

# Annual Report 2022-2023



Glasgow  
**WEST**  
HOUSING  
ASSOCIATION  
LIMITED

HOMES ARE OUR PURPOSE;  
SERVICE AND SUSTAINABILITY  
OUR PRIORITY



# Chairperson's Review 2022/23



Isobel Gracie,  
Chairperson

I am privileged to have been appointed as Glasgow West's (first ever female) Chairperson in February of this year, and I offer thanks to my fellow Committee Members for their confidence in me, and for their support as we continue to navigate the most challenging of times for our communities and for our business. My thanks also, on behalf of all Glasgow West stakeholders, to my predecessor Joe Heaney, for his leadership and direction through the global pandemic, and through these early stages of our recovery, as we battle the worst cost of living crisis our country has faced in decades. Many household incomes have been stretched to breaking point, and, in the delivery of our services, our budgets have at times felt the full force of unprecedented market conditions.

Throughout this year we have continued to proactively seek out opportunities to support the most vulnerable in our communities. A donation of 18 air fryers from Energy Action Scotland were recently distributed to vulnerable Glasgow West households; and with £20k gratefully received from the National Lottery Community Fund we have to date helped 189 households with food support and emergency payments to help alleviate household income pressures. Additionally, through a £10k contribution from Glasgow West's community fund, we have worked in partnership with the Pyramid in Anderston Food Pantry to provide 464 food support parcels to 89 households, in addition to supporting 164 children in 88 households at Christmas time.

As a social housing provider, keeping our rents affordable is a key objective for our organisation, and achieving a balance this year with our projected costs has been the most difficult for our Management Committee in our recent history. On the more challenging measure of affordability widely adopted across the RSL sector, 99.86% of Glasgow West rents are considered to be affordable. Nevertheless, we were particularly mindful of the concerns expressed by tenants in the rent consultation process, and, after much deliberation, a pared back rent increase of 3.75% was agreed for 2023/24. As well as being one of the lowest rent increases in Scotland, this was also Glasgow West's third consecutive below-inflation rent increase, and the second time in three years that our rent proposal has been adjusted following tenant feedback. As Management Committee Members we are satisfied that this was the right decision at this time, and we hope that this measure, alongside suspension of our ongoing rent restructuring programme, has helped mitigate the impact on household incomes. It is however important that we recover this ground in future years to ensure our services and our properties are protected for future generations; and, with this in mind, it is important that rent is paid promptly, and that I take this opportunity to encourage anyone who is struggling financially to seek urgent assistance from our Tenancy Services Team. Early intervention optimises the chances for tenancy sustainment, and tenancy recovery action will always be a last resort for us.

Prudent management and sound fiscal planning have ensured steady financial performance, with £1.16m investment in our properties over the last year delivering 57% compliance with the Scottish Housing Quality Standard (SHQS), and 95% compliance with the aligned Fire Safety (Scotland) Regulations 2021. A further £29m in capital projects is planned for the next 5-years, the sequence of which will be informed by our recently externally validated 30-year asset plan, and will optimise regulatory and legislative compliance. For 2023/24, a total of £5.5m will be invested in projects including cyclical close decoration to c.50 closes; an accelerated £3m kitchen and bathroom programme upgrading c.250 properties; a £720k stonework project at Byres Road; and a pilot project at 640 Argyle Street to replace the external wall insulation; as well as concluding the £2.6m glazed curtain walling project resolving the inherited health and safety issues at our St Vincent Terrace development. Net zero targets are also on our radar, with feasibility projects anticipated this year with Scottish Government funding support. With these planned projects our SHQS compliance is expected to increase by a further 27% to 84% by the end of March 2024, as we continue to push forward our recovery towards our traditionally strong performance in this area.

Separately, I am absolutely delighted to report the imminent completion of our Dover Street new build project which will provide 55 much-needed homes for social rent in our local community. With recent confirmation of Local Authority funding, we now also have a green light for our Corunna Street and Burnbank House projects, which together will provide a further 39 homes for social rent by 2025. For Glasgow West, with very few development opportunities in our area, and with hundreds of new housing applications each year, the importance of these projects in helping alleviate the most severe housing pressures is significant. I also wish to record our thanks to the Local Authority for the year-end funding for the acquisition of four properties in support of homelessness services; and for the £58k funding contribution towards medical adaptations that will help support our existing Glasgow West tenants to continue to live independently in their own homes.

