

Annual Report

2020-2021



Glasgow
WEST
HOUSING
ASSOCIATION
LIMITED

HOMES ARE OUR PURPOSE;
SERVICE AND SUSTAINABILITY
OUR PRIORITY

Chairperson's Review 2020/21



Joe Heaney,
Chairperson

As we emerge from the most historic of years, we reflect on 2020/21 with mixed emotions: on the one hand a year marred by great sadness at the lives lost to covid-19; and on the other hand a year of inspiration and innovation. We clapped in support of our NHS and key workers; we cheered for Captain Sir Tom Moore and his incredible fund raising efforts; and we shared many personal stories of how this global pandemic has impacted our families and our communities. With the wonders of medical science, and the roll out of the vaccination programme, we are now looking forward, with cautious optimism, as we take steps to build back services that are fit for our future; and as we continue our journey towards shaping thriving communities.

The impact of covid-19 has without question been wide-reaching, and with Government restrictions in place for the majority of this last year, our resources have been targeted towards delivering tailored services to meet the evolving landscape, and to supporting the most vulnerable in our community. As an organisation we have supported Cash For Kids for around 20 years, and with no funding available from Clyde One this year, our Management Committee stepped up with £5,300 from our Glasgow West Community Fund; allowing us to continue with this long-standing tradition of helping Glasgow West children and families over the festive period. We were also most grateful to receive £79.5k in funding from the Wellbeing Fund and the Communities Recovery Fund; and these monies have supported an enhanced welfare benefits service at Glasgow West, and a range of local community initiatives including food bank donations, furniture provisions, and phone and fuel top-ups.

In these unprecedented times rent affordability is of critical importance, and whilst we were encouraged that our rents are affordable for 100% of Glasgow West households, as Management Committee Members we were nonetheless concerned at the unpredictability of the economy; and, after listening carefully to tenant feedback, the rent increase for 2021/22 was moderated from the proposed average 1.97% to 1.5%. This was delivered as Year 2 of the rent restructuring programme, and with consensus that a post-pandemic recovery strategy may be required to avoid future service impact. The prompt payment of rent is critical to our service delivery, and, with this in mind, anyone who may be struggling financially is urged to seek urgent assistance from our Tenancy Services Team, as early intervention optimises the chances for tenancy sustainment, and tenancy recovery action will always be a last resort.

In our other core business areas of repairs and void relet times, recovery will be influenced by the relaxation of Government restrictions, and, together with our robust strategies, will ensure our performance leadership objective remains achievable within a reasonable timeframe. Efficiencies continue to be delivered through rigorous procurement processes; and enhanced data management systems and refined procedures eliminate waste and duplication.

In our asset management services the focus has been predominately on emergency repairs, and tenant and resident safety; with wider investment restricted primarily to works in void properties. Various cyclical contracts have been awarded during the year; and the close cleaning, back-court maintenance contracts are embedding, with adjustments to ensure covid recovery deep cleaning, and sustained environmental maintenance in advance of the 2021 growing season. Major investment is underway on the CCTV infrastructure at the three concierge sites, and a modernisation contract for four passenger lifts is expected to complete by June 2021. Plans are also progressing for the next phase of the windows replacement programme, stonework and building fabric repairs; and there will be a priority focus on fire safety and electrical compliance to align with a cyclical common painting programme. By the end of March 2021, 60% of our homes achieved the Scottish Housing Quality Standard (SHQS), with the dip in performance (from 90% at March 2020) due primarily to the integration of energy efficiency criteria (EESH) to the SHQS assessment,

and to unforeseen issues with the glazed curtain walling system at St Vincent Terrace: the latter of which is now the subject of a substantial remedial works programme.

Following many years of uncertainty, we are delighted to be reporting positive news for our development projects: Dover Street is on site; planning permission has been obtained for the Burnbank House project; and Corunna Street planning application is back on track following extensive covid related delays at Glasgow City Council. Combined, these projects will provide around 90 much needed homes for social rent.

