

# Annual Report

# 2016-2017



Glasgow  
**WEST**  
HOUSING  
ASSOCIATION  
LIMITED

Homes are our purpose  
service is our priority

# Chairperson's Review 2016/17



Yushin Toda,  
Chairperson

In our 39th year, we continue to shape local services and partnerships, to help meet the needs of individuals and communities. Progression towards our 2020 Vision continues at an appropriate pace; we have embedded the stock transfers from Glasgow Housing Association and have made significant investment in our stock.

Last year, I reported that we had encountered some challenges in delivering SHQS<sup>1</sup>, the minimum property standard set by the Scottish Government for all social housing and the GWHQS<sup>2</sup>, which enhances the SHQS. This year, we invested £1.07m in tenemental stonework and fabric repairs, renewing windows, lifts and bin chutes; and in adapting homes to assist our residents with independent living. By the end of the year we had achieved 80% SHQS compliance. With the benefit of our rolling programme of stock condition surveys and energy performance assessments, and learning from the phase 1 stonework programme, we are now in the position to confidently develop the next phases of our investment programme to ensure compliance with the SHQS and the Energy Efficiency Standard for Social Housing (EESHS) by 2020. With procurement activity expected to exceed £20m in 2017/18 we published a Procurement Strategy, submitting this to the Scottish Government in December 2016.

In our core service areas of void loss, re-let times and gross rent arrears, our performance is in the top quartile of RSLs in Scotland and we have ambitious plans to be a Top-5 Performer in 2017/18. This impressive performance, particularly in rent collection, is especially welcome in the context of Welfare Reform, where GWHA's dedicated Tenancy Sustainment Team are endeavouring to mitigate the impact of further reforms through wider support and preventative measures. Our thanks to tenants for paying rent on time and for recognising the importance of sustaining your tenancy and your services.

Other successes in enhancing services this year, include: the launch of the Good Neighbour Agreement; improved recycling of furniture in empty properties; environmental improvements at "the big square" and improved refuse disposal arrangements. We secured the CIH Income Management Chartermark; forged a Careers Ready Partnership with Hillhead High School; delivered a targeted energy advice partnership with Glasgow City Council and G-Heat; delivered a Community Resilience Heartstart Programme in partnership with the Scottish Ambulance service and welcomed 19 households to our first Homeowners Conference. We have also been working closely with our Keith Court residents to mitigate the impact of unforeseen cuts in SWS<sup>3</sup> budgets and we plan to visit all GW residents aged over 75, as we build on our partnership with the Good Morning Service and with Community Connectors.

We have confirmed our commitments towards a 24/7 service through consolidating our out of hours emergency telephone contact point through our concierge team, electronic access to rent accounts and to factoring accounts. In partnership, with GCC and other local housing associations, there has been significant progress towards a common housing register; with on-line applications for housing, through the Glasgow Housing Register (North West Pilot), from April 2017.

In partnership with GCC, we have recently acquired most of the vacant land at Dover St/Breadalbane St, with the final transfer of land due in 2017 and the potential for a site start in 2018. The proposed new build project at Corunna Street has been set aside, subject to independent annual review of the site conditions. In partnership with Queens Cross Housing Association we are working with GCC to acquire Burnbank House to develop innovative housing for the elderly.

Prudent management and sound fiscal planning have ensured

continued strong financial performance. We successfully delivered full compliance with the new statutory accounting framework for our accounts, at last year's AGM. Through our efficiency strategy, we are constantly improving how we capture our culture of continuous improvement, value and efficiency, which drives our operations and service delivery. This includes initiatives to reduce the time properties are empty between lets, ensure rents remain affordable, achieve best value and added value (including work experience and apprenticeship opportunities, and investment in community spaces) from investment in our housing assets and the elimination of duplication and waste at all levels in the organisation. We listened to the feedback from tenants regarding rent increases and contained this year's increase to 2.5%, this included a small margin for introducing new initiatives, including a Save with Rent Scheme and securing membership of "Our Power". We welcomed feedback from the SHR's thematic inquiry on Complaints Handling in Scotland, in particular the Regulator's recognition of our *very positive culture: an organisation open to listening and learning from complaints*.