Over the year we have maintained regular contact with our service users; offering advice, support and assistance; as well as providing up to date information through our newsletters, website and social media channels. With the relaxation of covid restrictions, we are gradually reinstating visits to our older tenants, and we have enhanced accessibility to our Conferences and Consultative Forums through hybrid platforms. We also took the time this year to review our Corporate Strategy towards our 50th anniversary in 2028, to ensure it remains ambitious and reflective of our tenant's future service needs, priorities and expectations as expressed in the Future Services Survey, and through the many other measures we have in place for gathering comments, complaints and compliments. In terms of the immediate future, we recognise and share the frustrations with our repairs service and with delayed investment works, and we appreciate your support as we work to resolve these as soon as possible.

As Management Committee Members our role is both challenging and rewarding, and we need the continued support of our membership to ensure we remain effective and representative of the communities we serve. We are always keen to encourage new members to strengthen and renew our governance and I was encouraged that four tenants and two factored homeowners participated in this year's training programme for prospective committee members, or for those who are just interested in understanding a bit more about how we are governed (GWH's Committee Training Forum). I hope this interest will translate into some new committee members; and likewise, I encourage anyone interested in finding out more about Management Committee membership to contact our offices.

In closing, I extend my thanks again to my fellow Management Committee Members for their support, and my thanks also to all Glasgow West staff for their commitment to delivering the highest standards of service. A fond farewell to our Estates Officer, Karen Hillhouse and to Lynne Smith, Tenancy Officer, both of whom will imminently retire after 12 years of supporting Glasgow West tenants and residents in our communities; and to our recently retired Management Committee Member, and long-standing tenant, Anne Campbell, who has been a strong advocate for tenant's rights, and has kept us all on our toes at Management Committee meetings. Also, to Moira Wadsworth, a former Glasgow West Management Committee Member who recently retired her directorship of our subsidiary, Glasgow West Enterprises, after a total of thirty four years' of volunteering in our organisation. Last, but by no means least, my thanks to everyone attending our AGM; and to those of you who have participated in our consultative events throughout the year, and/or have taken the time to contact us with feedback.

Whilst we undoubtedly have many challenges ahead, there are also great opportunities for us to work together to make a difference, and I look forward to this next chapter in our journey towards our vision of *shaping thriving communities*.

*Isobel Gracie*

Isobel Gracie  
Chairperson 2022-23

# Management Committee



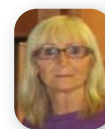
Nicola Adams  
Committee Member  
Area: Outwith area  
Served from: 2021



Anila Ali  
Committee Member  
Area: City West  
Served from: 2020



Steve Bruce  
Committee Member  
Area: Outwith area  
Served from: 2021



Anne Campbell  
Committee Member  
Area: Anderston  
Served from: 2019



Isobel Gracie  
Chairperson  
From: January 2023  
Area: Anderston  
Served from: 2019



Joe Heaney  
Chairperson  
Area: Hillhead  
Served from: 2017-2023



Nina MacNeill  
Secretary  
Area: Hillhead  
Served from: 2017



Joginder Makar  
Treasurer  
Area: Outwith area  
Served from: 2009



Rowan Evenstar  
Committee Member,  
Cooptee  
Area: City Centre  
Served from: 2023



Amy Robertson  
Committee Member  
Area: Outwith area  
Served from: 2021



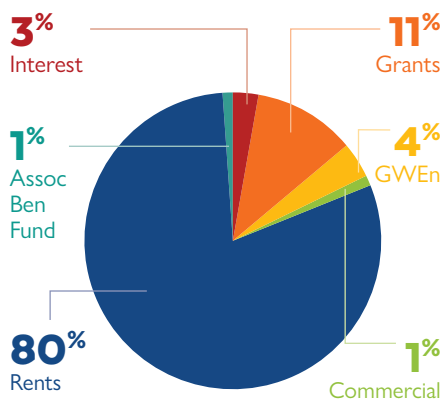
Billy Robertson  
Vice Chair  
Area: Hyndland  
Served from: 2020



