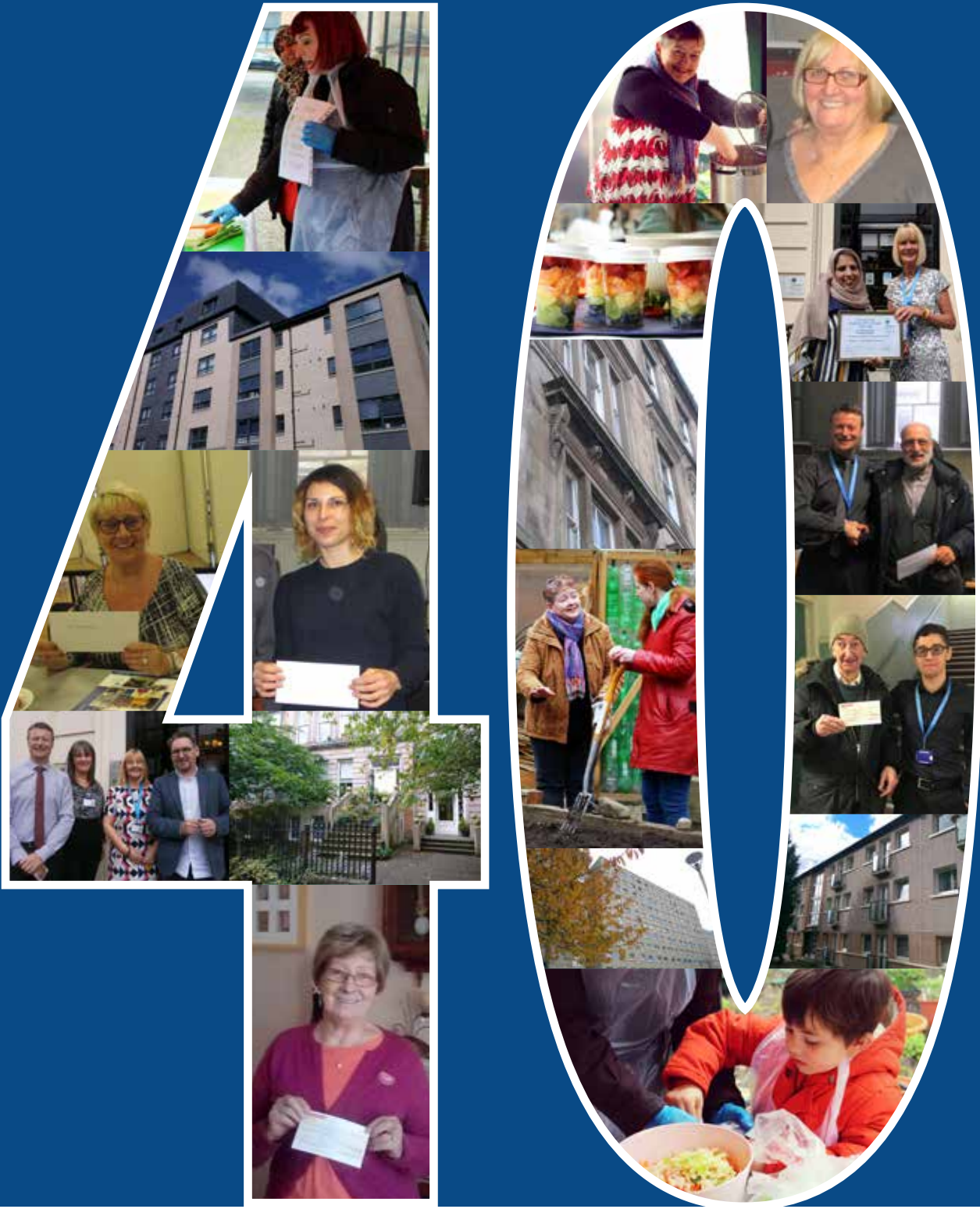


# Annual Report 2018-2019



PHILEMON HA



Argyle LHO



SANDYFORD HOUSING ASSOCIATION LIMITED



Hyndland LHO



Kelvin Housing Association

Avalon Corner Housing Co-op Ltd

HILLHEAD HOUSING ASSOCIATION Ltd.