I wish to record my thanks to my fellow Management Committee members for their unstinting commitment and voluntary service, particularly to Anna Bliortu, Carol Ann Chambers and Scott McMahon who have resigned during the year, due to moving out of the area, family, business and other commitments. In response to this loss, we had a great response to our most recent plea for prospective committee members to participate in our Committee Training Forum (CTF) and we are optimistic that some participants will join the Management Committee over this and next year to ensure a smooth transition in our succession planning. The CTF was recently recognised by the Glasgow and West of Scotland Forum of Housing Associations (GWSF), as offering a unique model for attracting new committee members and ensuring robust succession planning.

In closing, I would like to acknowledge our Services Director, Elaine Travers, 25th year of dedicated service to GWHA, and to extend my thanks to all GWHA staff for their good work, with a particular thanks to staff providing a 24 hour concierge service for embracing our new emergency contact service. Also, I would thank all of you here today at the AGM, those who attended our Annual Tenants Conference in January, the Burnbank Gardens Association and others who have taken the opportunity to contact us with feedback during the year. A particular thanks is extended to members of the Consumer Panel for their support and influence in service improvements: the CIH Income Management Charter and Rent Restructuring principles; and to the Members of our Lettings Panel who meet regularly to promote our area and our services to prospective tenants. These partnerships ensure we continually learn, improve and build on the high standards of service you rightly expect.

Yushin Toda,  
Chairperson 2014-17

1. Scottish Housing Quality Standard
2. Glasgow West Housing Quality Standard
3. Social Work Services

# Management Committee



Anna Bliortu  
Committee Member  
Area: Anderston  
Served from: 2016-17



Catherine McCutcheon  
Committee Member  
Area: Anderston  
Served from: 2015-16



Carol Anne Chambers  
Committee Member  
Area: Anderston  
Casual Member:  
2016-17



George Fraser  
Committee Member  
Area: Argyle  
Served from: 2011-16



Bob Hay  
Committee Member  
Area: St George's Cross  
Served from: 2014<sup>1</sup> - 16



Steve Jenkins  
Vice Chair  
Area: Anderston  
Served from: 2015



Joginder Makar  
Treasurer  
Area: Outwith area  
Served from: 2009



Scott McMahon  
Committee Member  
Area: Anderston  
Served from: 2016-17



Jim Michael  
Secretary  
Area: Outwith area  
Served from: 1980



Hanif Mirza  
Committee Member  
Area: Anderston  
Served from: 2005<sup>2</sup>



Susan Mosedale  
Committee Member  
Area: Partick  
Casual Member:  
2017



Margaret Semple  
Committee Member  
Area: Hillhead  
Served from: 2013



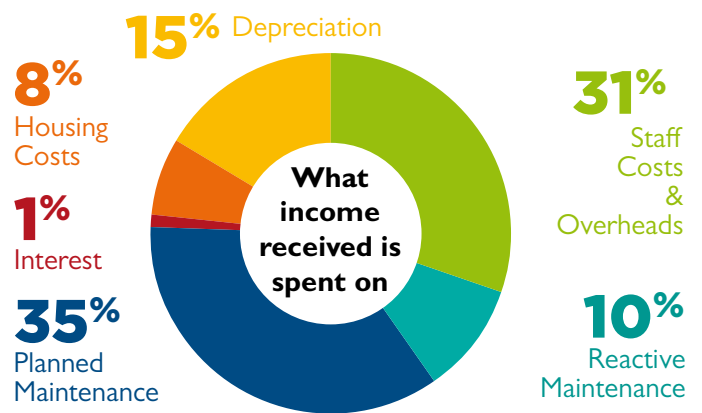
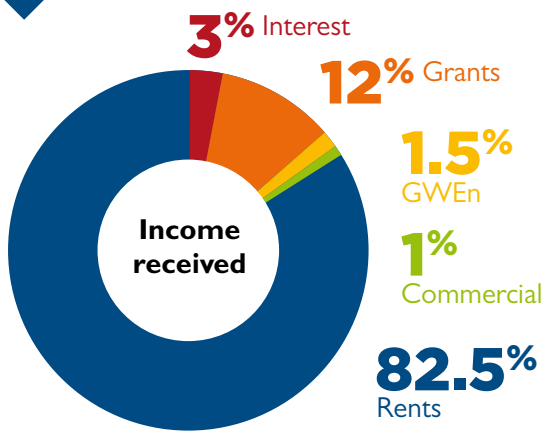
Yushin Toda  
Chairperson  
Area: Burnbank  
Served from: 2007



