

SHAPING THRIVING COMMUNITIES

INFLUENCING STRATEGY AND PRIORITIES



Your Views Shape Your Services

GWHA CORPORATE STRATEGY: 2020/2028



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

Values: Ethical, Inclusive, Efficient, Innovative, Open

Vision: Shaping Thriving Communities

Strategic Themes: 3000 homes by 2028. Diversification: sustainable tenures, community services & enterprise

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

GWHA CORPORATE STRATEGY: 2028



Draft

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

Values: Accountable Ethical, Inclusive, Excellence, **Efficient**, **Innovative**, Inspirational **Open**

Vision: Shaping Thriving Communities

Strategic Themes: **3000** 2028 homes by 2028. Customising Services. Diversification: sustainable tenures, community services & enterprise and growth

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

- Unprecedented economic uncertainty (materials/labour/fuel)
- Welfare Reform/Fiscal austerity
- 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
- Sector Skills Profile
- PRS Growth (& SG housing supply vehicle)
- Smith Commission /SG Powers
- Public Bodies: FOI
- Indy Ref 2
- Government Agenda
- Climate Change/Net Zero targets
- SSHC 01/11/22

Environmental Change

Internal Context

- Tenure v Stock Profile
- Teams (changing roles/turnover)
- Core –v- support/sustainment
- Priorities/Needs and 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

Pace of Change

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

2020/28 Vision



ENHANCED
SERVICES

ROBUST
GOVERNANCE

OPTIMUM
PERFORMANCE

ACHIEVEMENTS 22/23

Future Services Survey
*

Community Benefit/
Social Impact Strategy
*

Covid support
*

Development Projects

“Compliant” Annual
Assurance Statement
*

MC Membership Strategy
*

Equalities/Human Rights
Strategy

SVT H&S
*

Covid Recovery
*

Electrical and Fire Safety
compliance



Dover Street



55 units / 1 commercial
Target: Spring 2023



Corunna Street



Burnbank Gardens





Glasgow West Housing Association Ltd

Regulatory Status: Compliant

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

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

In February 2021 we received information that led us to review whether Glasgow West was compliant with the Regulatory Standards of Governance and Financial Management (the Regulatory Standards). This followed Glasgow West notifying us of a potentially serious tenant and resident safety matter relating to high level 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. Since then 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 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 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. It has developed an action plan to implement further improvements identified as a result of this work in relation to legionella and asbestos management. The action plan has been progressed with a number of improvement actions implemented. However a number of actions remain to be completed and the tenant and resident safety matters will not be fully addressed until late 2022.

Following our engagement, Glasgow West also commissioned an independent review into its handling of the tenant and resident safety notifiable event. Glasgow West has already taken steps to make a number of improvements in its governance and has developed an action plan to implement the remaining recommendations from the independent review.

We will continue to engage with Glasgow West as it progresses its plans for a long term solution to the tenant and resident safety matter as well as implementing its improvement action plans.

Last Updated 31 March 2022

ASSURANCE STATEMENT 2022: *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 is under review and the responses from our "Future Services Survey" will ensure tenants' service needs, priorities and aspirations underpin our strategic objectives for the period 2023-28.

We have reconsidered our Equalities and Human Rights Strategy this last year, and we are currently self-assessing our compliance with sector aligned human rights guidance. 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.

In line with our Engagement Plan, we are continuing to report to the Scottish Housing Regulator on the recommendations in the independent H&S and governance reports instigated by GWHA, noting specifically:

1. Significant progress in delivering works in compliance with SSHC Outcome 4: Quality of Housing (SHQS and EESSH); and the Fire Safety (Scotland) Regulations; and in developing enhanced management systems for asbestos and legionella management;
2. In consultation with stakeholders, agreeing a pathway forward for permanently addressing the serious H&S risks at the St Vincent Terrace development;
3. Completion of the Action Plan incorporating recommendations from the independent governance report;

In this volatile operating environment, and with an evolving regulatory landscape, there are many challenges and risks for our business and our operations, and we are closely monitoring our Plans to ensure they remain appropriate and proportionate in context to our service delivery and regulatory commitments; and with emphasis on delivering affordable rents and supporting our communities in these exceptionally difficult times. The pace of our post-pandemic recovery has been slower than anticipated in some areas, including in our repairs services and investment programme, however, we are assured this is not material, and that our performance monitoring and risk mitigation measures maintain priority focus on service delivery, tenant and resident safety, and regulatory compliance.