Burnbank Garden Housing Association Ltd.

Glasgow WEST HOUSING ASSOCIATION LIMITED

Homes are our purpose  
service is our priority

# Chairperson's Review 2018/19



Steve Jenkins  
Chairperson

As we bid a fond farewell to our 40th anniversary year, we have reminisced with great pride an organisation that has grown from its humble beginnings in 1978, to become a significant community controlled, charitable housing services provider in the West of Glasgow; traditionally punching well above its weight in both service and governance standards. For this history of success and positive memories we owe a gratitude to our many stakeholders: tenants, residents, members, staff and partners alike: and we thank you all for your ongoing support as we journey towards our vision of shaping thriving communities.

To celebrate our 40th birthday, we introduced a series of initiatives over the course of the year: from recognising our longest-serving tenants, to recounting in our newsletter your recollections as GW tenants. There were additional quarterly Rent Reward Scheme draws; prizes for all Good Close and Garden Nominees; and at our 19th Annual Tenants Conference we launched our Save with Rent Scheme: a partnership with Glasgow Credit Union incentivizing tenants to generate savings by paying a little extra with each rent payment; and in the process accessing the many services and support available to credit union members.

Alert to the mounting pressure on household incomes, rent affordability remains of critical importance. With this in mind, and as an interim measure towards the restructuring of rents, a two-pronged rent increase was proposed for 2019/20, and we were encouraged to receive the support of 87.5% of the tenants responding to the consultation: with our proposal translating to a 1% rent increase for the 800+ households with the most pressurized rents; and a 3.5% increase for the remainder. There was also extensive consultation this last year on the long-awaited provisions of the Housing (Scotland) Act 2014: with GW stakeholders influencing our new Housing Allocations Policy, ensuring our homes continue to be allocated to those experiencing the most severe levels of housing need. The 2014 Act also introduced changes to existing tenancy agreements, with particular importance on keeping us informed where there is a change in the household composition.

As custodians of the association's resources, the prudent investment of tenant's rent money is a key priority. With Glasgow City Council Land and Environmental Services, we negotiated "early adopter" status, piloting improved waste management services for 175 residents in the Anderston area; and we hope to roll this out, alongside environmental improvements, across other GW developments. Additionally, in the last year, 402 properties benefitted from £1.19m investment works which included kitchens, bathrooms, windows and lift renewals; and we have ambitious plans in place for a further £20m+ in property investment over the next five years. By the end of March 2019, 84% of our homes achieved the Scottish Housing Quality Standard (SHQS) and 58% the Energy Efficiency Standard for Social Housing (EESH); and we continue in our endeavours to work with others to preserve the heritage of our traditional housing stock; and to seek out solutions that overcome the energy efficiency challenges of our complex construction types. Lessons from the Grenfell tragedy have served to enhance health and safety standards across the sector, and we are now gearing up to ensure compliance with the stricter smoke and fire provisions introduced in amended legislation.

After much scrutiny and due diligence, and with generous funding support from Glasgow City Council, we are delighted to report a "green light" for the Dover Street development, with this two-year construction programme delivering 55 much-needed affordable homes for rent in 2021. We plan to mark the significance of this

decision in our 40th anniversary year by incorporating a mural within the completed development; and we will reveal more of our plans for this in the coming months. Disappointingly, progress at the Burnbank House site, which we are developing in partnership with Queenscross Housing Association, has slowed down due to a complex Title issue requiring a compulsory purchase order: a process that we know from experience could take quite some time to resolve. On a more optimistic note, our three remodeling projects are well advanced and will provide two self-contained units and 10 supported bed-spaces for occupation in summer 2019; and separately, we anticipate making a decision this year on the development of the Corunna Street site.