Moira Wadsworth  
Committee Member  
Area: Hyndland  
Served from: 1989

1. Philemon 1992-1993, GWhA committee member from 1993-2007
2. Sandyford 1992-1995, co-opted 2014

## SOURCES OF INCOME AND AREAS OF EXPENDITURE



## COMMITTEE TRAINING FORUM

GWhA's Committee Training Forum 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. Anna Bliortu, Carol Anne Chambers and Val Burns (pictured Right) graduated from the Forum in October 2016, with Anna Bliortu and Carol Anne Chambers joining the Management Committee.



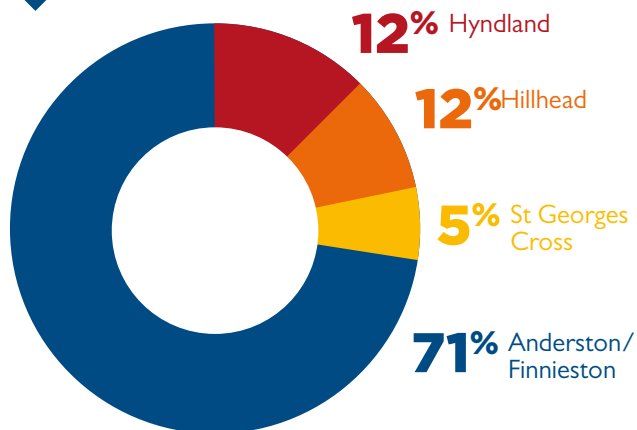
## GLASGOW WEST ENTERPRISES LTD

- ✓ Wholly owned subsidiary of GWhA established in 2010
- ✓ A vehicle for GWhA non-charitable activities including factoring
- ✓ Supports GWhA planned enterprise and growth
- ✓ 100% of owners now factored by GWEn
- ✓ GWhA staff supply services to GWEn
- ✓ Profit donated to GWhA: £3350
- ✓ Projected profit for 2017: £6200

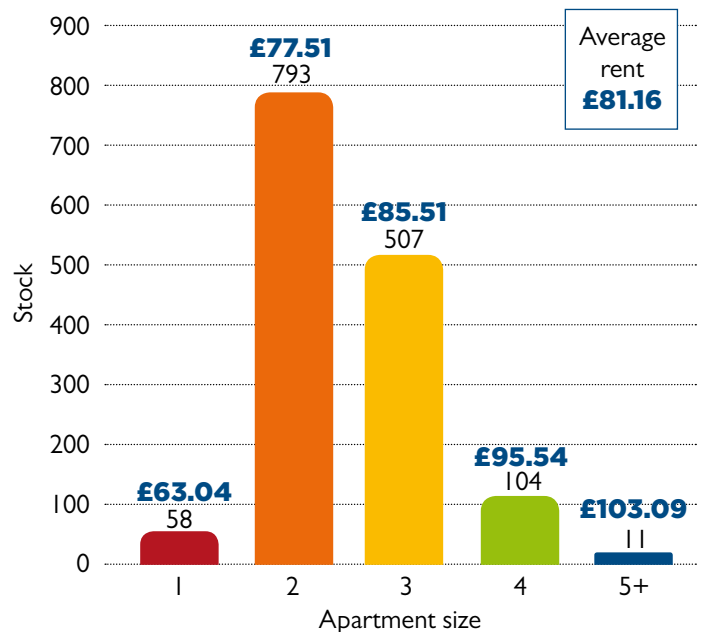
FACTORING SERVICES		2016/17	2015/16	2014/15	2013/14
Factoring Invoices issued quarterly		100%	100%	100%	100%
Annual Statement of Account issued May		100%	100%	100%	100%
Annual Cyclical Statements Issued December		100%	100%	100%	100%
Written Statement of Services issued to new owners		100%	100%	100%	100% <sup>2</sup>
Factoring Invoices paid within 14 days		33%	42%	33%	26%
Factoring Invoices paid in full at year end		75%	75%	71%	88%
On-site Factoring Surgeries (number)		8	8	8	8
Early Repayment Rewards	Commercial	£990	£697	£1369	£1172
	Domestic	£500	£780	£647	£753
Annual Information Statements issued February		100%	-	-	-
Homeowners receiving correspondence by email		16%	-	-	-
Homeowners paying by Direct Debit		24%	-	-	-
Direct Debit incentive paid out		£2180	-	-	-
First homeowners focus group held		Sep 2016	-	-	-
First homeowners conference held		Oct 2016	-	-	-

