

# SHAPING THRIVING COMMUNITIES

## WELCOME AND MEETING PROTOCOL



*Your Views Shape Your Services*

# CONSULTATION AGENDA

## THURSDAY 18/01/24

- |       |  |
|-------|--|
| 18.00 | Welcome and Meeting Protocol<br>Elaine Travers, Chief Executive                |
| 18.10 | Influencing Strategy and Priorities to 2028<br>Elaine Travers, Chief Executive |
| 18.20 | Investing in our Properties<br>Daniel Wedge, Technical Director                |
| 18.35 | Influencing Rents and Shaping Services<br>Jennifer Barrow, Services Director   |
| 19.05 | Questions and Feedback   |
| 19.35 | Raffle   |
| 19.45 | Meeting Close  |

*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

# ACHIEVEMENTS 23/24

Repairs Service  
(City Building - Bell Group)  
\*

Front Line Services Team  
\*

Tenancy Sustainment Support  
\*

Development Projects

Corporate Strategy 2028  
\*

Assurance Statement 2023  
"compliant"  
\*

MC Membership Strategy  
(x1 MC vacancy)  
\*

LCC validation  
\*

Procurement  
\*

Timeline 2023

**SHQS / EESSH**  
Tenant and Resident Safety  
Investment Projects  
**SVT H&S**  
**EWI**  
\*  
Performance  
Recovery/Efficiencies

FUTURE SERVICES SURVEY



# Dover Street



55 units / 1 commercial  
Target: Spring 2024



# Corunna Street



24 units  
Target: Summer 2025

15 units  
Target: Summer 2025

# Burnbank Gardens

## ASSURANCE STATEMENT 2023: *Compliant*

GWHA's Management Committee has the necessary level of assurance to report compliance with the regulatory requirements of Chapter 3 of the Regulatory Framework; the Standards of Governance and Financial Management; 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 bench-marking, 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. 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 support our culture of continuous improvement. Our Corporate Strategy to 2028 is influenced by the feedback from our *Future Services Survey (2022)* ensuring tenants' service needs, priorities and aspirations underpin our strategic objectives; with the immediate focus on recovering our previously strong performance in customer services (tenant satisfaction), repairs and investment.

Our Equalities and Human Rights Strategy was reviewed in 2021/22, and our self-assessment of compliance with sector aligned human rights guidance is ongoing towards embedding best practice. Mindful of GDPR requirements, we 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.

In line with our Engagement Plan, we are reporting on a monthly basis to the Scottish Housing Regulator (SHR) on our progress towards permanently addressing the serious health and safety risks identified at our St Vincent

# Systems Audit recommendation

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Terrace development; and we are confident that our on-site remedial works project will complete in the spring of 2024. On other tenant and resident safety matters: specifically gas and lift safety; fall arrest systems; asbestos management and dampness and mould, we are assured of our compliance with all relevant requirements. Likewise we are assured of the appropriate and proportionate ongoing actions to optimise compliance with the Fire (Safety) Scotland Regulations (fire and smoke alarms), and achieving the enhanced Tolerable Standard requirements for evidencing electrical safety. As part of our strategy to address wider safety and public health issues, we are proactively engaging with relevant stakeholders to ensure an effective strategy for managing the increasing incidence of vermin throughout our area of operation; and separately, in ensuring access to complete routine cyclical water safety checks; and in upgrading our working at height safety systems as appropriate. We are alert to the risks around RAAC (Reinforced Autoclaved Aerated Concrete) and, reflective of SHR communication to the sector (13/10/23) we are working through the referenced Scottish Government's four-stage escalation approach to provide appropriate reassurances and inform any consequential actions required.