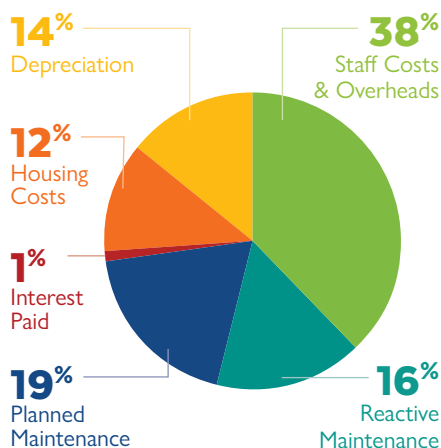
Yushin Toda  
Committee Member  
Area: Burnbank  
Served from: 2007

## INCOME & EXPENDITURE: %

### Income Received:



### What Income Received is spent on:



## COMMITTEE TRAINING FORUM

GWAH's Committee Training Forum (CTF) is a unique, flexible, 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 GWAH.

3 Members completed the CTF "Getting to Know You" sessions in May 2022 with one member, Rowan Evenstar, who co-opted to the Management Committee in February 2023.



Mr C Veitch, pictured left, Joe Heaney GWAH Chairperson and Daniel Wedge, Technical Director at a Hybrid Session.

## GLASGOW WEST ENTERPRISES LTD

- ✓ Wholly owned subsidiary of GWAH established in 2010
- ✓ A vehicle for GWAH non-charitable activities eg factoring
- ✓ Supports GWAH planned enterprise and growth
- ✓ Managed over £1.16m investment works to owners properties since 2015
- ✓ Continuity of staff: GWAH staff supply services to GWEn
- ✓ Profits donated to GWAH to 2023: £141.8k
- ✓ Manages service provision to GW rented properties in mixed tenure developments

FACTORING SERVICES		2022/23	2021/22	2020/21	2019/20	2018/19
Factoring Invoice Issued Quarterly		100%	100%	100%	100%	100%
Annual Statement of Account Issued July		100%	100%	100%	0% <sup>1</sup>	100%
Annual Cyclical Statements Issued May		0% <sup>2</sup>	0% <sup>3</sup>	100%	100%	100%
Written Statement of Services Issued to new owners		99% <sup>4</sup>	93%	100%	100%	100%
Factoring Invoices paid within 14 days		25%	41%	33%	43%	30%
Factoring Invoice paid in full at year end		83%	85%	76%	90%	85%
Bespoke Factoring Surgeries (number)		1	0 <sup>5</sup>	0 <sup>6</sup>	8	8
Early Repayment Rewards	Commercial	£440	£1,000	£660	£2,235	£1,450
	Domestic	£1,350	£2,400	£1,485	£640	£1,680
Annual Information Sheet Issued July		100%	100%	Revised timescale July	Revised timescale May	100%
Homeowners Receiving correspondence by email		68%	31%	21%	26%	24%
Homeowners paying Direct Debit		40%	34%	33%	33%	31%
Direct Debit incentive paid out		£4,340	£4,740	£4,560	£4,720	£800
Homeowners Conference		Oct 2022	Oct 2021	Oct 2020	Oct 2019	Oct 2018
Disputes referred to the First-tier Tribunal for Scotland (Housing and Property Chamber).		1	1	1	—	2

<sup>1</sup> Delayed due to new Homemaster software and COVID-19 restrictions

<sup>2</sup> On Target to Issue June 2023

<sup>3</sup> Typo – amended from 100%.