# Tenancy Services

## STOCK BY AREA



## STOCK BY APARTMENT SIZE/ WEEKLY RENT



## HOUSING ALLOCATIONS

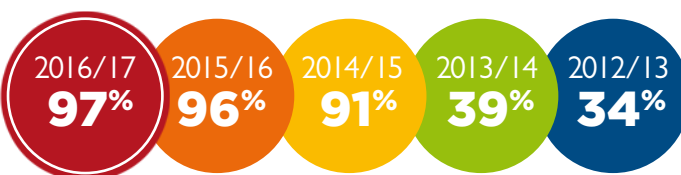
### Number of enquiries



### Number of applications



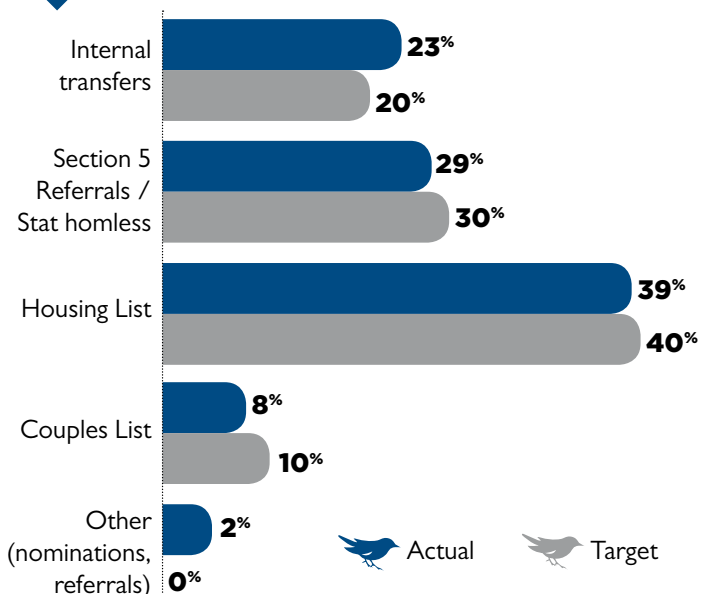
### % processed within 10 working days



**44** new mutual exchange applications were received, with a total of 112 applications on the register.

The rent increase for the year was 2.50%.

## SOURCE OF LETS



## RENTS/VOID PERFORMANCE

Decant requirements for ongoing stonework repairs project impact on performance.

Rents/Voids	TARGET	2016/17	2015/16	2014/15	2013/14	2012/13
Rent Collection	100.4%	100.16	99.86	99.1	97.3 <sup>1</sup>	91
Void Rent Loss	1.6%	1.6	1.38	1.06	1.4	0.78
Void Re-let times	7 days	10	12	12	26	21

