

# SHAPING THRIVING COMMUNITIES

## WELCOME AND MEETING PROTOCOL



*Your Views Shape Your Services*



# CONSULTATION AGENDA

## THURSDAY 15/01/26

### Annual Tenant Conference Agenda

18.00 **Welcome and Meeting Protocol**, Elaine Travers, Chief Executive

18.20 **Housing Perks**, Jen Barrow, Services Director

18:25 **Engaging with You**, Jen Barrow and Megan Blair, Quality Assurance Manager

18.35 **Influencing Rents and Shaping Services**, Jen Barrow, Services Director

18.55 **Questions and Feedback**

19.35 **Raffle**

19.45 **Meeting Close**



Elaine Travers,  
Chief Executive



Jen Barrow,  
Services Director

*Your Views Shape Your Services*



# SHAPING THRIVING COMMUNITIES

## INFLUENCING STRATEGY AND PRIORITIES



*Your Views Shape Your Services*



# GWHA CORPORATE STRATEGY: 2028

**Mission:** Homes are our purpose; service and sustainability our priority

**Values:** Inclusive, Considerate, Accountable, Resourceful, Ethical

**Vision:** Shaping Thriving Communities

**Strategic Themes:** Customising Services; Growth and Diversification: sustainable tenures, community services and enterprise

**Strategic Principles:** must be in the best interest of current and future tenants and must not risk charitable status or viability

## Inclusive

We embrace diversity, and we encourage collaborative partnerships for the benefit of our communities.

## Considerate

We are mindful of the impact of our interactions, and we take care to listen to our customers to provide a response that is right first time, every time.

## Accountable

We are one team, and we accept responsibility for our decisions and our actions.

## Resourceful

We manage our resources to optimise value, sustainability and service satisfaction.

## Ethical

We are socially responsible, and we act in the best interests of our organisation and our customers.

## PRIORITIES

**CUSTOMER SERVICES**  
**REPAIRS SERVICES**  
**INVESTMENT**

ENHANCED  
SERVICES

ROBUST  
GOVERNANCE

OPTIMUM  
PERFORMANCE

## *Mid Year Progress 25/26*

Office Layout P1  
Concierge/Guard Patrol  
service evaluation

Community Sustainment  
Initiatives Yr 1

Corunna St viability

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CEVs  
Housing Perks  
BBG Dev Ag

SVT NE  
Evaluation/Learning

Contractor Repairs Call  
Handling Evaluation

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SPSO Child Friendly  
Complaints  
Dover St final account  
OSCR P2 compliance

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640 Argyle Street  
Performance Leadership  
Digital Notebooks

Potential c/f (ICT projects)  
GDPR  
Sharepoint  
Project Management



## Burnbank Gardens



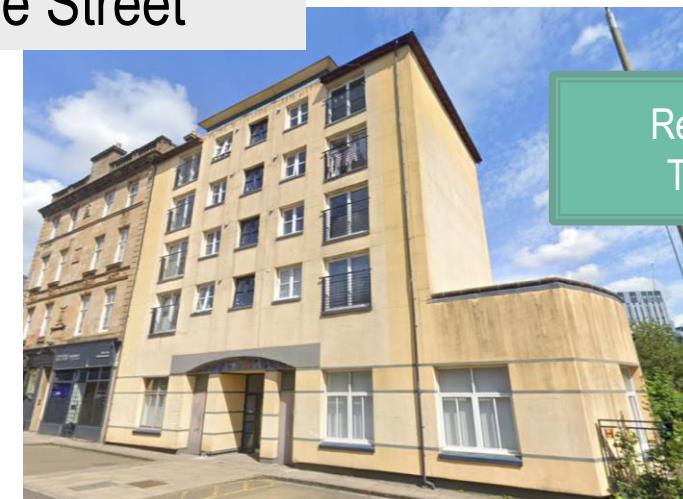
24 units  
Target: 2026

## Corunna Street



15 units  
Target: 2026

## 640 Argyle Street



Refurb: 9 units  
Target: 2025



# Engagement plan from 1 April 2025 to 31 March 2026



Scottish Housing  
Regulator

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**Landlord name**

Glasgow West Housing Association Ltd

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**Publication date**

31 March 2025

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**Regulatory status**

Compliant

The RSL meets regulatory requirements, including the Standards of Governance and Financial Management.



## ASSURANCE STATEMENT 2025

GWHA's Management Committee has the necessary levels of assurance to report full compliance with chapter three of the regulatory framework including The Standards of Governance and Financial Management, the relevant standards of the Scottish Social Housing Charter and the Constitutional Requirements for RSLs.

Our assessment of compliance is corroborated by a robust strategic management and governance framework including routine environmental scanning and risk review, performance benchmarking, and compliance self-assessment against legislation, regulatory requirements and best practice. Independent specialist advisors support complex decision-making, and systems and external audit provide additional scrutiny and validation: informing plans this year for enhancing our existing arrangements for business continuity, risk management and ICT security.