Although our offices have remained closed for all but the most essential of services this last year, our staff team have been available to ensure continuity in service delivery; working with our strategic partners to support local services; helping to alleviate homelessness and rough sleeping in our City; and bridging the gap created by the withdrawal of the Local Authority's bulky waste collection service. We have maintained regular contact with our most vulnerable households, offering advice, support and assistance; and we have made more than 400 wellbeing calls to our older tenants. Up to date information has been provided through our newsletters, website and social media channels, and in a series of bespoke leaflets; and we have welcomed many tenants and residents to Conferences and Consultative forums delivered successfully via online platforms. Our Management Committee Meetings also switched online from last April, and whilst this transition took a wee bit of time to get used to, these online meetings have ensured continuation of our robust governance arrangements, and progress of the scheduled business. New Rules based on the SFHA Charitable Model Rules (Scotland) 2020 were approved by our Membership at an online Special General Meeting in August 2020; and strong levels of assurance were obtained in independent audits of our H&S and procurement processes; and in our compliance with the Scottish Social Housing Charter and Freedom of Information. We were disappointed when our regulatory status for 2021/22 was set to "compliant (under review)" and we are fully engaging with the Scottish Housing Regulator to provide the necessary levels of assurance around our management of the H&S risks at St Vincent Terrace and our associated governance arrangements.

To remain effective and representative of the communities we serve, we need the continued support of our membership, and, following a particularly successful online Committee Training Forum this year, we are looking forward to recruiting new Members to our Management Committee. 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 for their unwavering commitment and support. I also want to formally record our immense gratitude to Jim Michael who sadly passed away last year: Jim would have been at the forefront in supporting our community in these challenging times, and his legacy as a founding member of GWHA, and as a stalwart of the housing association movement, will live on in our Jim Michael Community Award.

In closing, I extend our best wishes to Anne Allan (Corporate Director) who retired during the year, and my thanks to all Glasgow West staff for keeping the wheels of industry in motion. My thanks also to all of you here today at the 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. I suspect our challenges are not over yet, and our partnership will ensure we continually learn, improve, and build on the high standards of service you rightly expect.


Joe Heaney
Chairperson 2020-21

Management Committee



Anila Ali
Committee member
Area: City west
Served from: 2020



Anne Campbell
Committee Member
Area: Anderston
Served from: 2019



Isobel Gracie
Committee Member
Area: Anderston
Served from: 2019



Joe Heaney
Chairperson
Area: Hillhead
Served from: 2017



Tony Keane
Committee Member
Area: Anderston
Served from: 2017-20



Nina MacNeill
Secretary
Area: Hillhead
Served from: 2017



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



Jim Michael
Secretary
Area: Out with area
Served from: 1980-20



Susan Mosedale
Vice Chair
Area: Anderston
Served from: 2019¹



Billy Robertson
Committee Member
Area: Hyndland
Served from: 2020



Yushin Toda
Committee Member
Area: Burnbank
Served from: 2007

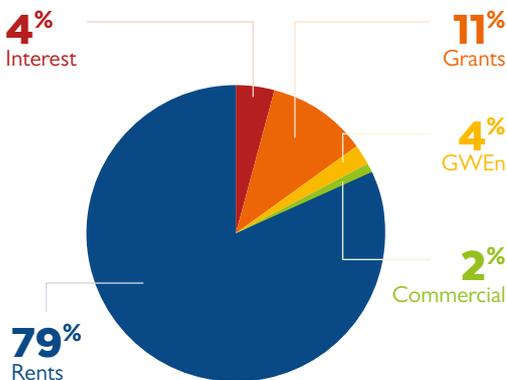


Moira Wadsworth
Committee Member
Area: Hyndland
Served From: 1989-20

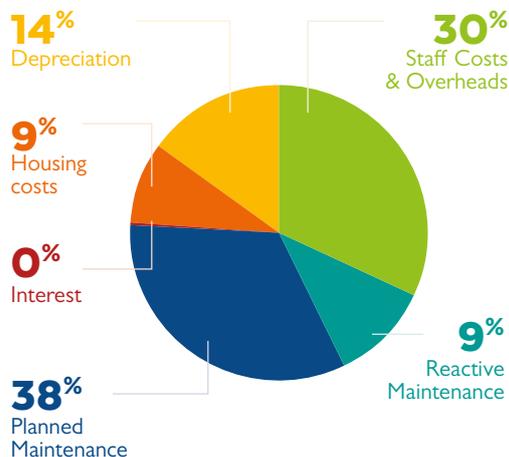
²Previous Service 2017-18

INCOME & EXPENDITURE: £000'S

Income received:



What income received is spent on:



COMMITTEE TRAINING FORUM

GWHA'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 GWHA.

Members who completed the CTF sessions in June 2020 and who were elected onto the Management Committee at the AGM 2020 were Anila Ali and Billy Robertson.