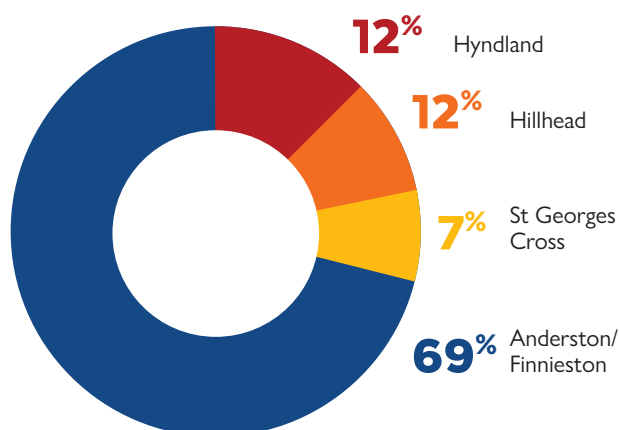
<sup>4</sup> 100% issued, but 1 outwith 28 day timescale

<sup>5</sup> Did not take place due to COVID-19 restrictions

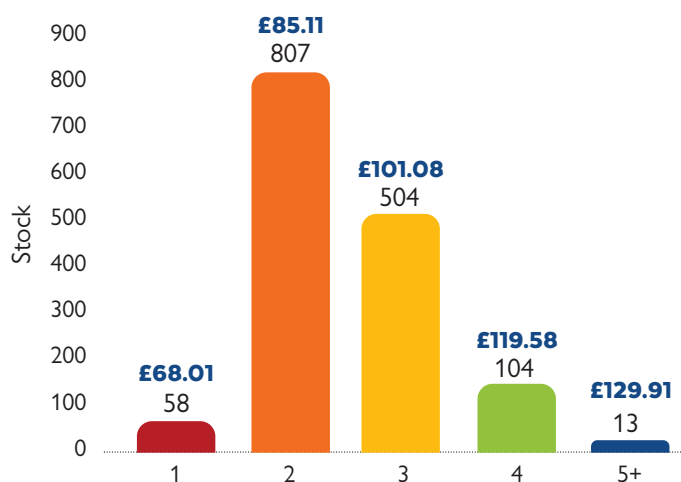
<sup>6</sup> Did not take place due to COVID-19 restrictions

# Tenancy Services

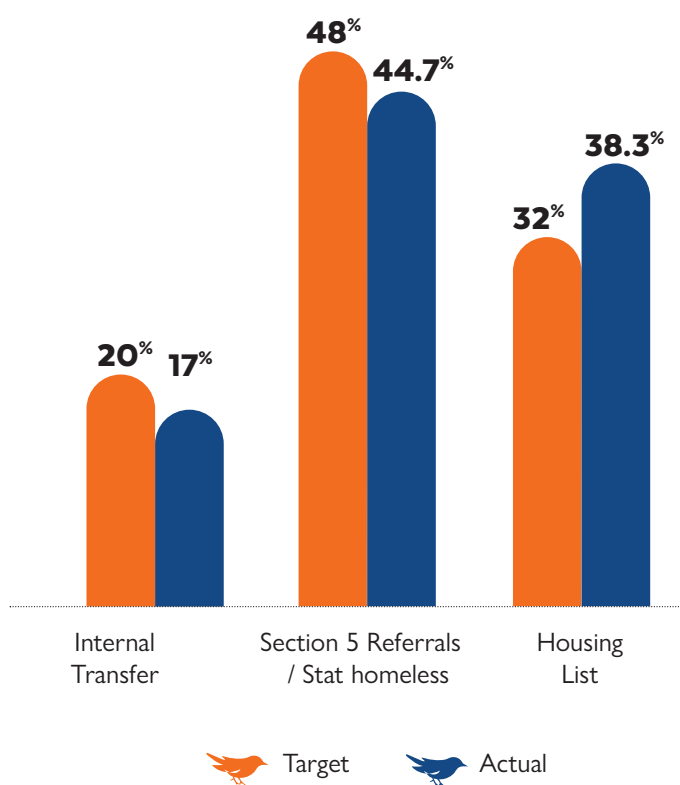
## STOCK BY AREA



## STOCK BY APARTMENT SIZE/ WEEKLY RENT



## SOURCE OF LETS



### Stock changes from EOY 2021/2022

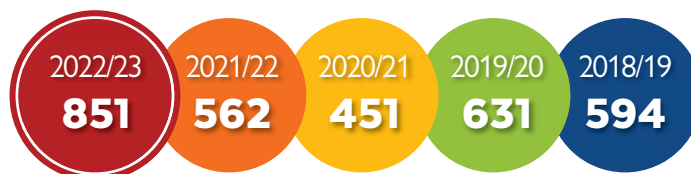
- 4 acquisitions
- 3 unlettable units

Total self-contained stock: 1489 (1486 lettable)

