



SHETTLESTON HOUSING ASSOCIATION

*Serving the communities of Shettleston,
Springboig, Greenfield and Sandyhills*



performance report

october 2019

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as we value your comments.
**You could win £100
gift voucher!**
See inside back cover
for details.

the Scottish Social Housing Charter outcomes

These are the 14 outcomes of the Scottish Social Housing Charter that the Association will be measured against. They cover six sections of the Charter, as shown below:

- **Equalities**
 1. Equalities
- **Customer/Landlord Relationship**
 2. Communication
 3. Participation
- **Housing Quality and Maintenance**
 4. Quality of housing
 5. Repairs, maintenance and improvement
- **Neighbourhood and Community**
 6. Estate management, anti-social behaviour, neighbour nuisance and tenancy disputes
- **Access to Housing and Support**
 - 7, 8, 9. Housing Options
 10. Access to social housing
 11. Tenancy sustainment
- **Getting Value from Rents and Service Charges**
 13. Value for money
 - 14, 15. Rents and service charges

chair's foreword



I am pleased to present to you Shettleston Housing Association's Annual Performance Report for 2018/19. The past year has been another very busy and productive one for everybody at SHA. It was also one of significant change, aimed at ensuring that the Association continues to be fit for purpose, able to build on past achievements and to deliver on our strategic objectives going forward. At the same time, the Association continued to deliver a wide range of services to meet the needs of tenants and other service users in the community, to continue the investment programme in existing and new housing stock and to meet compliance and funder requirements. This report lets you know how we performed over the past year and what our priorities are going forward.

As before, we are grateful to our consultation panel for their input to both this report and to the other important issues on which we have asked their views over the course of the year. We would also like to know what you think of this year's report and you will find a feedback form on the inside back page.

You will also find enclosed our first ever Assurance Statement, which is a new requirement introduced this year by the Scottish Housing Regulator. The Assurance Statement is a way for association committees to self-assess their organisation and provide assurance to tenants and other service users and stakeholders that it complies with regulatory requirements and standards, or discloses areas it needs to improve.

With every best wish,

A handwritten signature in blue ink, which appears to read 'Gillian Johnston'. The signature is fluid and cursive.

Gillian Johnston
Chairperson

our standards

We aim to provide an efficient, high standard, quality service so monitoring our performance is crucial to ensuring we deliver what we set out to achieve. We learn from our performance in order to adapt and improve it.

We received our sixth landlord report from the Scottish Housing Regulator and in this report we want to share our results. We will show you how we performed, compare our results against the Scottish Average as reported by the Regulator and, on occasions our 'peer group', which consists of 39 registered social landlords that are of similar size and operate in an urban setting.

On reading this report you will see how we compare across a range of categories covering the quality and maintenance of our stock, tenant satisfaction, neighbourhood, value for money and rents. Overall, we believe we compare favourably against the Scottish average and our peers across the majority of measured indicators. However, we will continue to make every effort to improve our performance in the year ahead.

our priorities

How we did against last year's priorities

In last year's report, we outlined our priority action areas for 2018/19. Here is a summary of how we performed against these:

- **Improve our void management timescales:**
New targets were agreed to deliver a quicker turnaround of our void properties.
- **Commission a repairs satisfaction survey:**
We carried out the survey in November 2018 (see page 9).
- **Improve number of repairs right first time and on time:**
More of our repairs were right first time and on time in 2018/19 (see page 8).
- **Develop our welfare reform strategy:**
Our new welfare reform strategy was approved by Committee in April.
- **Ensure our new website is kept up to date and accessible:**
Website and social media usage increased during the year.
- **Explore tenant interest in developing our participation strategy:**
A successful application to the Next Steps programme will see this work continue in 2019/20.
- **Continue to develop estate walkabouts with tenants:**
Walkabouts were held early in the year but were discontinued due to limited response. Staff are continuing to monitor estate management.
- **Review our approach to complaints:**
The review was not carried out last year but will be progressed in 2019/20 (see page 10).
- **Develop new services for older people:**
Our retirement housing service was rolled out last year and we helped the Keenagers run more activities from the Edrom Path community room.
- **Continue to develop and support wider role projects:**
Our staff provided assistance to many community projects during the year and worked on new initiatives that will benefit Shettleston residents.