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 over £1m investment of works to owners properties since 2015
- ✓ Continuity of staff: GWHA staff supply services to GWEn
- ✓ Profits donated to GWHA to 2021: £84k
- ✓ Manages service provision to GWHA rented properties in mixed tenure developments

FACTORING SERVICES		2020/21	2019/20	2018/19	2017/18	2016/17
Factoring Invoice Issued Quarterly		100%	100%	100%	75% ¹	100%
Annual Statement of Account Issued May		100%	0% ²	100%	100%	100%
Annual Cyclical Statements Issued May		100%	100%	100%	100%	100%
Written Statement of Services Issued to new owners		100%	100%	100%	100%	100%
Factoring Invoices paid within 14 days		33%	43%	30%	30%	33%
Factoring Invoice paid in full at year end		76%	90%	85%	84%	75%
On-Site Factoring Surgeries (number)		0 ³	8	8	8	8
Early Repayment Rewards	Commercial	£660	£2235	£1,450	£1,595	£990
	Domestic	£1485	£640	£1,680	£945	£500
Annual Information Statements Issued April		Revised timescale July	Revised timescale May	100%	75% ¹	100%
Homeowners Receiving correspondence by email		21%	26%	24%	23%	16%
Homeowners paying Direct Debit		33%	33%	31%	27%	24%
Direct Debit incentive paid out		£4560	£4720	£800	£3,120	£2180
Homeowners Conference		Oct 2020	Oct 2019	Oct 2018	Oct 2017	Oct 2016
Disputes referred to the First-tier Tribunal for Scotland (Housing and Property Chamber).		1	-	2	2	-

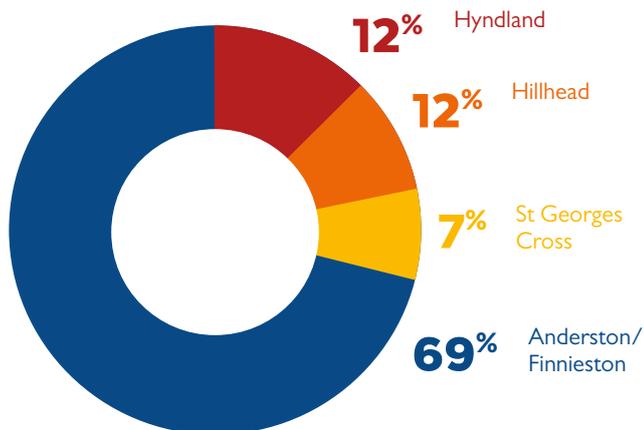
¹ Adverse weather impacting issue

² Delayed due to implementation of new software and COVID -19 restrictions

³ Did not take place due to COVID-19 restrictions

Tenancy Services

STOCK BY AREA

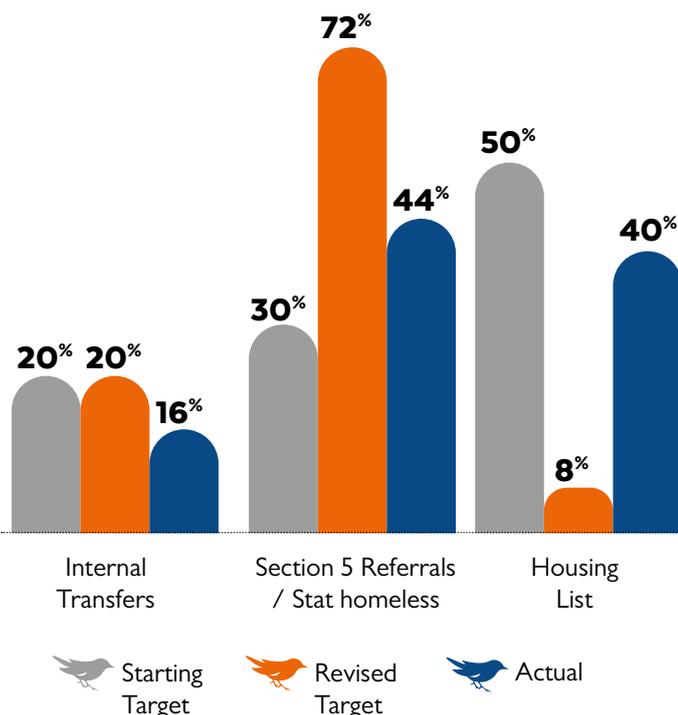


STOCK BY APARTMENT SIZE/ WEEKLY RENT



SOURCE OF LETS

From October 2020 letting targets were revised in support of HSCP endeavours to mitigate homelessness/rough sleeping during covid-19 pandemic.