We reported at last year's AGM the impending retirement of our long-standing Chief Executive, and we are pleased to report that Linda is thoroughly enjoying spending time with her family, mostly in sunnier climes! Back at GW offices, our new organisational structure is bedding in, with our enthusiastic staff team focused on shaping services, and meeting the needs of our changing communities. Despite the impact of Universal Credit, and an increased turnover in properties during 2018/19, performance in our core business areas of rent collection, re-let times and void rent loss remains strong, and our robust strategies, and tenancy sustainment focus, ensure our journey towards performance leadership progresses at an appropriate pace. Efficiencies continue to be achieved; and our commitment to procurement capability improvement was commended following our participation in the Scottish Government's Procurement Improvement Programme. Our extensive work and commitment to ensuring compliance with the revised data protection regulations was similarly acknowledged in an independent systems audit.

Operating in one of the most heavily regulated sectors, as a Management Committee we have an incredibly important role in leading the organisation, in setting strategic direction, and in ensuring robust governance and compliance with the many statutory and regulatory requirements: including the Scottish Housing Regulator's recently revised regulatory framework, and preparations for the implementation of Freedom of Information from November 2019. To remain effective and representative of the communities we serve, and to ensure a smooth transition in our succession planning, we need the continued support of our membership, and with this in mind, we strongly encourage member participation in our Committee Training Forum, and nomination to the Management Committee. As I am sure the MC will agree, being a volunteer in a community controlled RSL is without question, both a challenging, and rewarding experience; and I take this opportunity to thank my fellow Committee Members (including Mira Trzeciak who recently stood down due to work commitments) for their commitment and support.

In closing, I extend my thanks to all of you here today at the AGM, those who participated in our consultative events throughout the year, and those who have taken the opportunity to contact us with feedback. A particular thanks is extended to the Letting Panel who meet regularly to promote our area and our services to prospective tenants. As we look now towards our 50th anniversary in 2028, these partnerships ensure we continually learn, improve and build on the high standards of service you rightly expect.



Steve Jenkins

Chairperson 2018 - 2019

# Management Committee



**Joe Heaney**  
Vice Chair  
Area: Hillhead  
Served from: 2017



**Steve Jenkins**  
Chairperson  
Area: Anderston  
Served from: 2015



**Tony Keane**  
Committee Member  
Area: Anderston  
Served from: 2017



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



**Mirosława Trzeciak**  
Committee Member  
Area: Anderston  
Served from: 2017-2019



**Nina MacNeill**  
Committee Member  
Area: Hillhead  
Served from: 2017



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



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

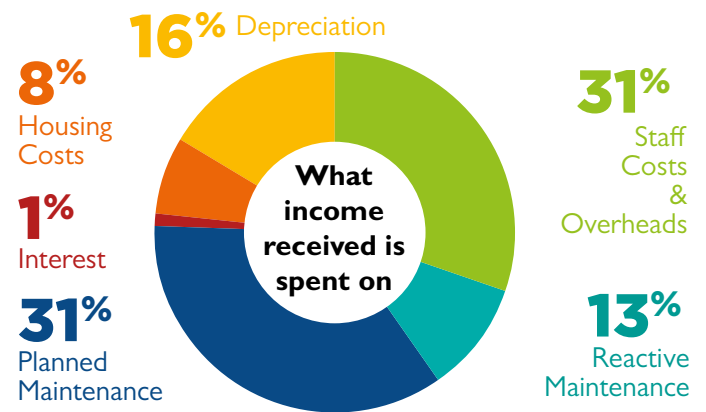
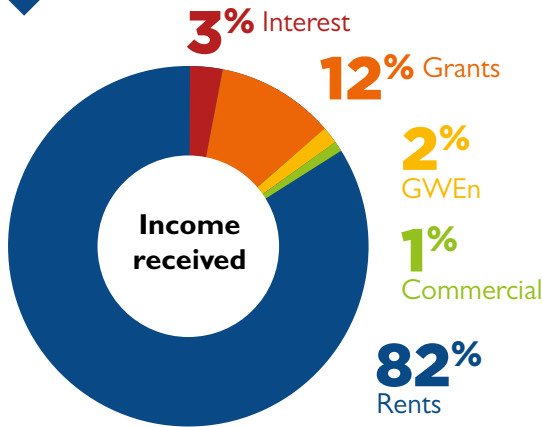