Priority areas for action 2019/20

- Identify significant cost savings across the organisation so we can fund our plans for increased investment.
- Significantly increase the level of investment in our homes to meet the future needs of our stock.
- Undertake a full tenant survey and continue to work with our consultation panel.
- Develop our tenant participation work through involvement in the Scottish Government's Next Steps programme.
- Review void management policy/procedures and rent collection methods.
- Review our housing allocation policy.
- Review our retirement and tenancy sustainment services.
- Meet our revised, challenging service performance targets for repairs and voids.
- Meet the Energy Efficiency Standard (EESH) by 2020 by making energy saving improvements to our homes and plan for 'EESH 2'.
- Carry out adaptations within target to improve the accessibility of properties.
- Review our procurement of works, goods and services to get best value for money.
- Complete the Fenella Street development and progress plans for 44 homes at St Mark Street.



Our Management Committee.

about shettleston housing association

Our Purpose...

We are a community-controlled housing association providing affordable homes and related services for the people of Shettleston, Greenfield, Springboig and Sandyhills.

Our Vision...

Thriving and prosperous local communities where all residents enjoy great homes and services, an attractive physical environment, and good life chances.

Shettleston Housing Association is a community-based social landlord led by a Management Committee of elected local residents. All members devote their time for free.

Some key facts about the Association as at 31st March 2019

2,295 homes wholly owned by us	99.7% of rent due was collected
4 senior staff	1,528 tenants on full or partial housing benefit
49 office based staff	£4.8M received in direct payments of housing benefit
£8,585,607 total rent due	

The Association has two subsidiary companies

- **East End Housing Development Company** – A not-for-profit subsidiary responsible for factoring services, commercial property management and the provision of non-social housing, including mid-market rent.
- **Upkeep Shettleston Community Enterprises** – The Association's social enterprise subsidiary. Upkeep is our 'in-house' contractor delivering all trades, estate caretaking and grounds maintenance services.

access to housing and support

Average re-let time (days)	2016/17	2017/18	2018/19
Shettleston HA	17 days	21 days	★ 19 days
Peer Group Average	23 days	23 days	26 days
Scottish Average	32 days	31 days	32 days

★ = Represents better than average performance

Housing applications

At the end of March 2019 we had **1,729** applicants on our waiting lists.

Number of abandoned properties

	2016/17	2017/18	2018/19
Shettleston HA	11	14	15

Turnover (%) of lettable stock

	2016/17	2017/18	2018/19
Shettleston HA	10.1%	8.4%	7.4%
Peer Average	8.5%	8.7%	8.6%
Scottish average	8.4%	8.6%	8.6%

Tenancy sustainment – table below shows % of new tenancies sustained for over a year by the source of let compared to other social landlords in 2018/19.

	Existing Tenants	Statutory Homeless	Waiting Lists
Shettleston HA	98%	90%	87%
Peer Average	94%	90%	88%
Scottish average	94%	88%	88%