<sup>1</sup> Scottish Housing Regulator introduce change in calculation

# Tenancy Services

## RENT COLLECTION

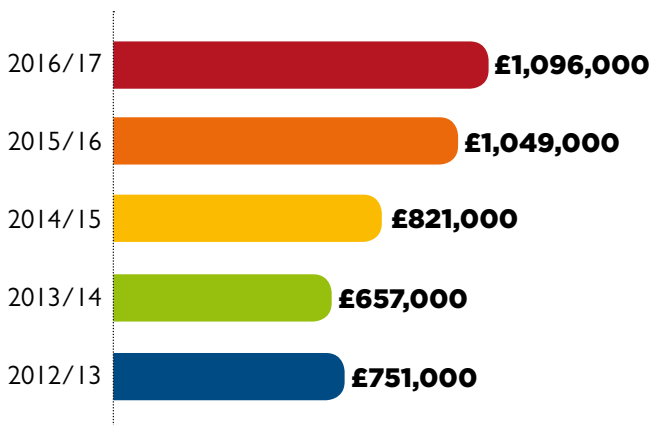
Our focus on tenancy sustainment, and on promoting a positive payment culture, helps reduce the need for legal action. Recovery of a tenancy is always a last resort.

	Number of Cases				
	2016/17	2015/16	2014/15	2013/14	2012/13
Legal Action Initiated	19	27	44	53	19
Cases subject to Repayment Arrangement	7	11	18	23	10
Tenancies terminated	0	1	1	3	2
Case sisted for monitoring	1	4	12	3	1
Cases due to call at court	2	1	5	20	3
Eviction granted but case Re-called	1	0	2	2	1
Eviction decree granted	1	5	8	2	2
Payment received after decree granted	1	0	2	1	0

## WELFARE BENEFITS

Our partnerships with the Trussel Trust, Scotscash, Drumchapel Money Advice and the Citizens Advice Bureau help ensure effective support for our households as demand for the service continues to grow with the roll-out of welfare reform.

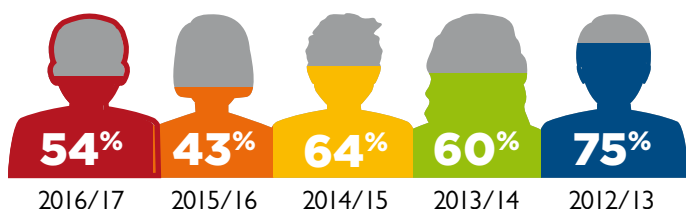
### Additional income generated



### Residents receiving a benefit check



### Financial gains direct to residents in increased benefits



## CONSUMER PANEL

The Consumer Panel met in December, influencing decisions around the Annual Tenants Conference and Rent Restructuring; and endorsing our assessment against the Chartered Institute of Housing's Income Management Charter.

## 17<sup>TH</sup> ANNUAL TENANTS CONFERENCE

100% staff are friendly courteous and go the extra mile

93% Found the subjects presented as good or very good

The ATC continues to be an important Event in our Calendar, with lively debate and tenants influencing a number of key decisions including the rent increase for 2017/18.



100% staff are knowledgeable and confident

93% I am treated fairly

81% support for 2.5% Rent Increase

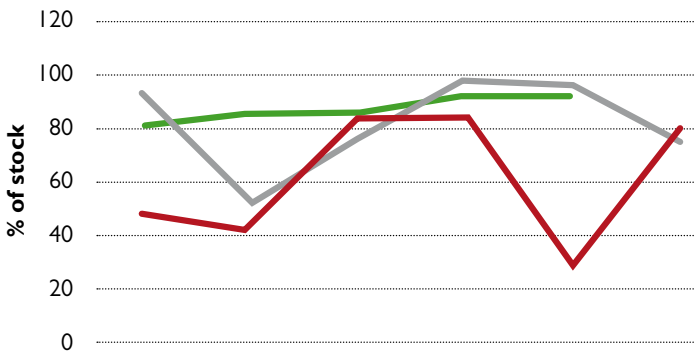
# Property Services

## SCOTTISH HOUSING QUALITY STANDARD

Significant investment in stonework repairs, renewing windows, lifts and bin-chutes contributed to 80% SHQS compliance. 10% of properties (155) have exemptions/abeyances from SHQS.

Stock Condition Surveys, Energy Performance assessments and repairs trend analysis inform the investment programme to ensure compliance with the SHQS and the Energy Efficiency Standard for Social Housing (EESSH) by 2020.

### SHQS Compliance



	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Target	94	52	77	98	97	77
Actual	47	44	85	87	28	80
All RSLs	82	86	87	91	93	*

\*The "All RSL" benchmark data 2017 available mid year.