**Yushin Toda**  
Vice Chair  
Area: Burnbank  
Served from: 2007



**Moira Wadsworth**  
Committee Member  
Area: Hyndland  
Served From: 1989

## SOURCES OF INCOME AND AREAS OF EXPENDITURE



## COMMITTEE TRAINING FORUM

GWHA's Committee Training Forum (CTF) 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.

2019 CTF members include Anne Campbell, Issi Gracie, Nasim Gloria and Gerry Magee.



Pictured left to right: Joginder Makar - Treasurer, Issi Gracie - CTF Member, Nina MacNeill - Management Committee Member, Anne Campbell - CTF Member.

## GLASGOW WEST ENTERPRISES LTD

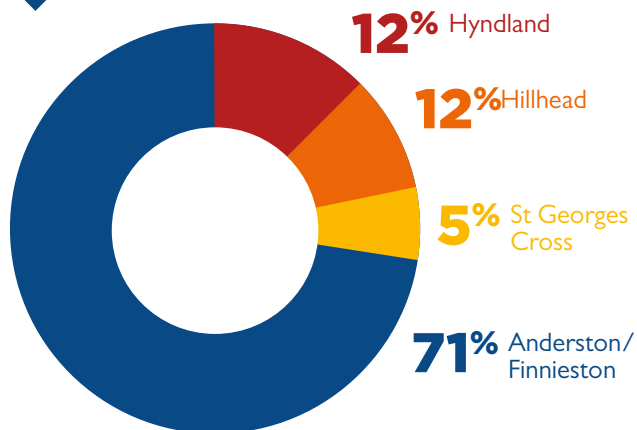
- ✓ Wholly owned subsidiary of GWHA established in 2010
- ✓ A vehicle for GWHA non-charitable activities eg factoring
- ✓ Supports GWHA planned enterprise and growth
- ✓ Managed £1m investment works to owners properties since 2015
- ✓ Continuity of staff: GWHA staff supply services to GWE n
- ✓ Profits donated to GWHA to 2019: £21k

FACTORING SERVICES		2018/19	2017/18	2016/17	2015/16
Factoring Invoice Issued Quarterly		100%	75% <sup>1</sup>	100%	100%
Annual Statement of Account Issue 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%
Factoring Invoices paid within 14 days		30%	30%	33%	42%
Factoring Invoice paid in full at year end		85%	84%	75%	75%
On-Site Factoring Surgeries (number)		8	8	8	8
Early Repayment Rewards	Commercial	£1,450	£1,595	£990	£697
	Domestic	£1,680	£945	£500	£780
Annual Information Statements Issued February		100%	75% <sup>1</sup>	100%	-
Homeowners Receiving correspondence by email		24%	23%	16%	-
Homeowners paying Direct Debit		31%	27%	24%	-
Direct Debit incentive paid out		£800.00	£3,120	£2,180	-
Homeowners Conference		Oct 2018	Oct 2017	Oct 2016	
Disputes referred to the First-tier Tribunal for Scotland (Housing and Property Chamber).		2	2	-	