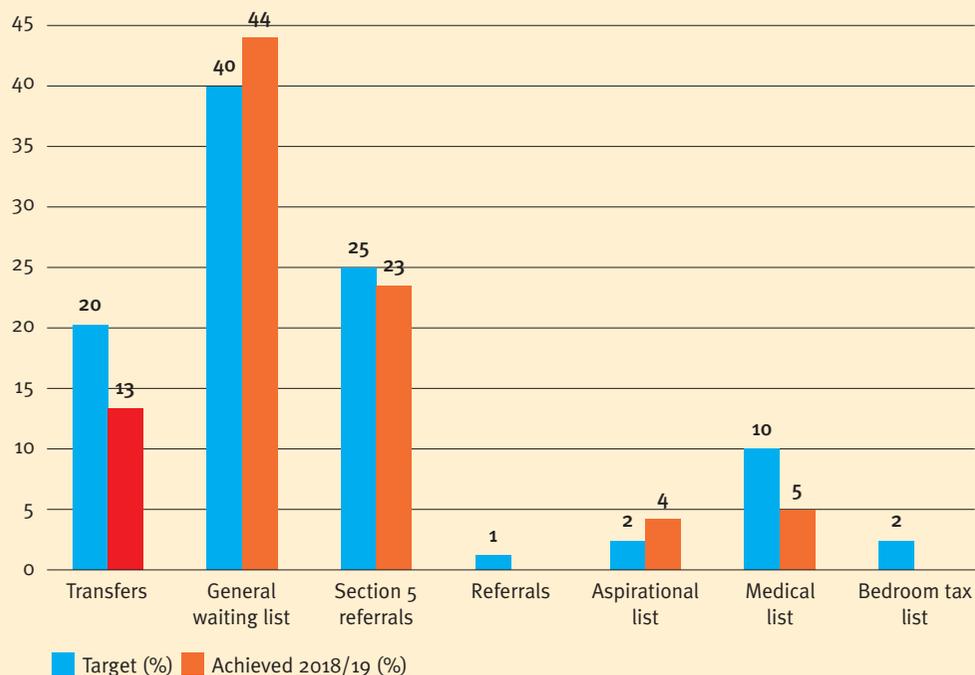
New tenancies

In 2018/19 we started **194 new tenancies**.

Waiting lists and offers

We operate seven waiting lists and applicants are placed on the list they qualify for. Each list has a target quota for the year and in the graph below we demonstrate our performance by detailing how many lets were made to each list against the set target.

The Association makes applicants three offers of rehousing with the exception of homeless applicants (Section 5 referrals) and those awarded high social priority. In 2018/19 45% of offers made were refused. This is slightly higher than the Scottish average refusal rate which was 36% last year.



We aim to help tenants stay in their home for as long as they wish and is reasonably possible, and we offer a range of services to help achieve this. Welfare benefits and money advice, adaptations to make the property better suited to needs and liaising with support agencies are all part of this strategy. In the last year, we also launched our retirement housing service which is an enhanced management service for older people. In 2018/19 this is what we did:

£1,356,059 was the considerable amount that our welfare rights service gained for our customers.

357 referrals were dealt with by the money advice team, working with tenants and engaging within the wider community. The service is confidential and surgeries are held both in the office and at other locations in the area.

£261,000 was managed through debt payment plans which our money advice team helped residents set up.

£200,959 financial gains were secured for residents by the money advice team.

57 medical adaptations were completed in 2018/19. This amount of jobs completed was a decrease on the previous year.

47.7 days was the average time to complete medical adaptation works following receipt of a referral from the occupational therapist – this time taken to complete was slightly longer than last year.



getting value

from rents and service charges



10
HOMES

1 Apartment

Shettleston HA average weekly rent **£32.03**

Scottish average weekly rent £70.22

Peer group average weekly rent £67.14

Tollcross HA average weekly rent n/a

Parkhead HA average weekly rent £53.64



880
HOMES

2 Apartment

Shettleston HA average weekly rent **£66.52**

Scottish average weekly rent £76.10

Peer group average weekly rent £78.01

Tollcross HA average weekly rent £63.78

Parkhead HA average weekly rent £66.33



1081
HOMES

3 Apartment

Shettleston HA average weekly rent **£74.20**

Scottish average weekly rent £77.70

Peer group average weekly rent £84.56

Tollcross HA average weekly rent £71.74

Parkhead HA average weekly rent £81.74



287
HOMES

4 Apartment

Shettleston HA average weekly rent **£84.32**

Scottish average weekly rent £84.44

Peer group average weekly rent £94.37

Tollcross HA average weekly rent £86.99

Parkhead HA average weekly rent £90.29



33
HOMES

5 Apartment

Shettleston HA average weekly rent **£106.32**

Scottish average weekly rent £93.49

Peer group average weekly rent £104.83

Tollcross HA average weekly rent £97.35

Parkhead HA average weekly rent £112.00

Rent increases approved by Association against comparable social landlords

	2018/19	2019/20
Shettleston HA	4.1%	3.2%
Peer group average	3.2%	2.9%
Scottish average	3.2%	3.0%

Rent collected, gross rent arrears and value for money as at 31st March 2019

	Shettleston HA	Peer Group Average	Scottish Average
Rent collected as % of rent due	★ 99.7%	99.2%	99.1%
Current rent arrears as % rent due	★ 2.2%	3.1%	3.6%
% Tenants who feel rent offers value for money	★ 84.6%	81.7%	83.2%

★ = Represents better than average performance

Rent Arrears

We work hard to ensure that every effort is made to help tenants in rent arrears.

£192,028 was the amount of rent owed to us at the end of 2018/19.