## CYCLICAL MAINTENANCE

- ✓ 100% of properties with current Annual Gas Safety Certificate and 100% properties serviced within 12 month statutory timescale.
- ✓ Annual roof anchor inspections complete with partial no access being addressed.
- ✓ Annual roof inspection and gutter cleaning underway following successful procurement.

## REACTIVE REPAIRS

**94%** of repairs completed within target, with 94% Right 1st Time. At 4 hours (Emergency) and 3.9 days (Non-Emergency), the average time to complete repairs was comfortably within GWHA's targets.

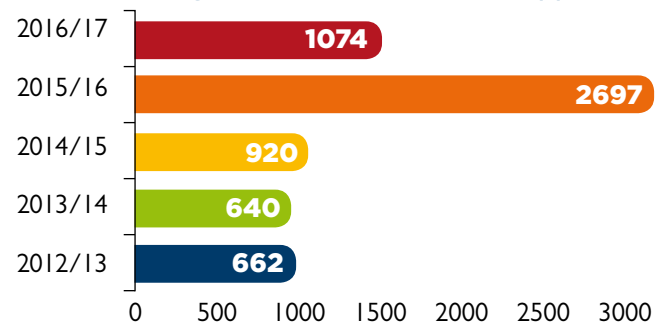
		2016/17	2015/16	2014/15	2013/14	2012/13
Total Repairs	Notified	4785	4306	4206	4690	5225
	Completed	4511	4130	4169	4540	4962
Average No. of Repairs per property	GWHA	3.3	2.9	2.8	3.1	3.5
	All RSLs	N/A	3.6	3.6	3.5	3.2
Performance Indicators (PI)		Target				
Completed within Target Response Time	96%	94	96	99	97	94
Pre-Inspections	5%	2.9	1.8	3	4	3
Post Inspections	5%	3.4	5.9	1	4	3

## INVESTMENT

- ✓ Anderston Stone Repairs
- ✓ St Vincent Terrace Lift Modernisation
- ✓ Central Heating Systems
- ✓ Windows Phase 1
- ✓ Windows Phase 2
- ✓ Central heating system renewals
- ✓ Bin Chutes



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



## REGENERATION

Pipeline projects progressing as planned, with the partial acquisition of the Dover Street site, and the ongoing monitoring of site conditions at Corunna Street. Negotiations with Social Work Services underway for the remodelling of property acquired at Gray Street, in conjunction with the GWHA property previously vacated by Social Work Services at St Vincent Crescent.



Dover Street



Gray Street

# Property Services

## MEDICAL ADAPTATIONS

With grant support from GCC, adaptations were carried in 24 properties, improving the quality of life for those residents.

		2016/17	2015/16	2014/15	2013/14	2012/13
<b>Budget:</b>	<b>Total</b>	£51,000	£56,500	£36,000	£51,000	£56,000
	<b>% GCC Funding</b>	59	59	42	58	63
<b>% Expenditure</b>		87	81	66	81	79
<b>No. of adaptations completed</b>		29	19	18	20	16
<b>% of total applications processed</b>		80	86	82	76	70
<b>% of all GWAH properties adapted</b>		16	14	13	11	11



Before



After

## G3 GROWERS



G3 Growers Open Day was held in November and was dedicated to the memory of GWAH Committee Member Jim Anderson.