Stock changes from EOY 2019/2020

- 1 unit disposed

Total stock: 1485 [1483 lettable + 2 development voids]

The rent increase for 2020/21 was an average of 1.5%

HOUSING ALLOCATIONS

Number of applications



% processed within target



2020/21 target = 8 working days. Previous target = 10 working days. Impact on processing times due to covid-19.

RENTS/VOID PERFORMANCE

Rents/Voids	TARGET	2020/21	2019/20	2018/19	2017/18	2016/17
Rent Collection	100%	98.5	99.8	99.42	100.3	100.16
Void Rent Loss (all voids)	0.60%	1.18%	0.31%	0.64%	1.6%	1.5%
Void Re-let times	11 days	78.9 days	10.72 days	22.5 days	14 days	10 days

Void re-let times reflect the ongoing Covid-19 restrictions throughout the year.

Tenancy Services

RENT COLLECTION

Coronavirus (Scotland) 2020 Act extended notice periods for rent arrears from 28 days to 6 months, and prevented evictions for any notice served after 07 April 2020. Continued focus remains on tenancy sustainment, and on promoting a positive payment culture, which helps reduce the need for legal action. Recovery of a tenancy is always a last resort.

	Number of Cases				
	2020/21	2019/20	2018/19	2017/18	2016/17
Legal Action Initiated	0	12	11	15	19
Cases subject to Repayment Arrangement	0	1	0	2	7
Tenancies terminated	2	2	1	0	0
Case sisted for monitoring	0	4	4	2	1
Cases due to call at court	0	2	6	10	2
Eviction granted but case Re-called	0	1	0	0	1
Eviction decree granted	1	6	5	2	1
Payment received Post Decree	1	1	0	0	1

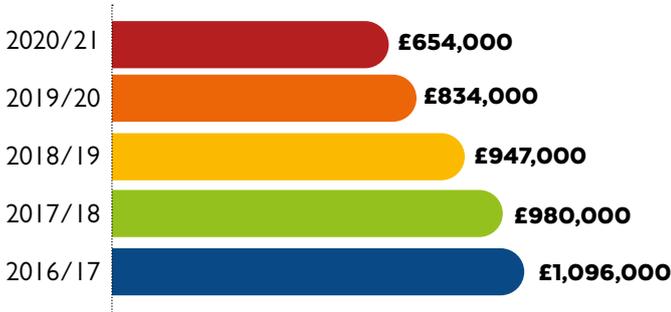
WELFARE BENEFITS

GWHA services were delivered remotely during 2020/21, reflective of covid-19 restrictions. We continued to work in partnership with the Trussel Trust, DMAC, CAB and GHEAT to ensure that residents within our communities received help and support. In addition, new relationships were established with the Sikh Foodbank and the Pyramid in Anderson.

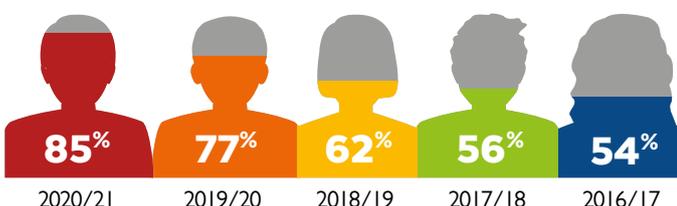
Residents receiving a benefit check



Additional income generated



Financial gains direct to residents in increased benefits



CONSUMER PANEL

The consumer panels were conducted through telephone and paper surveys in July, November and March 2021; providing valuable feedback on our Service Quality Guarantee/Complaints, Tenant Handbook and Social Media.

21ST ANNUAL TENANT CONFERENCE

Our first ever virtual Annual Tenant Conference (ATC) was a great success. Tenants provided valued feedback influencing key decisions including rent proposals for 2021/22, service charge administration and plans for a new bulk uplift service, with proposals for the provision of décor packs set aside.

Timing of the event was perfect. I'm at home with my little one, and it wasn't too long or too short.

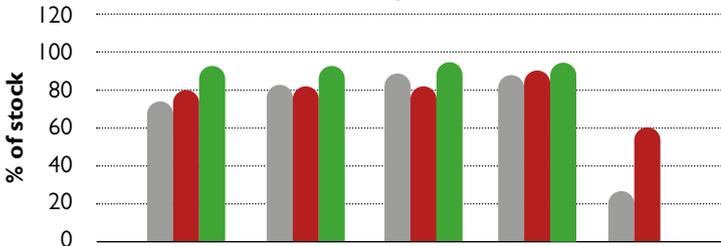
72% felt there were enough opportunities to participate.