Only as a last resort will we take court action against the tenant and apply to have them evicted.

48 court actions were initiated in 2018/19, an increase from 21 in the previous year.

6 tenants were evicted for rent arrears – double the number in 2017/18.

It costs the Association on average **£300** to book a case into court and an average court hearing plus eviction will cost in excess of £1,000 (an award of legal expenses is sought along with decree).

It is in the interests of both tenants and the Association that tenants experiencing difficulty with their rent make a repayment arrangement and avoid court action.

Our expenditure on major repairs and new builds in 2018/19

Criteria	Total spend in 2018/19
Bathroom/kitchen/electrical upgrades	£307,535
Central heating systems	£579,302
Smoke detectors	£596,676
Other various major works including – Castlelaw/South Vesalius/Pettigrew	£982,882
Window replacement	£376,217
Door entry systems	£60,792
SHQS upgrades	£294,943
New builds	£4,544,499
Total spend	£7,742,846

Stonework repairs in Academy Street.



64 kitchens were upgraded in 2018/19.



Castlelaw windows and doors replaced.

financial highlights

Income

	2018/19
Rental income (including non social rent income) (96%)	£9,014,213
Factoring and other income (3%)	266,630
Sales receipts, gift aid and bank interest (1%)	140,701
Total Income	9,421,544

Expenditure

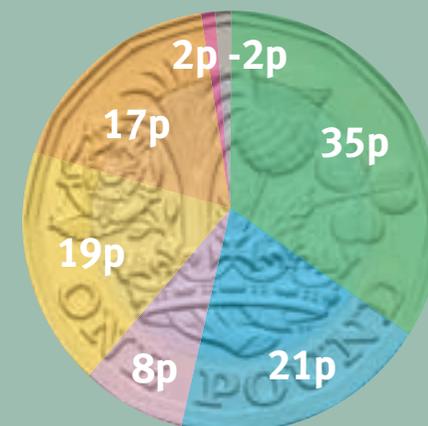
	2018/19
Management costs (service delivery and running costs) (35%)	£3,331,941
Reactive, voids and planned maintenance costs (21%)	1,959,498
Landscaping, backcourt maintenance and cleaning (8%)	717,038
Interest payable on loan debt (19%)	1,794,224
Depreciation of housing properties and impairment (17%)	1,629,611
Commercial and other costs (2%)	158,206
Loss for the year (-2%)	-168,974
Total Expenditure	9,421,544

Major improvements in our existing homes and building new homes

£7,742,846

How each £1 of income is spent:

- Management costs 35p
- Maintenance costs 21p
- Landscaping, backcourt maintenance and cleaning 8p
- Interest payable on loan debt 19p
- Depreciation and impairment 17p
- Commercial and other costs 2p
- Loss for the year -2p



housing quality and maintenance



Scottish Housing Quality Standard (SHQS)

92% of Shettleston Housing Association homes met the Scottish Housing Quality standard. None of our stock failed the standard.

Exemptions and abeyances accounted for the shortfall in the Association meeting the standard for all stock. (The Scottish Average was 94% and our Peer group average was also 93%)

11 properties were improved during 2018/19 to meet the SHQS standard. This included major works to eight properties to improve kitchen facilities and three properties became more energy efficient when their heating systems were converted from electric to gas.

Energy Efficiency Standard for Social Housing (ESSH)

83% of our homes met the Energy Efficiency Standard for Social Housing (ESSH). This was an increase of 1% from the previous year. We have until 2020 to meet the current ESSH standard.

392 properties are planned to be brought up to the standard during 2019/20.

47 bathrooms were upgraded.



304 homes were fitted with new boilers.

Repairs and maintenance is a huge part of what we do. In the tables below we offer a comparison on our performance against the Scottish and Peer Group averages:

Performance in emergency and non-emergency repairs

	Shettleston HA	Peer Group Average	Scottish Average
Average number of hours to complete emergency repairs	★ 2.2	2.5	3.6
Average number of days to complete non-emergency repairs	★ 5.0	5.5	6.6
% of non-emergency repairs completed 'right first time and on time'	★ 95%	92%	93%

★ = Represents better than average performance

Percentage of repairs appointments kept last year

	Shettleston HA	Peer Group Average	Scottish Average
% of appointments kept	95.4%*	94.2%	95.6%

*performance slightly dipped by 0.3% from previous year

Number of emergency and non-emergency repairs carried out by us over the last three years

	2016/17	2017/18	2017/18
Emergency repairs	905	1,357	1,954
Non-emergency repairs	6,900	6,575	6,526

100% of gas safety checks were carried out by their anniversary date during 2018/19. (The Scottish average was 99.9%).