## GOOD GARDEN & BEST CLOSE



Best Close Winner:  
492 St Vincent St



Newcomer Winner /  
most improved Garden:  
61 Elderslie St



Main Door Winner:  
39 Burnbank Terrace

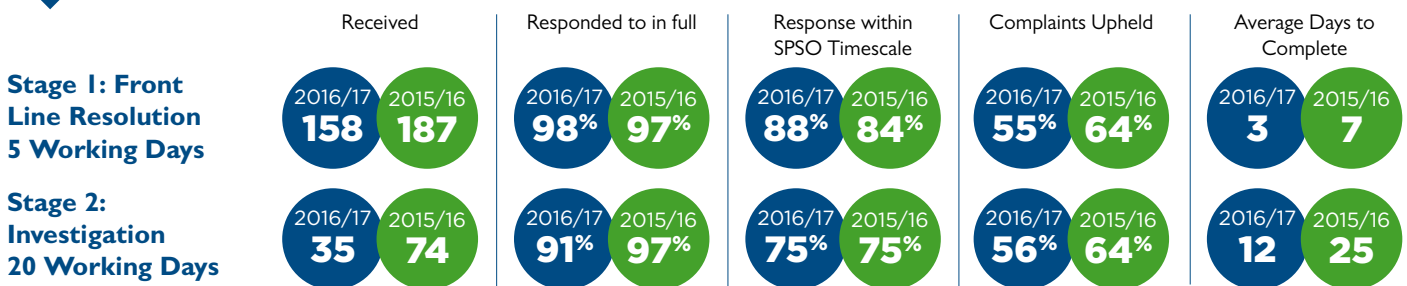


Communal Garden  
Winner:  
44 Highburgh Road

## ESTATE SERVICES

- ✓ 928 service requests actioned and 753 common area inspections carried out.
- ✓ First phase of tree removal/essential maintenance programme completed.
- ✓ Working in partnership with LES Managers, Environmental Task Force, local Councillors, G3 Growers and for the first time Anderston Youth Cafe to enhance the local environment and improve services for all our residents.
- ✓ £300 Garden Grant funding awarded to residents who want to enhance their back court or front garden.
- ✓ Another very successful Close/Garden competition, with many entrants new to gardening and the new format well received.

## COMPLAINTS HANDLING



The Scottish Housing Regulator commented on the association's positive learning culture, and reported examples of GWAH good practice in their 2017 Thematic Inquiry: Complaints Handling by Social Landlords in Scotland.

## SERVICE SATISFACTION

	2016/17	2015/16
Overall Satisfaction with Services	89	81
Kept Informed	92	92
Neighbourhood Management	77	75
Opportunities to Participate	95	94
Repairs and Maintenance in last 12 months	76	73
Rent Value for Money	81	80
Quality of Home	72	60
Standard of Home at Date of Entry (new tenants)	81	68

Four hundred tenants surveyed by independent consultant, with prompt response to feedback, investment works, and the enhanced void (empty homes) standard, contributing to the increase in satisfaction levels in key service areas.

87 service user compliments formally recorded in the year.

## STOCK PROFILE



Tenement Flats  
(exc main door  
flats 676/45.1%)



Deck Access  
330/22%



Multi Storey  
319/21.3%



Other Flats  
116/7.7%



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



Houses  
2/0.1%

## CHARITABLE ACTIVITIES

- ✓ GW Bookworms enjoyed a fun filled morning at January ATC.
- ✓ Festive gifts delivered to 388 elderly/vulnerable tenants
- ✓ 113 children benefited from £2,825 "Cash For Kids" grants.
- ✓ 17 children participated in the Festive Colouring Competition
- ✓ Donation to Woodside Community Council "Santa Sacks" initiative
- ✓ Staff fund-raising throughout the year, from sponsored runs, cake bake sales and Christmas jumper day. All proceeds donated to our chosen charity for the year "The Dogs Trust".



## 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. Nominations are welcome throughout the year.



Mrs Rogers  
winner of the  
2016 Award,  
with Moira  
Wadsworth,  
MC Member

## HEALTHY WORKING LIVES



This award represents GWA's ongoing commitment to offering a safer, healthier and more united workforce. GWA annual re-assessment was carried out January 2017 and Gold Award status was maintained.

## RENT REWARD SCHEME



Applications are encouraged from all GWA tenants, with 27 new members welcomed to the scheme during 2016/17.

	2016/17	2015/16	2014/15	2013/14	2012/13
New members	27	37	22	9	20
Total members	155	147	102	89	87
% of Tenants	11%	10%	7%	6%	6%
Incentives	£6890	£4700	£500	£4436	£3760

Rent Reward Scheme Prize Draw Winners -  
Mrs Turnbull (left) and Mrs Tomlinson (right)

## ANNE GOULD AWARD



Well done to all of this year's nominees and a special mention for Ali Dowlatshah, the deserved winner of our 2017 Award.



Linda Reid, Chief  
Executive and Ali  
Dowlatshah