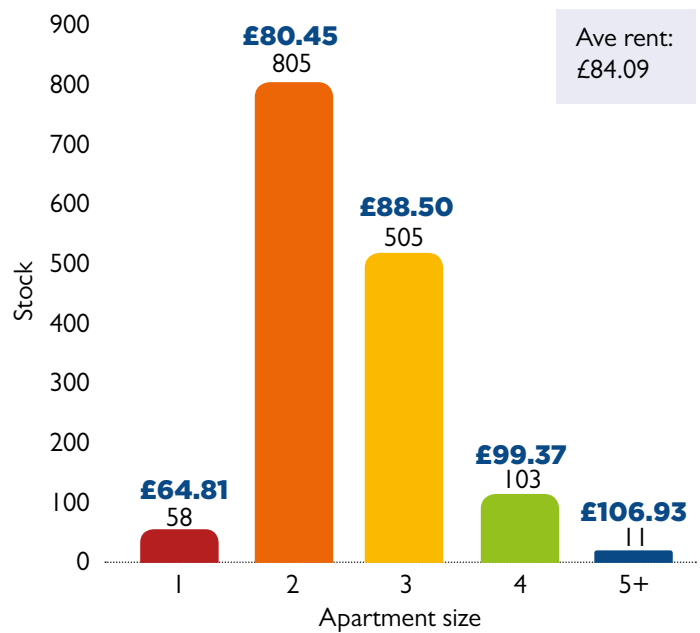
<sup>1</sup> Adverse weather impacting issue

# Tenancy Services

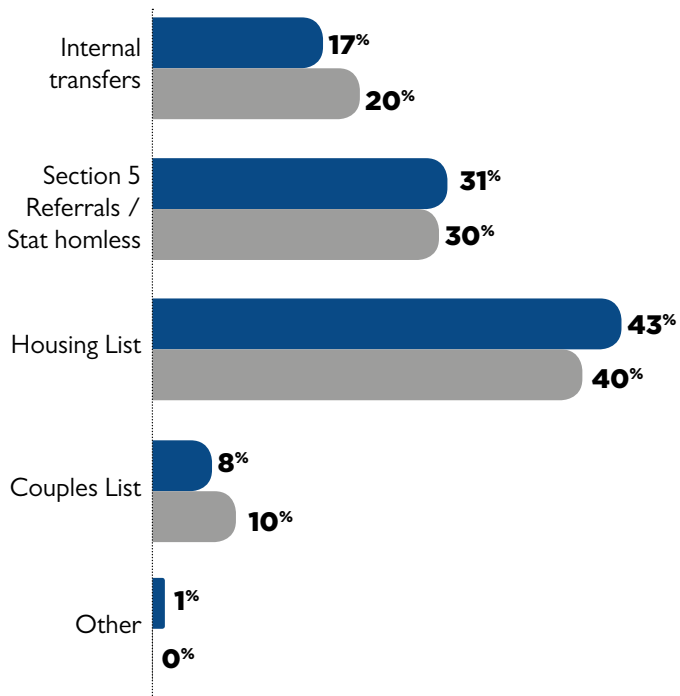
## STOCK BY AREA



## STOCK BY APARTMENT SIZE/ WEEKLY RENT



## SOURCE OF LETS



Actual Target

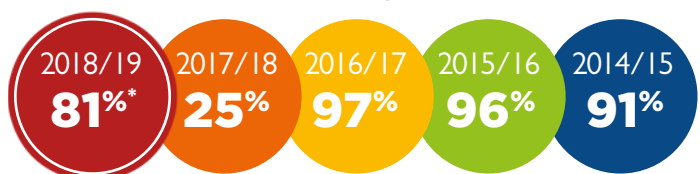
The rent increase for 2018/19 was 3.5%

## HOUSING ALLOCATIONS

### Number of applications



### % processed within 10 working days



Performance recovered following suspension of the Glasgow Housing Register.

## RENTS/VOID PERFORMANCE

An increase in the number of empty properties and a more robust interpretation of regulatory guidance have impacted void performance. DWP delays in assessing Universal Credit claims contributed to rent collection performance.