Repairs Satisfaction Survey – November 2018

93% tenants were satisfied with repairs carried out in the last twelve months, an increase of 3% from previous year.

91% tenants were satisfied with the quality of their home, an increase of 3% from previous year.

Satisfaction with...	SHA 2018/19	Peer group average	Scottish average
Repairs carried out in last 12 months	★ 93%	91%	92%
Quality of home	★ 91%	87%	88%
With home when moving in (new tenants during 2018/19)	★ 96%	91%	91%

★ = Represents better than average performance

Fenella Street development will bring 46 new homes.



Investment in new and existing homes

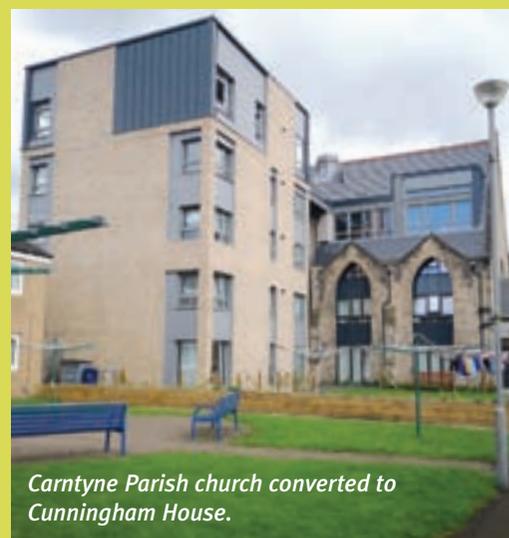
Completed developments: Carntyne Parish Church was completed in June 2019 and this development of 19 retirement housing flats has been renamed Cunningham House.

Developments in progress: work is underway at Fenella Street with 38 social rent and eight mid-market rent homes due for completion between November 2019 and January 2020.

Planned developments: tender has been issued for the St Mark's School site for a 44 home development for general letting. We expect to be on site in the summer of 2020. Wellshot Road – plans and costs are being developed for 32 homes at the old telephone exchange and Shettleston Halls.

Improvements to existing homes

- **64** kitchens were upgraded
- **47** bathrooms upgraded
- **304** properties were fitted with new boilers
- **37** electrical upgrades at various addresses
- **15** closes were upgraded with new controlled entry systems
- **22** closes had close landing windows fitted
- **1,650** properties had a new interlinked smoke detection system fitted



Carntyne Parish church converted to Cunningham House.



New homes in church retain some original features.

customer and landlord relationship

Tenant satisfaction

Satisfaction with...	SHA 2018/19	Peer group average	Scottish average
Overall landlord service	90%	90%	90%
Quality of home	91%	87%	88%
Repairs carried out in last 12 months	93%	91%	92%
Management of neighbourhood	90%	86%	88%
Being kept informed	95%	93%	92%
Participation in landlord's decision-making	89%	88%	86%
Rent representing value for money	85%	82%	83%
Standard of home when moving in	96%	91%	91%

Complaints

We value your complaints as they help us to put things right and improve. We aim to resolve your complaints within the Scottish Public Services Ombudsman (SPSO) timescales of five working days for stage 1 complaints, and 20 working days for more complex complaints, known as stage 2. The table below compares our complaints performance with our peer group and the Scottish average:

Criteria	SHA 2018/19	Peer group average	Scottish average
Percentage of 1st stage complaints upheld	60%	60%	56%
Percentage of 2nd stage complaints upheld	75%	63%	51%
Percentage of 1st stage complaints responded to within SPSO timescales	68%	89%	87%
Percentage of 2nd stage complaints responded to within SPSO timescales	75%	87%	84%

We recognise that we can improve our handling and recording of complaints and get better at responding within timescales – this is one of our areas of improvement for 2019/20. Complaints have helped us to improve in a number of areas:

You Said	We Did
Work in neighbour's kitchen led to no hot water for some time, without warning.	This was an oversight on the contractor's part, and training was provided to ensure residents notified in advance of any change to water supply.
Workmen left mess in home when boiler casing was installed.	Workmen advised to wear shoe covers to minimise mess to flooring and also advised to cut material outside of home, where possible.
An applicant was unhappy with priority awarded for their housing application.	We realised that we could provide better information about our allocations process and policy to applicants. The allocations section on our website is being reviewed and improved, as well as the information provided to applicants.



