeowners.

G3 GROWERS



G3 growers are undergoing major transformations after successful funding. This year's Learn to Grow event will likely be postponed to July, but we hope to make the open day a huge success with the new look garden.

COMPLAINTS HANDLING

	Received		Responded to in full		Response within SPSO timescale		Complaints Upheld		Average Days to Complete	
Stage 1: Front Line Resolution 5 Working Days	2023/24 114	2022/23 141	2023/24 100%	2022/23 100%	2023/24 96%	2022/23 96%	2023/24 65%	2022/23 61%	2023/24 2.9	2022/23 3
Stage 2: Investigation 20 Working Days	2023/24 27	2022/23 35	2023/24 90%	2022/23 88%	2023/24 75%	2022/23 93%	2023/24 64%	2022/23 75%	2023/24 19.1	2022/23 16.8

Six cases were referred to the Scottish Public Services Ombudsman: all closed at pre-investigation stage. A total of 113 compliments from our service users were formally recorded in 23/24.

SERVICE SATISFACTION

Rents/Voids	2023/24	2022/23	2021/22
Overall satisfaction with services	79	77	82
Kept informed with services	88	88	90
Opportunities to Participate	85	84	94
Quality of Home	78	76	76
Repairs and Maintenance in last 12 months	71	70	84
Contribution to management of neighbourhood	79	76	79
Rent Value for Money	84	82	86
Standard of Home at Date of Entry (new tenants)	93	85	37*

- Independent hybrid surveys (50/50 face to face and telephone) conducted on a quarterly basis.
- Prompt GW response and follow-up where dissatisfaction expressed.
- Priority focus initiatives for 24/25 on repairs, enhanced customer services and delivery of investment programme.

*Satisfaction levels reflection of COVID restrictions.

STOCK PROFILE



Tenement Flats
(exc main door flats)
675, 45.3%



Deck Access
325, 21.8%



Multi-Storey
315, 21.2%



Other Flats
117, 7.9%



High Rise
55, 3.7%



Houses
2, 0.1%

CHARITABLE ACTIVITIES

- ✓ Direct funding (£5,255) of food parcels to 1175 households via the Pyramid in Anderston's Food Pantry
- ✓ Festive chocolates delivered to 383 residents.
- ✓ £500 donation to Christmas at Anderston event
- ✓ Active Bookworms members received a Christmas book, along with a book delivered in the month of their birthday.
- ✓ With Management Committee support, £6175 distributed, supporting 247 GW children across 140 households in the absence of Cash for Kids funding.
- ✓ £380 donation to Glasgow City Mission (£190 donated by GWHA staff and matched by GWHA)
- ✓ 15 fantastic entries for our Christmas Colouring Competition



RENT REWARD SCHEME

Applications are welcome from all GWHA tenants. Focus on increase of membership throughout 24/25.

	2023/24	2022/23	2021/22	2020/21	2019/20
New members	0	69	23	29	40
Total members	305	334	282	280	266
% of Tenants	21%	22%	19%	19%	18%
Incentives	£11,232	£14,326	£13,968	£13,577	£12,806

HEALTHY WORKING LIVES

The Healthy Working Lives (HWL) Framework represents our ongoing commitment to supporting a safer, healthier and more united workforce. Although the HWL Framework ceased being accredited in 22/23 GWHA will remain committed to maintaining our HWL programme of activities to the Gold Award standard we have held since 2012.



ANNE GOULD AWARD WINNER 2024

Well done to this year's nominees and congratulations to Thomas Aitken, Services Officer and Tom Cree, Property Services Officer the worthy winners of this year's individual awards.



Thomas Aitken



Glasgow West Team

This year's team award was shared amongst the entire Glasgow West Team for all the hard work and collaboration across the year. Thank you to the staff, tenants and Management Committee members who took the time to nominate our many worthy winners.

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. The winner for 2022-23 was Cathie Smith.

Cathie Smith pictured left, being presented award by Elaine Travers at AGM 2023.