Average rent increase for 2022/23: 3.96%

## HOUSING ALLOCATIONS

### Number of applications



### Average days to process applications



6 day PI for 2022/23 impacted by 51% increase in new applications.

## RENTS/VOID PERFORMANCE

Rents/Voids	TARGET	2022/23	2021/22	2020/21	2019/20	2018/19
Rent Collection	100%	99.4%	99.5%	98.5%	99.8%	99.42%
Void Rent Loss (all voids)	0.90%	0.47%	1.13%	1.18%	0.31%	0.64%
Void Re-let times	28 days	21.8 days	52.6 days	78.9 days	10.72 days	22.5 days

Notable improvement in void performance. Void re-let target maintained at 28 days for 23/24 reflective of projected increase in void properties.

# Tenancy Services

## RENT COLLECTION

Continued team focus on sustaining tenancies and promotion of a positive payment culture, to reduce the need for legal action. Recovery of tenancy is always a last resort.

	Number of Cases					
	2022/23	2021/22 <sup>1</sup>	2020/21	2019/20	2018/19	2017/18
Legal Action Initiated	7	7	0	12	11	15
Cases subject to Repayment Arrangement	5	3	0	1	0	2
Tenancies terminated	5	2	2	2	1	0
Case sisted for monitoring	1	2	0	4	4	2
Cases due to call @ court	0	6	0	2	6	10
Eviction granted but case Re-called	1	1	0	1	0	0
Eviction decree granted	5	5	1	6	5	2
Payment received Post Decree	0	3	1	1	0	0

One month notice period for initiation of legal action (for rent arrears) reinstated from 01/04/22.

Moratorium on recovery of tenancies introduced 06/09/22 (subject to exemptions) remains in force until 30/09/23.

<sup>1</sup>2021/22 figures now include actions for anti-social behaviour and other material tenancy breaches.

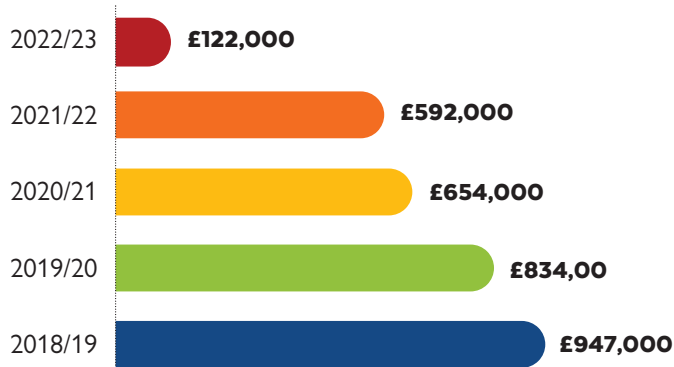
## WELFARE BENEFITS

Full service provision reinstated from October 2022, including partnership working with the Fuelbank Foundation, the Trussel Trust, the Pyramid in Anderston, DMAC, CAB and Energy Action Scotland to support residents within our communities.

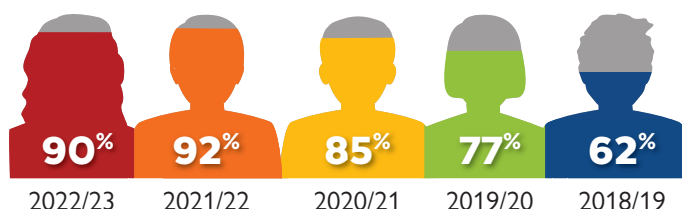
### Residents receiving a benefit check



### Additional income generated



### Financial gains direct to residents in increased benefits



## CONSUMER PANEL

Three Consumer panels were conducted through telephone, paper and online surveys; gathering valuable feedback on our Partnership Antisocial Behaviour service, Garden Grants and Welfare Rights Surgeries.