Consultation Panel meetings

We consult our tenants for their views on matters that affect them. These consultations take the form of focus group meetings, allowing residents to come together to discuss an issue in depth, with a view to shaping our services with their views. In the last year, the consultation panel met to provide valuable feedback on:

- Our consultation calendar for the year, and how we should consult.
- Committee's proposals for rent levels in 2019/20.
- The content and format of our newsletter, as a result of which we changed to a more concise A4 newsletter and are exploring the option of an e-newsletter.
- Our minimum letting standard – panel's views were shared with Committee.
- A proposal to reduce timescales for responding to emergency repairs. Panel's views were shared with Committee before it approved the new timescales.
- Performance report – the panel reviewed each section of last year's report, suggesting improvements to content and style which we were pleased to incorporate into this report.

Key wider role achievements in 2018/19

Shettleston Money Advice Service: Over the past year demand for money advice increased and it is likely this trend will continue with the economic situation remaining fragile and many people struggling to make ends meet. Five years of funding from the Big Lottery Community Fund ended in October and work is currently underway to secure further grants to allow this valuable service to continue.

Shettleston Energy Advice (SEA): The SEA project continued to deliver advice and assistance to tenants, aimed at reducing their energy costs and alleviating fuel poverty. Fuel debt, complex supply and metering issues and disconnections remain key areas of work as well as advising tenants on how to use their heating systems most efficiently and adopt good energy saving habits.

Shettleston Community Growing Project (SCGP): The Growing Project had another successful year enabling many local families to grow and eat healthy vegetables and fruit and delivering a full programme of children's activities after school and during the school holidays. The Family Fun Day in July, attracted over 300 people who all enjoyed the many free activities on offer.

Shettleston Men's Shed: The Shed continued its valuable work in the community, combatting social isolation amongst (mainly) older men and offering a wide range of activities from its base at 647 Shettleston Road. The Association will be assisting the project to secure follow on funding for 2020 onwards.

Shettleston Keen-agers: This project for all older people in the Shettleston community has continued to deliver activities from its base at Edrom Path retirement housing complex. New for this year was the Arts & Craft Café on Thursdays, joining the regular lunch club and Easy Exercise class.



SCGP secured Children in Need funding last year.



Shettleston Keen-agers. mInset: Shettleston Men's Shed.

Performance Report Feedback Form

We would appreciate your feedback on how we report the information to you as this will be taken into account when producing next year's report.

Is the information in the report useful? Yes No

Is the content and layout clear and easy to understand? Yes No

Have we included the right information? Yes No

Are you happy with your involvement in our performance assessment and reporting? Yes No

Please add any further comments you wish to make:

The Association welcomes comments from its residents and does not require that you provide your name and address. However, should you wish to provide this, it will allow us to write directly to you regarding the outcome of the consultation. Your details will be used in accordance with our Fair Processing Notice.

Name: _____

Address: _____

You could win £100 gift voucher!

Residents who provide their details will be entered into a prize draw. All entries to be returned by 30th November 2019.

The winner will be announced in next newsletter.



Please cut off and return this to Shettleston Housing Association using reply paid address overleaf or hand it into our office.





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OPENING HOURS

Monday to Friday, 9.00am – 5.00pm

Shettleston Housing Association Ltd is a Registered
Scottish Charity, No. SC036687

Registered with the Scottish Housing Regulator under
the Housing (Scotland) Act 2010, No. 183

Registered under the Co-operative and Community
Benefits Act 2014, Registered No. SP1884RS

Property Factor Registered No. PFO00226

Authorised by the Financial Conduct Authority,
No. FRN730115

Member of Scottish Housing Association Resources for
Education (SHARE)

Member of Employers in Voluntary Housing

Member of the Glasgow and West of Scotland Forum
of Housing Associations

Shettleston Housing Association is a non-profit
making, community based, charitable housing
association providing housing for those in housing
need who wish to live in the area.



HAPPY TO TRANSLATE



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