Property Services

SCOTTISH HOUSING QUALITY STANDARD

2020 adoption of Energy Efficiency Standard for Social Housing (EESH) criteria has adversely impacted SHQS compliance. We are working towards 72% performance target for 21/22 with investment reflecting priority SHQS compliance initiatives including full height common windows, window replacement programme, and stone fabric works.

SHQS Compliance



	2016/17	2017/18	2018/19	2019/20	2020/21
● Target	77	85	90	89	22
● Actual	80	84	84	90	60
● All RSLs	94	94	95	94	*

*The "All RSL" benchmark data 2020/21 not currently available.

DEVELOPMENT AND REGENERATION

The new build development at Dover Street broke ground in January 2021 with an anticipated 24 month construction period which will deliver 53 social rented flats. Local authority planning consultation is ongoing for the joint initiative with Queenscross Housing Association at Burnbank Gardens for the redevelopment of a derelict hostel in 46 one and two bedroom flats, specifically suited to older people.



Dover Street – Architect 3D Model



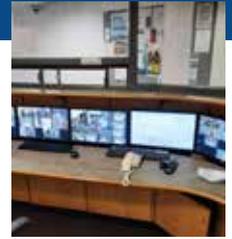
Burnbank Gardens – Architect South Elevation illustration.



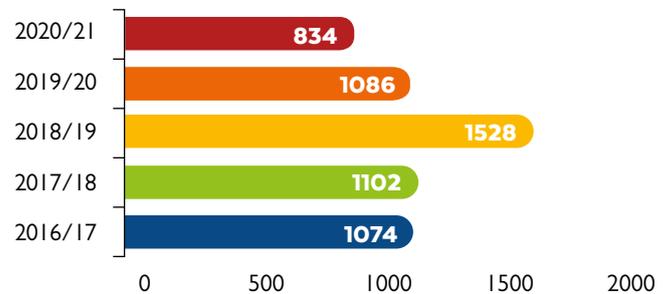
Groundworks at Dover Street

INVESTMENT

- ✓ Space Heating / boiler replacement (x61).
- ✓ Safety scaffold towers and protection decks (x14).
- ✓ Common Area full height glass replacement (x3).
- ✓ Lift Modernisation (x1).
- ✓ CCTV Modernisation (x3 blocks).
- ✓ Replacement Kitchens, Bathroom, (x1).
- ✓ Common Asbestos Surveys.



Average Spend per property p/a: (£)



CYCLICAL MAINTENANCE

- ✓ 100% of properties with current Annual Gas Safety (AGS) certificate. 90.63% completed within 12 month timescale, as impacted by covid-19 restrictions.
- ✓ Annual roof anchor inspections completed and contract successfully re-tendered.
- ✓ Annual roof inspection and gutter cleaning 100% completed and contract successfully re-tendered for the 3 year period from 2021 to 2024.

REACTIVE REPAIRS

Contractors undertaking only life/limb emergency repairs for the majority of 2020/21 due to covid-19 restrictions. Further impacts to repairs service due to contractor resourcing issues due to furlough. Recovery plan underway for 2021/22.

		2020/21	2019/20	2018/19	2017/18	2016/17
Total Repairs	Notified	3664	5363	5101	4679	4785
	Completed	3132	5147	4953	4403	4511
Performance Indicators (PI)	Target	2.6				
Average No. of Repairs per property	2.6	2.5	3.6	3.5	3.3	3.3
Completed within Target Response Time (%)	96%	83	96	97	93	94
Right 1st Time (%)	97%	72.5	98.4	97.5	94	94
Emergency Repairs (hours)	2.5	4.2	2.9	2.9	3.5	4.2
Non-Emergency Repairs (days)	4	7.0	4.1	3.4	4	3.9
Pre-Inspections (%)	5%	0	6	5	4	3
Post Inspections (%)	5%	0	4	1	1	3

Property Services

MEDICAL ADAPTATIONS

9 adaptations were completed, improving the quality of life for residents. A further 7 in progress and awaiting easing of Covid-19 restrictions to progress.



	2020/21
Total Budget	£51,000
GCC funded	59
GWAH funded	41
% Total Expenditure	68
No. of adaptations completed	9
% of total applications processed	56
% of all GWAH properties adapted	19

G3 GROWERS

The annual G3 Growers event routinely supported by GWAH did not proceed this year in line with national restrictions, however the gardeners were still able to make use of the valuable outdoor space during lockdown.