## 23rd ANNUAL TENANT CONFERENCE

First hybrid event, accessible in person and online via Zoom. Proposed rent increase of 5% pared back to 3.75% following tenant consultation. Future Services Survey results presented by consultant, informing service priorities for the 5-year period to 2028.

100% of those who answered<sup>1</sup> understood the importance of Glasgow West gathering their views.



91% of attendees agreed with our vision and plans.



<sup>1</sup>60% of respondents

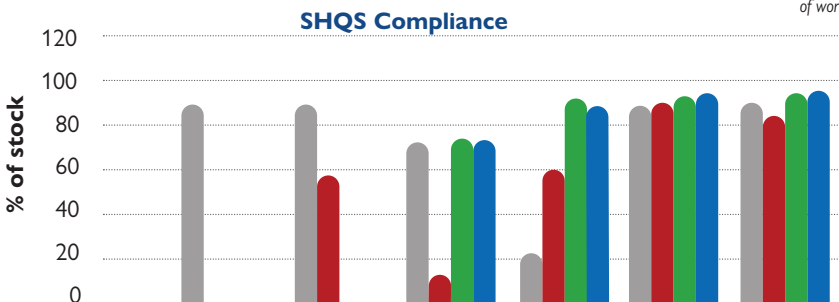
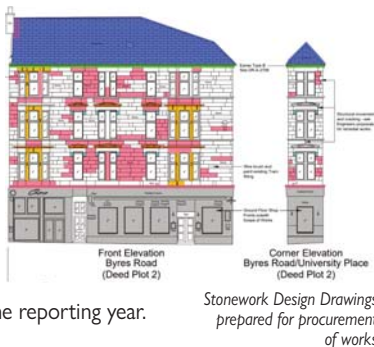


# Property Services

## SCOTTISH HOUSING QUALITY STANDARD

SHQS compliance has significantly improved with our programme of enhanced Fire and Electrical safety aligning with the amended and enhanced legislation. Residual access issues are being addressed as a priority.

Priority investment works for 2023/24 will address remaining SHQS compliance areas (i.e. replacement of full height common area glazing; window, kitchen and bathroom replacements; and building fabric and Stone works) projecting 84% compliance by end of the reporting year.



	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19
Target	84	84.1	72.8	22	89	90
Actual		57.96	12.7	60	90	84
QEF			75.7	92	93	94
All RSLs			74.6	88.6	94	95

NB: 2020/21 All RSL Performance amended to reflect amended performance published 06/04/22.

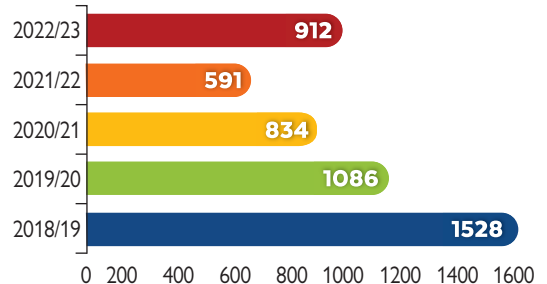
## INVESTMENT

- ✓ Fire Safety (LD2 alarms) upgrades (x 1255).
- ✓ Electrical Safety (EICR) certificates (x 1255).
- ✓ Space Heating / boiler replacement (x 32).
- ✓ Replacement Kitchens, Bathroom, (x 26).
- ✓ Replacement windows order for x 36 flats
- ✓ Energy Performance Certificate (EPC) assessments completed (x 61).
- ✓ Consultant appointment for Kitchen / Bathroom replacement programme (x 250).
- ✓ Detailed Design complete for full-height Common Area Windows



Kitchen Replacement

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



## DEVELOPMENT AND REGENERATION

Social housing grant and planning approval for new build developments at Corunna Street and Burnbank Gardens, delivering an additional 39 homes for social rent to our local communities by 2025.