Rents/Voids	TARGET	2018/19	2017/18	2016/17	2015/16	2014/15
Rent Collection	99.2	99.42	100.3	100.16	99.86%	99.1%
Void Rent Loss (all voids)	1.6%	0.98%	1.6%	1.5%	1.38%	1.06%
Void Re-let times	7 days	22.5 days	14 days	10 days	12days	12 days

# 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.

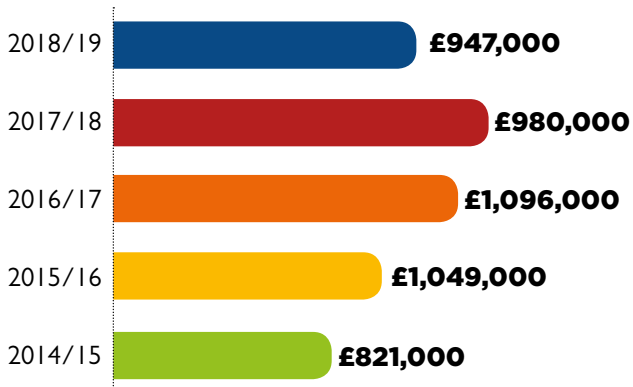
	Number of Cases				
	2018/19	2017/18	2016/17	2015/16	2014/15
Legal Action Initiated	11	15	19	27	44
Cases subject to Repayment Arrangement	0	2	7	11	18
Tenancies terminated	1	0	0	1	1
Case sisted for monitoring	4	2	1	4	12
Cases due to call at court	6	10	2	1	5
Eviction granted but case Re-called	0	0	1	0	2
Eviction decree granted	5	2	1	5	8
Payment received Post Decree	0	0	1	0	2

## WELFARE BENEFITS

Our partnerships with Trussel Trust, Scotcash, Drumchapel Money Advice Service (DMAC), Citizens Advice Bureau (CAB) and GHEAT help to ensure effective support is available for residents in our community.

Enhanced partnership working with Central CAB (situated at the Mitchell Library) supporting GW households migrating to Universal Credit.

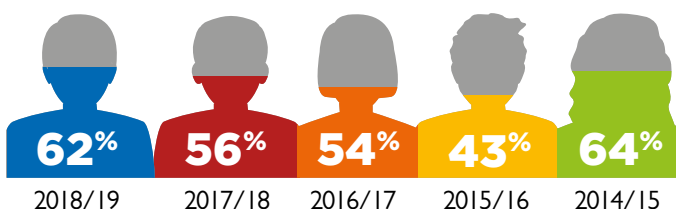
### Additional income generated



### Residents receiving a benefit check



### Financial gains direct to residents in increased benefits



## CONSUMER PANEL

4 Meetings held, with tenants and other service users influencing:

- Plans for a new rent setting structure
- Revised Housing Allocations Policy
- Key priorities for the re-tendering of response repairs and landscape maintenance services

## 19TH ANNUAL TENANT CONFERENCE

Our Annual Tenant Conference was a great success with tenants providing valued feedback influencing a number of key decisions including the rent increase for 2019/20 and our Housing Allocations Policy review.

The level of information was good and presented clearly by speakers

Venue good, level access



Preferred the overall event this year to previous

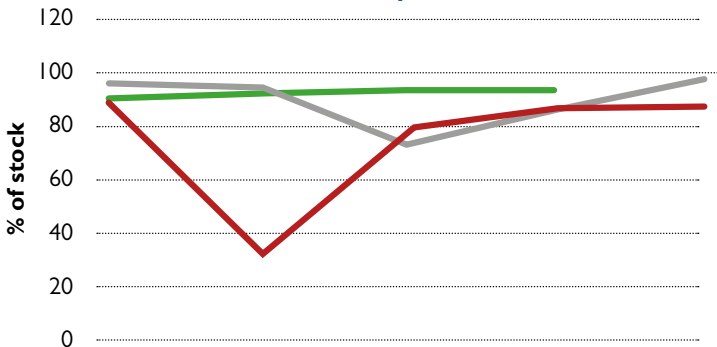
# Property Services

## SCOTTISH HOUSING QUALITY STANDARD

Completion of Central Heating and Kitchen Modernisation works to 77 properties bringing 18/19 SHQS performance to 84%. 8% of properties (114) 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



	2014/15	2015/16	2016/17	2017/18	2018/19
Target	98	97	77	85	90
Actual	87	28	80	84	84
All RSLs	91	93	94	94	*

\*The "All RSL" benchmark data 2018/19 not currently available.