The independent monitoring of service satisfaction, and reports from our consultation and engagement measures are reflected in our decision-making; and feedback and learning from complaints supports our culture of continuous improvement. Our Corporate Strategy to 2028 is influenced by the feedback from our *Future Services Survey* (2022) and we are continuing to make significant strides in progressing initiatives aligned to tenant priorities around customer services, repairs and investment. Optimising value for money continues to underpin our service delivery, and recent reprocurement of environmental service contracts is reflective of tenant feedback.

Our Equalities and Human Rights Strategy was last reviewed in 2021/22, and an external audit of compliance with sector aligned human rights guidance (scheduled for Q4 2025/26) will inform our strategies going forward. Mindful of GDPR requirements, we have refined the extent of our equalities data collection to four protected characteristics (age, sex, race and disability), and we are assured that our Equalities Impact Assessments, incorporating all protected characteristics, ensure compliant policies and procedures. We are aware that this is a developing area, and our approach is kept under review to reflect emerging advice.

- 2 -

On Tenant and Resident Safety, we are satisfied that systems, controls and proportionate action plans (including enforcement measures) are in place to demonstrate compliance with regulatory requirements on gas, electrical and fire safety; asbestos and water management systems; dampness and mould; and passenger lifts and roof anchor/fall arrest systems. We remain vigilant to wider public health issues, with proactive stakeholder engagement to ensure effective strategies for managing waste and vermin across our area of operation.

In this ongoing volatile operating environment, and with an evolving regulatory landscape, there remain challenges and risks for our business and for our operations. Of note is the significant challenge in progressing common repair projects (specifically fabric and roof repairs) in mixed tenure developments, as we strive for solutions that support our distinct landlord and property factoring responsibilities, amid the growing pressures of affordability, private sector funding support, and escalating costs from compressed market conditions.

We are closely monitoring our Plans to ensure they remain appropriate and proportionate in context to our service delivery and regulatory commitments; with ongoing emphasis on delivering affordable rents and on fostering strong partnerships to support increasingly vulnerable communities; aligned to which, our agreement to provide the Local Authority with the requested percentage of lets to assist the City's response to the mounting challenges around homelessness.

We are encouraged by the progress of our development projects at Corunna Street and Burnbank Gardens, which will deliver an additional 39 units of much-needed social housing for our communities; and we are at an advanced stage of negotiations to conclude the final account for our completed Dover Street development.

We are satisfied that the actions within our compliance plans are appropriate, proportionate and non-material; we are aware of the requirement to notify the SHR of material changes in our compliance during the year; and we are assured that the appropriate arrangements are in place should this be necessary.

Issi Gracie (Chairperson)  
On behalf of GWHA's Management Committee  
09 October 2025 (ref: MC Meeting 07/10/25)



- Ongoing economic uncertainty (materials/labour/fuel)
- **Conflict in Ukraine and in the Middle East**
- **Housing crisis- National Housing Emergency declared**
- £66m bill for refugee housing crisis
- **Housing (Scotland) Bill – ask and act (homelessness)**
- Welfare Reform/Fiscal austerity (**Winter fuel payment**)
- Rent Controls
- Inflation/Interest rates
- Borrowing/Bonds Cost/Conditions
- Pension Gap/deficits
- Changing Demographics
- Digital by Default – cyber attacks
- Diminishing LA Services
- Increasing Regulation **Charities (Scotland) Act 2023**
- Sector Skills Profile
- PRS Growth (& SG housing supply vehicle)
- Smith Commission / SG devolved powers / Indy Ref 2
- Public Bodies: FOI
- Government Agenda – **Employer NI**
- Climate Change/Net Zero targets/EESSH consultation
- **Employment Rights Bill**
- **Grenfell Enquiry Phase 2**

Environmental Change

- Tenure v Stock Profile
- Teams (changing roles/turnover)
- Core –v- support/sustainment
- Priorities/Needs and Aspirations
- Increasing Housing Demand
- Debt Management (Arrears/RRs)
- Rent affordability
- SSHC/Service Satisfaction levels
- SHQS/EESSH stock constraints
- O/O investment challenges
- Dev Opps/MMR v Risk
- Commercial Risk/GW Property Portfolio Review
- Competing Demands
- Service, Performance and Governance
- **Staff retention / satisfaction / office facilities**

Internal Context

- Environmental Scanning
  - PESTLE
  - KEY Trends
- SWOT
- TOWS: Potential Strategies

2028  
Vision

Pace of Change



ENHANCED  
SERVICES

ROBUST  
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PERFORMANCE

**PLANS 26/27?**

**CUSTOMER SERVICES**

**REPAIRS SERVICES**

**INVESTMENT PROGRAMME**