We are aware of the requirement to notify the Scottish Housing Regulator of any changes in our compliance during the year, and we are assured that the appropriate arrangements are in place should this be necessary.

Joe Heaney (Chairperson)
On behalf of GWHA's Management Committee
27th October 2022
(ref: MC Meeting 20/09/22)

ENHANCED
SERVICES

ROBUST
GOVERNANCE

OPTIMUM
PERFORMANCE

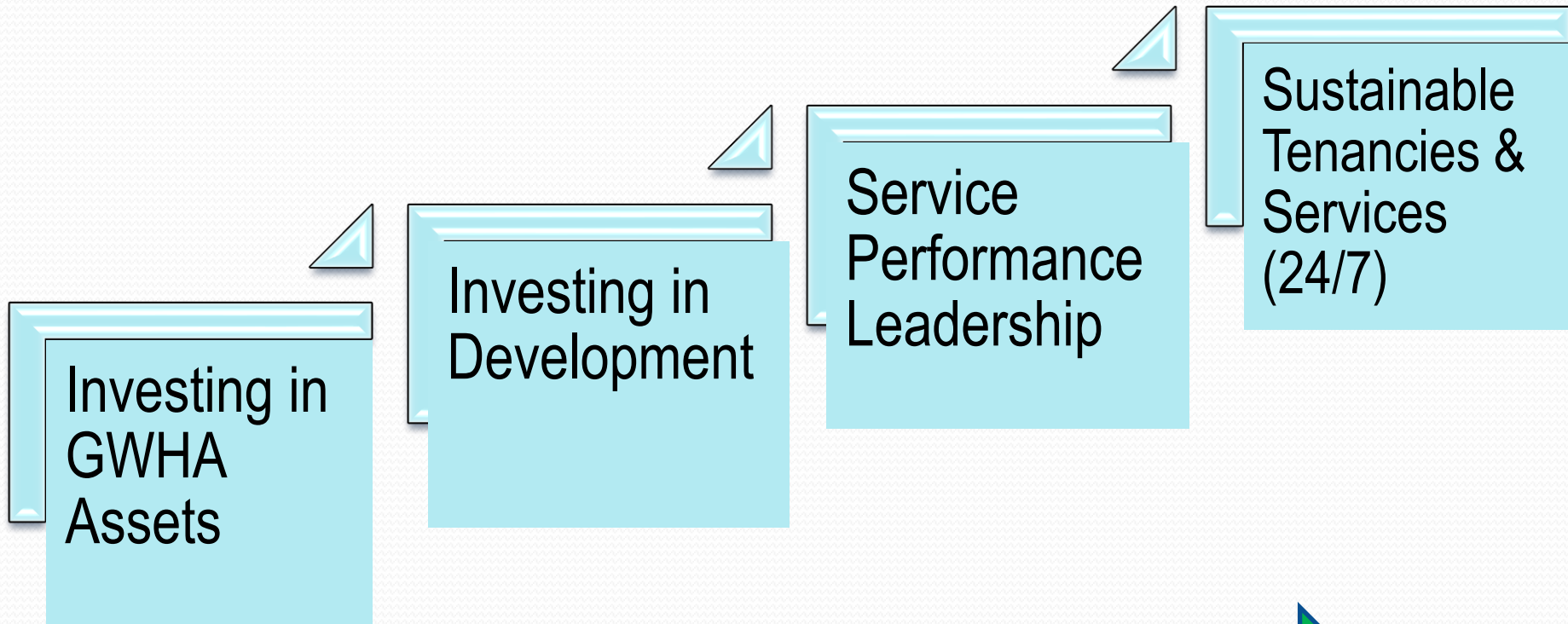
PLANS 23/24

CUSTOMER SERVICES

REPAIRS SERVICES

INVESTMENT PROGRAMME





Investing in the Future – Towards 2028!