## CYCLICAL MAINTENANCE

- ✓ 100% of properties with current Annual Gas Safety (AGS) Certificate. Slippage in 12 month target for AGS inspections (99.82%) addressed by introduction of an additional process checklist.
- ✓ Annual roof anchor inspections complete.
- ✓ Annual roof inspection and gutter cleaning. 100% achievable complete.
- ✓ Works procured and instructed for Common Water Tank investment during 2019/20.
- ✓ Service procured for Common Asbestos Surveys to be undertaken 2019/20.

## REACTIVE REPAIRS

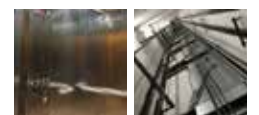
Improved performance and with a focus on continuous improvement through the re-procurement of the reactive repairs contract during 2019/20

		2018/19	2017/18	2016/17	2015/16	2014/15
Total Repairs	Notified	5101	4679	4785	4306	4206
	Completed	4953	4403	4511	4130	4169
Average No. of Repairs per property	GWAH	3.5	3.3	3.3	2.9	2.8
	All RSLs	not available	3.4	3.5	3.6	3.6
Performance Indicators (PI)	Target					
Completed within Target Response Time	96%	97	93	93	94	96
Right 1st Time (%)	97%	97.5	94	94	94	93
Emergency Repairs (hours)	2.5	2.9	3.5	3.5	4.2	3.3
Non-Emergency Repairs (days)	4	3.4	4	4	3.9	4.5
Pre-Inspections (%)	5%	5	4	4	3	2
Post Inspections (%)	5%	1	1	1	3	6

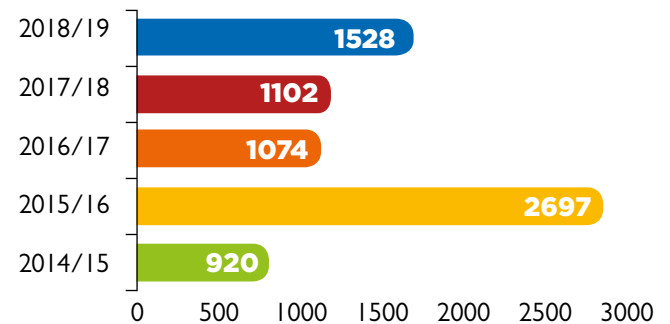
## INVESTMENT

402 properties benefitted from completion of 11 projects:

- ✓ Property Internal Rehab (stonework)
- ✓ Flat Windows
- ✓ Central Heating
- ✓ Kitchens
- ✓ Bathrooms
- ✓ Rewire works
- ✓ Bin Chute Closers - Fire Safety
- ✓ Door Entry Systems
- ✓ Lift Replacement
- ✓ Lift Controller Replacement
- ✓ CCTV (phased upgrade)



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



## REGENERATION

The remodelling projects at St Vincent Crescent, Gray Street and Breadalbane Street are ongoing and will be completed in 2019. The new build development at Dover Street will start on site in 2019 after a comprehensive design and efficiency review and detailed financial appraisal. Feasibility studies under way for Corunna Street and Burnbank House sites.



# Property Services

## MEDICAL ADAPTATIONS

28 adaptations were carried out in 23 properties, improving the quality of life for those residents. GWAH contributed just over 40% of the costs, with GCC funding the remainder.

		2018/19	2017/18	2016/17	2015/16	2014/15
Budget:	Total	£51,000	£51,000	£51,000	£56,500	£36,000
	% GCC Funding	59	59	59	59	42
% Expenditure		92	45	87	81	66
No. of adaptations completed		28	15	29	19	18
% of total applications processed		82	83	80	86	82
% of all GWAH properties adapted		18	17	16	14	13



## G3 GROWERS

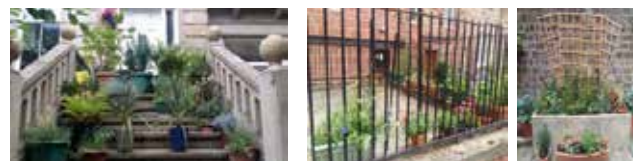


GWAH supported the G3 Growers with a Healthy Eating Demonstration on 23 August 2018. The event was aimed at children and families to promote healthier lifestyles. Recipes and demonstrations were provided by a qualified nutritionist and all who attended were given free fruit bags and grow your own planters.