ESTATE SERVICES

Achievements and Priorities:

- Enhanced covid priority cleaning at : concierge managed sites.
- Actioned 858 service requests.
- Mobilised Close Cleaning and Environmental Services maintenance contracts including covid impact deep cleaning and environmental hygiene recovery plans.
- Completed phase 2 & 3 of tree maintenance programme.
- Commenced pilot fly tipping and bulky waste collection in response to local authority service withdrawal.

GOOD GARDEN & BEST CLOSE

Recognising the efforts of entries despite the ongoing pandemic Management Committee exceptionally confirmed all entries as winners

Best Close Winners:

4 Brechin Street, 8 Brechin Street, 1010 Argyle Street

Best Garden Winners:



171 University Ave

1010 Argyle Street

1030 Argyle Street

8 Brechin Street



419 Great Western Road



132 University Place/ 96 & 102 Byres



12 Pembroke Street

COMPLAINTS HANDLING

Stage 1: Front Line Resolution
5 Working Days



Stage 2: Investigation
20 Working Days

A total of 61 compliments from our service users were formally recorded within the same period.

SERVICE SATISFACTION

	2020/21	2019/20	2018/19
Overall satisfaction with services	86	89	92
Kept Informed	93	94	95
Contribution to management of neighbourhood	78	85	73
Opportunities to Participate	95	94	97
Repairs and Maintenance in last 12 months	83	86	82
Rent Value for Money	89	86	93
Quality of Home	84	82	75
Standard of Home at Date of Entry (new tenants)*	77	81	78

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

- Independent surveys conducted on a quarterly basis
- Telephone surveys throughout 2020/21 as per covid-19 guidelines. Face-to-face surveys will resume at the earliest opportunity, subject to emerging guidance.
- Prompt GW response and follow-up where dissatisfaction expressed

STOCK PROFILE



Tenement Flats
(exc main door flats)
671, 45.2%



Deck Access
325, 21.9%



Multi Storey
315, 21.2%



Other Flats
117, 7.9%



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



Houses
2, 0.1%

CHARITABLE ACTIVITIES

- ✓ Donation to the Pyramid in Anderston's Foodbank, supplemented by staff donations. Staff also donated their own time to deliver food parcels.
- ✓ Virtual prize draw held amongst older/vulnerable tenants in place of annual festive gifts. There were 7 winners of food hampers or vouchers.
- ✓ Through combined Scottish Government funding of £79,575, GWHA:
 - financially supported local foodbanks
 - made payments for utilities to assist tenants who were struggling or in crisis
 - provided essential furniture items to tenants in need
 - extended our Welfare Rights Service by an extra half day per week.
- ✓ 129 households (213 children) received a combined total of £5325 in Cash for Kids grants (funded by GWHA)
- ✓ 18 children entered our festive colouring competition. Congratulations to our winners!
- ✓ The Communities Recovery Fund spend will continue in 2021/22.

Winning entries.



RENT REWARD SCHEME

Applications are welcome from all GWHA tenants. Following this year's promotional campaign, 29 new members joined the scheme.

	2020/21	2019/20	2018/19	2017/18	2016/17
New members	29	40	53	75	27
Total members	280	266	251	215	155
% of Tenants	19%	18%	17%	15%	11%
Incentives	£13,577	£12806	£11554	£8358	£6890

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 have held the Gold Award since 2012. All reassessments have currently been postponed due to the pandemic with an update due by the end of spring 2021 from Public Health Scotland.



ANNE GOULD AWARD WINNER 2021

Well done to all of this year's nominees and congratulations to Gillian Conway, Policy and Performance Coordinator and William Hunter, Estates Services Coordinator, the winners of the 2021 award.

Congratulations also to the IT Team (Kim Allan and Angie Brown) and Repairs Team (Ciaran O'Grady and Ali Dowlatshah), winners of the 2021 Team Awards.



Pictured left to right top row: Gillian Conway, William Hunter, Kim Allan. Pictured left to right bottom row: Angie Brown, Ciaran O'Grady, Ali Dowlatshah

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. Jim would have been at the forefront in supporting the community in these challenging times, and the Award will be Jim's legacy and a reminder of his 40+ years' voluntary service to GWHA and to the wider housing association sector. The winner for 2020-21 will be announced after the AGM 2021.



Jim Michael