Corunna Street. Architect's Visualisation



Dover Street – Front Elevation (Progress March 2023)

New Build development at Dover Street due for completion Summer 2023, comprising 55 self-contained flats for social rent and commercial space at ground level.

## CYCLICAL MAINTENANCE

- ✓ 100% of properties with current Annual Gas Safety (AGS) certificate and 100% of services carried out before annual due date.
  - ✓ Lightning Conductor Testing at Blythwood Court and St Vincent Terrace.
  - ✓ Routine CCTV / Lift Servicing and Maintenance.
  - ✓ Contractor appointed for cyclical common close decoration programme (x50).
  - ✓ Common Electrical Safety Checks complete (100%)
  - ✓ Common Cold Water Storage Inspections (90%).
- Delays to roof anchor inspections and roof inspection/gutter cleaning programme due to complete Summer 2023.

## REACTIVE REPAIRS

		2022/23	2021/22	2020/21	2019/20	2018/19
Total Repairs	Reported Jobs	7944	3822	3664	5363	5101
	Completed On Time	5811	3077	3132	5147	4953
Average No. of Repairs per property		5.3	2.6	2.5	3.6	3.5
Performance Indicators (PI)	Target					
Completed within Target Response Time (%)	96	73.1	81	83	96	97
Right 1st Time (%)	95	66.2	74.9	72.5	98.4	97.5
Emergency Repairs (hours)	3.0	7.7	3.9	4.2	2.9	2.9
Non-Emergency Repairs (days)	5	5.3	7.9	7.0	4.1	3.4
Pre-Inspections (%)	3	0	0	0	6	5
Post Inspections (%)	3	0.4	0	0	4	1

Response Repairs contract under review to address declining performance and aligned tenant dissatisfaction levels.

# Property Services

## MEDICAL ADAPTATIONS

21 adaptations were completed, improving the quality of life for residents. Additional funding of £18k obtained from GCC during the year to meet demand.

		2022/23	2021/22	2020/21	2019/20
Budget	Total £	£71,000	£71,000	£51,000	£51,500
	GCC funded	76	70	59	59
	GWAH funded	24	30	41	41
% Budget Expenditure		90	95	68	81
No. of adaptations completed		21	23	9	23
% of total applications processed		75	37	56	82
% of all GWAH properties adapted		18	21	19	19

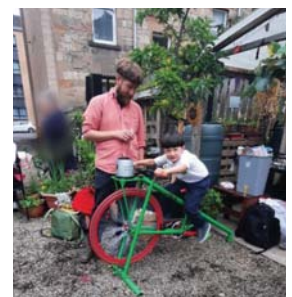


## ESTATE SERVICES

- 2000+ Estate Inspections.
- 285 requests for service or assistance.
- Concierge Deep Clean common areas.
- Inaugural "Learn to Grow" event.
- Garden Grant consumer panel
- Annual Good Close/Garden Competition, and G3 Growers Open/fun day.
- Total Homes - 244 uplifts / sweeps, with more than 45,000kg collected.

## G3 GROWERS

GWAH and G3 Growers held their first post-covid open / fun day since 2019. There was something for all age groups including: bug hunt and identification, yoga, smoothie bike, growing tips from the G3 experts, Dr Bike cycle repairs, chatting with friends and neighbours, and enjoying the peace of this urban garden.



## GOOD GARDEN & BEST CLOSE

Good Garden and Best Close Awards recognised the efforts our residents make to improve communal areas.



Best Close  
219 Berkeley Street



Best Communal Garden  
83 White Street



Best Main Door  
79 Keith Court



Best Newcomer  
21 Keith Court (Main door)

## COMPLAINTS HANDLING

	Received	Responded to in full	Response within SPSO timescale	Complaints Upheld	Average Days to Complete
<b>Stage 1: Front Line Resolution 5 Working Days</b>	2022/23 141 2021/22 113	2022/23 100% 2021/22 98%	2022/23 96% 2021/22 97%	2022/23 61% 2021/22 57%	2022/23 3 2021/22 3.6
<b>Stage 2: Investigation 20 Working Days</b>	2022/23 35 2021/22 21	2022/23 88% 2021/22 95%	2022/23 93% 2021/22 95%	2022/23 75% 2021/22 50%	2022/23 16.8 2021/22 13

One Significant Performance Failure application was made to the Scottish Housing Regulator: not upheld. Three cases were referred to the Scottish Public Services Ombudsman: all closed at pre-investigation stage. A total of 140 compliments from our service users were formally recorded in 22/23.