In this volatile operating environment, and with an evolving regulatory landscape, there remain challenges and risks for our business and for our operations. 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 our communities in these difficult times. We are satisfied that the actions within our compliance plans are 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  
24 October 2023 (ref: MC Meeting 03/10/23)

## Investment Programme

*“Confident that it reflects a **genuine assessment of the necessary investment** that is required over the timeframe” (Langmuir and Hay, consultants)*

\*

*“Providing a solid basis for projecting future cash flow subject to an ongoing focus on every aspect of asset performance ensuring continued investment remains sustainable and the asset invested in are fit for purpose” (HRC, consultants)*

## Procurement

*Glasgow West Housing Association participated in the original PCIP assessment in Feb2019. GWhA has embraced the continuous improvement culture by implementing a further range of **procurement improvement initiatives** driven by the whole organisation and is now reflected in a (revised) score of **80%** in Sept'23, **an admirable achievement with such a small dedicated team.***

*The best examples include, comprehensive procurement policies and guide, KPI's, clear specifications and the community benefits framework. This should be recognised as **a major achievement** for Glasgow West Housing Association who continue to develop their procurement journey and **deliver efficiencies to their tenants***





## Glasgow West Housing Association Ltd

### Regulatory Status

#### Compliant

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

### Why we are engaging with Glasgow West Housing Association Ltd (Glasgow West)

We are engaging with Glasgow West about **tenant and resident safety**.

Since February 2021 we have been engaging with Glasgow West following notification of a potentially serious tenant and resident safety matter relating to glass on public walkways within some of its high-rise buildings. Subsequently it also identified a potential fire safety issue in the public walkways in these buildings. We have been engaging with Glasgow West about both the immediate and long-term steps it is taking to address these issues and to ensure that it is complying with the Regulatory Standards of Governance and Financial Management (the Regulatory Standards) as well as all tenant and resident safety requirements.

In November 2021 we completed our review of Glasgow West's regulatory status and were satisfied that Glasgow West had provided us with sufficient assurance about how it was managing these issues and its compliance with Regulatory Standards.

Glasgow West has put in place a number of temporary safety measures to mitigate the risks to tenants and others, and has developed and progressed a plan for delivering a long-term solution to these matters. Glasgow West was also proactive in its decision to commission an independent assessment of its compliance with its other health and safety obligations and has made improvements to its legionella and asbestos management.

Glasgow West has informed us of a material delay in its initial plans for delivering a long-term solution to the tenant and resident safety matters in some of its high-rise buildings and these matters are not expected to be fully addressed until 2024.

We will continue to engage with Glasgow West as it progresses its plans for a long-term solution to the tenant and resident safety matters. Glasgow West is working openly and constructively with us.

### What Glasgow West must do

Glasgow West must:

- provide us with monthly updates on progress with the implementation of its comprehensive immediate and long-term plans to address the problems identified with the glass walkways and fire safety issues;
- inform us of any material delay or impact on its ability to address this tenant and resident safety matter; and
- inform us when it considers the tenant and resident safety matter to be fully resolved and provide us with the assurance we require to confirm that our Regulatory Standards and all other health and safety obligations are met.

### What we will do

We will:

- engage with Glasgow West to monitor progress with its immediate and long-term actions to address the tenant and resident safety matter; and
- update our published engagement plan in the light of any material change to our planned engagement with Glasgow West.

### Regulatory returns

Glasgow West must provide us with the following annual regulatory returns and alert us to notifiable events as appropriate:

- Annual Assurance Statement;
- audited financial statements and external auditor's management letter;
- loan portfolio return;
- five year financial projections; and
- Annual Return on the Charter.

It should also notify us of any material changes to its Annual Assurance Statement, and any tenant and resident safety matter which has been reported to or is being investigated by the Health and Safety Executive or reports from regulatory or statutory authorities or insurance providers, relating to safety concerns.

**Regulatory Framework review**  
**T: April 2024**

- Unprecedented economic uncertainty (supply chain impact)
- War and civil unrest (refugees/asylum seekers)
- Increasing industrial action (service impact)
- Cost of living crisis
- Rent Controls
- Deflation/Inflation/Interest rates
- Borrowing/Bonds Cost/Conditions
- Pension Gap/deficits
- Changing Demographics
- Digital by Default – cyber attacks
- Diminishing LA Services – refuse disposal
- Increasing Regulation: Regulatory Framework 2024
- Sector Skills Profile
- PRS Growth (& SG housing supply vehicle)
- Smith Commission /SG Powers
- Public Bodies: FOI
- Indy Ref 2
- Government Agenda (housing to 2040)
- SG 100k homes by 2032 (70% social rent)
- Climate Change/Net Zero targets/Decarbonisation
- Medical pandemic (changing expectations)
- SSHC 01/11/22