## GOOD GARDEN & BEST CLOSE

The competition continues to be a success with a high standard of entry.

Newcomer/Most Improved Garden



22 Hillhead St – Joint Winner

White St/ Gardner St – Joint winner



Best Close  
Winner: 222  
Berkeley St

Best Communal Garden  
Winner: Napiershall St/  
Burnbank Gardens

Best Main Door Garden  
Winner: 29 Brechin St.

## ESTATE SERVICES

- 1123 service requests actioned and 613 common area inspections carried out in the year
- Close working with GCC, Land and Environmental Services to address local issues, including the introduction of improved waste management services
- Awarded £600 through the Garden Grant initiative

## COMPLAINTS HANDLING

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



**Stage 2: Investigation**  
20 Working Days



Improved performance despite the slight increase in the number of complaints recorded over the year.

## SERVICE SATISFACTION

	2018/19	2017/18	2016/17
Overall Satisfaction with Services	92	94	89
Kept Informed	95	96	92
Neighbourhood Management	73	76	77
Opportunities to Participate	97	97	95
Repairs and Maintenance in last 12 months	82	80	76
Rent Value for Money	93	77	81
Quality of Home	75	74	72
Standard of Home at Date of Entry (new tenants)	78	72	81

Four hundred tenants were surveyed by our independent consultant with improved satisfaction levels in some areas and sustained performance in others. Prompt follow up and action on dissatisfaction.

A review of assessment measures was undertaken with face to face interviews replacing telephone interviews from April 2019. 29 service user compliments were formally recorded in the year.

## STOCK PROFILE



Tenement Flats  
(exc main door flats)  
674, 45.3%



Deck Access  
324, 21.7%



Multi Storey  
315, 21.2%



Other Flats  
117, 7.9%



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



Houses  
2, 0.1%

## CHARITABLE ACTIVITIES

- ✓ Bookworms – members received books at Christmas alongside Cash for Kids grants. We also welcomed 45 new members.
- ✓ 375 festive gifts delivered to older / vulnerable tenants in December.
- ✓ 51 households received £2300 in Cash for Kids grants.
- ✓ 12 children entered our Festive Colouring Competition.
- ✓ GWhA donated to the Trussel Trust Foodbank and Blawarthill Parish Church. This was added to by staff donations.



Zainab Aziz, over 10s winner, colouring competition



## JIM MICHAEL AWARD



Jim Michael, Secretary (pictured Right) presenting the award to Kirsty Blair, 2018 winner

This award was introduced in 2008, our 30th Anniversary Year, to recognise the commitment of the exceptional people who make a difference to the lives of others in the community. Nominations are welcome throughout the year.

## RENT REWARD SCHEME

2018/19 prize winners



Margaret Sommerville



Helen Motion



Anna Caldwell



Daria Zapala

Applications are encouraged from all GWhA tenants, with our promotional campaign welcoming an additional 53 new members to the scheme during 2018/19.

	2018/19	2017/18	2016/17	2015/16	2014/15
New members	53	75	27	37	22
Total members	251	215	155	147	102
% of Tenants	17%	15%	11%	10%	7%
Incentives	£11554	£8358	£6890	£4700	£5000

## ANNE GOULD AWARD



Well done to all of this year's nominees and congratulations to Kimberley Allan and Iain Pickering, pictured far left, the joint winners of the 2019 award. Also, special mention to the Concierge Team whose good work was recognised.

## HEALTHY WORKING LIVES

This award represents Glasgow West Housing Association's (GWhA's) ongoing commitment to supporting a safer, healthier and more united workforce.



GWhA's annual re-assessment was carried out January 2019 and Gold Award status was maintained.