## SERVICE SATISFACTION

Rents/Voids	2022/23	2021/22	2020/21
Overall satisfaction with services	77	82	86
Kept Informed	88	90	93
Contribution to management of neighbourhood	76	79	78
Opportunities to Participate	84	94	95
Repairs and Maintenance in last 12 months	70	83	83
Rent Value for Money	82	86	89
Quality of Home	76	76	84
Standard of Home at Date of Entry (new tenants)	85	37*	77

- Independent hybrid surveys (50/50 face to face and telephone) conducted on a quarterly basis.
- Prompt GW response and follow-up where dissatisfaction expressed.
- Priority focus initiatives for 23/24 on repairs, enhanced customer services and delivery of investment programme.

\* 78% of new tenants surveyed as at 31/03/21, reflective of Covid-19 restrictions. Remaining new tenants surveyed in 21/22.



## STOCK PROFILE



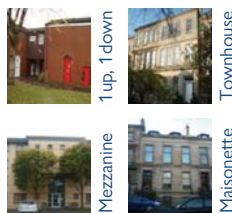
Tenement Flats  
(exc main door flats)  
675, 45.3%



Deck Access  
325, 21.8%



Multi-Storey  
315, 21.2%



Other Flats  
117, 7.9%



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



Houses  
2, 0.1%

## CHARITABLE ACTIVITIES

- ✓ £20K successful funding bid from National Lottery Community Fund Scotland, supporting 189 households (to date) with food support & emergency payments.
- ✓ Through a £10k contribution from Glasgow West's Community fund: 464 food support parcels distributed to 89 GW households, in partnership with the Pyramid in Anderston Food Pantry.
- ✓ Distribution of 18 air fryers (kindly donated by Energy Action Scotland) to vulnerable GW households.
- ✓ Festive chocolates delivered to 379 residents.
- ✓ Active Bookworms members received a Christmas book, along with a book delivered in the month of their birthday.
- ✓ With Management Committee support, £4.1K distributed, supporting 164 GW children across 88 households in the continued absence of Cash for Kids funding.
- ✓ 34 fantastic entries for our Christmas Colouring Competition



Fiona (9 and over winner)



Austin (8 and under winner)

## RENT REWARD SCHEME

Applications are welcome from all GWAH tenants. Following this year's promotional campaign, 69 new members joined the scheme.

	2022/23	2021/22	2020/21	2019/20	2018/19
New members	69	23	29	40	53
Total members	334	282	280	266	251
% of Tenants	22%	19%	19%	18%	17%
Incentives	£14,326	£13,968	£13,577	£12,806	£11,554

## HEALTHY WORKING LIVES 2022/23

The Healthy Working Lives (HWL) Framework represents our ongoing commitment to supporting a safer, healthier and more united workforce. Although the HWL Framework ceased being accredited in 22/23 GW will remain committed to maintaining our HWL programme of activities to the Gold Award standard we have held since 2012.



## ANNE GOULD AWARD WINNER 2023

Well done to all of this year's nominees and congratulations to Carol Nicol, Corporate Services Officer and Michael Smith, Services Officer (Technical) the winners of the 2023 award.



Carol Nicol



Michael Smith



Technical and GWEn Team: Craig Orr, Michael Smith, Caroline Mills, William Hunter, Charlie Conaghan, Brian McLean and Zoe Hooper

Congratulations also to the Technical and GWEn Teams, winners of the 2023 Team Awards.

## 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. The winner for 2021-22 was Mary Giel.



Mary Giel pictured left, being presented award by Arlene Robertson, Governance and HR Manager at AGM 2022