Environmental Change

Internal Context

- Tenure v Stock Profile
- Teams (changing roles/ turnover/ expectations/ culture)
- Core –v- community sustainment
- Priorities/Needs –v- Aspirations
- Increased Housing Demand
- Debt Management (Arrears/RRs)
- Rent affordability
- SSHC/Service Satisfaction levels
- SHQS/ESSH stock constraints
- O/O investment challenges
- Dev Opps/MMR v Risk
- Commercial Risk/GW Property Portfolio Review
- Competing Demands
- Service, Performance and Governance

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

2028 Vision

Pace of Change



ENHANCED  
SERVICES

ROBUST  
GOVERNANCE

OPTIMUM  
PERFORMANCE

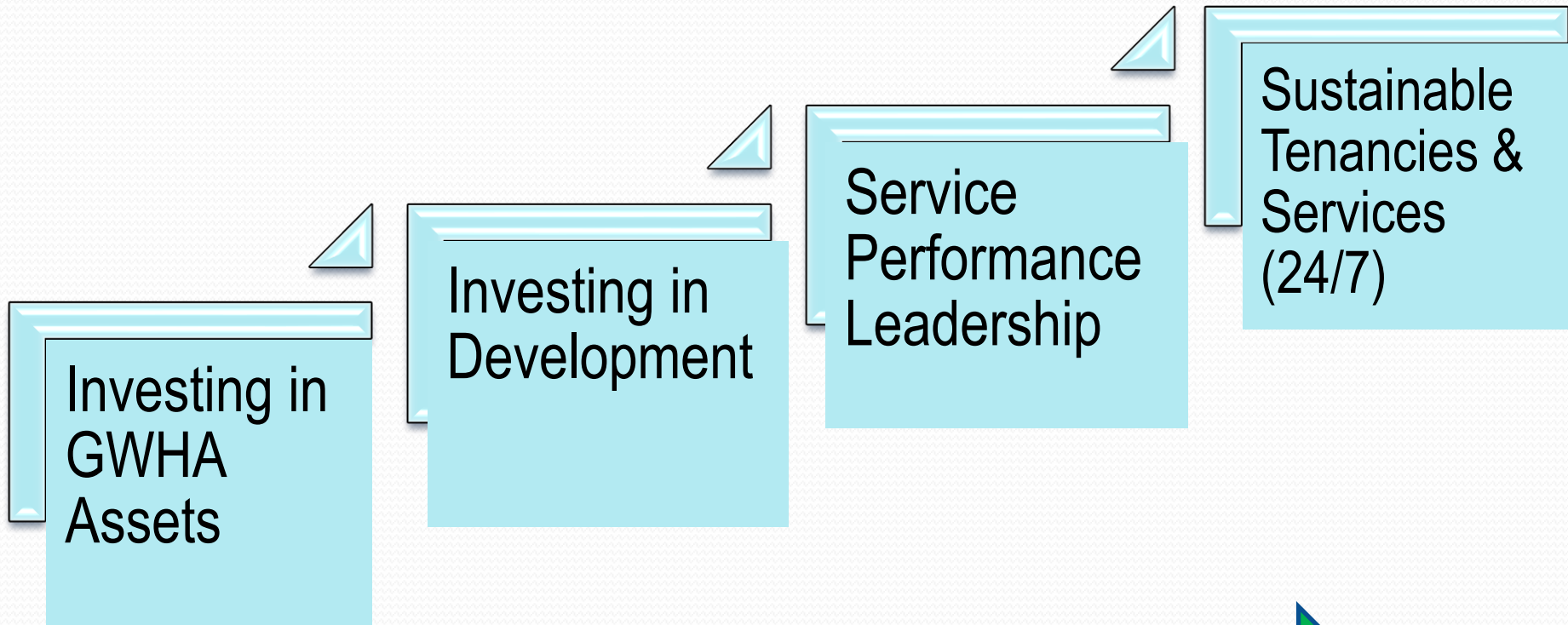
# *PLANS 24/25*

**CUSTOMER SERVICES**

**REPAIRS SERVICES**

**INVESTMENT PROGRAMME**





**Investing in the Future – Towards 2028!**



# SHAPING THRIVING COMMUNITIES

## FEEDBACK



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## RAFFLE



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**AGM**  
**Monday**  
**17/06/2024**

**Conclusion, Thanks and Close**

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