Housing Association Limited

Report on progress in relation to

The Scottish Social Housing Charter

incorporating our Annual Report 2017/2018
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Mission Statement

“Williamsburgh Housing Association’s aim is to provide high quality, affordable homes and maintain our commitment to continuous improvement, both in our service delivery and in the regeneration of our communities.”

Our Business Strategy

The agreed business strategy aimed at implementing our vision is one of:

Continuous Improvement:
Monitoring our performance, over the whole range of services provided, to ensure that, on an ongoing basis, we are delivering the highest quality of provision, re-investing in our housing stock and introducing measures to improve efficiencies and enhance customer satisfaction.

Growth:
Not simply working towards increasing the number and types of houses available, but promoting neighbourhood regeneration and revitalising our communities through maximising activity in innovative ways, which produce social, economic and environmental benefits.

Our Objectives

- subject to a thorough risk assessment, we will promote our development proposals, while continuing to provide a support role to our FLAIR partners,
- support the Renfrew Association of Gardeners and Growers (RAGG), while moving towards the group operating independently of W.H.A.,
- advance the Association’s strategy to promote the regeneration and sustainability of those communities we serve,
- as a caring and responsive landlord, commit dedicated resources towards:
  - tackling anti-social behaviour in our areas,
  - maintaining the quality of our estates,
  - promoting the harmonisation of our allocation policy with that of the other local social landlords,
  - ensure the best possible advice is provided to prospective tenants, and
  - developing our communication strategy, reviewing our tenant participation policy, renewing our website and promoting our mobile phone app.
- enhance the management of our properties by:
  - promoting our planned maintenance programme,
  - introducing a single contractor arrangement, to deliver our responsive maintenance service,
  - completing our stock condition survey, and
  - ensuring all W.H.A. properties are compliant, in respect of the energy efficiency standard for social housing in Scotland.
- promote a structured programme of improvement which makes the environments, in which our tenants’ homes are located, as attractive as possible,
- ensure the good governance of W.H.A., through a strong, effective and informed committee of management,
- pro-actively manage all debt due to the Association, and
- promote a number of operational matters:
  - re-introducing our programme of internal audit visits,
  - continuing to develop our computer systems,
  - implementing our new procurement policy, and
  - promoting the sustainability of our tenancies.
The main purpose of this Report is to highlight the Association’s progress towards meeting the Scottish Social Housing Charter and to provide additional information about our performance, in a format agreed with our residents.

The Scottish Social Housing Charter (Charter)

The Scottish Social Housing Charter sets the standards and outcomes that all social landlords should aim to achieve, when performing their housing activities. The first Charter came into effect on 1st April 2012 and was reviewed during 2016. The second Charter was approved by resolution of the Scottish Parliament and became effective as of 1st April 2017.

Social landlords are responsible for meeting the standards and outcomes set out in the Charter and are accountable to their tenants and other service users, for how well they do so. There is an expectation on us, to ensure that our performance management and reporting systems, show how well we are achieving the outcomes, identifying any areas where we need to improve.

The Charter requires all social landlords operating in Scotland to produce a report each year, outlining their performance, in relation to the Charter outcomes. The Charter has seven sections and a total of 16 outcomes and standards, 14 of which are relevant to Williamsburgh Housing Association and these are described in this Report, along with our progress in achieving them.

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<thead>
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<th>Charter Heading</th>
<th>Related Outcomes</th>
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<td>Getting good value from rents and</td>
<td>13. Value for money</td>
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<td>service charges</td>
<td>14. 15. Rents and service charges</td>
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<td></td>
<td>16. Gypsies/Travellers*</td>
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*Outcomes 12. (Homeless People) and 16. (Gypsies/Travellers) apply specifically to the statutory duties of local authorities and have, therefore, been excluded, as they are not directly relevant to Williamsburgh Housing Association.
The purpose of the Charter is to help improve the quality and value of the services social landlords provide. It is designed to support the Scottish Government’s long term aim of creating a safer and stronger Scotland and to:

- state clearly what tenants and other customers can expect from their landlord, helping to hold them to account,
- focus landlords’ efforts on achieving outcomes that matter to their customers, and
- allow the Scottish Housing Regulator to assess and report on how well landlords are performing. This will help identify areas of strong performance and areas needing improvement.

The content, format and layout of this report has been developed in consultation with our Focus Group, taking account of the feedback received as to the information customers want and those against whom the Association should benchmark itself.

We are accountable to our tenants and other customers, in respect of our performance in relation to the standards and outcomes. We hope that this report clearly identifies where we are performing well but, more importantly, highlights areas where we need to focus our efforts on improving.

Review

Before offering my reflections on the past twelve months, I must record my thanks to our previous Chairperson, David James, who stood down at our Annual General Meeting, in September. After seven years of sterling work, on behalf of the Association, David has decided to take his leave. Family and work commitments have conspired and, as such, we will be losing one of the stalwarts from our Committee. The Management Committee has been the stronger for his presence and he will be missed.

In mentioning the Management Committee, however, it is perhaps opportune to remind readers of our role, which is to determine the strategic direction and ensure proper governance of Williamsburgh Housing Association.

While it is our responsibility to establish the strategy to deliver the Association’s aims and objectives, we thankfully have a very professional staff team, who not only support us, but implement the action plans which deliver those objectives, through the day-to-day services we provide to our tenants and other service users.

In this regard, I am pleased, to be able to provide a favourable report on the activity of Williamsburgh Housing Association, over the past twelve months.

The Association, however, does not operate in splendid isolation. We are affected to a greater or lesser extent by the environment in which we operate and this can present both risks and opportunities.

We saw, for example, in September, Universal Credit coming into effect in Renfrewshire and we are working with the Council and other partners, to support local residents with the changes. Changes which, we have seen, are presenting challenges both for tenants and landlords alike. While this is a current challenge facing us, we await the impact of the UK’s removal from the European Union. As the considerable political turmoil continues, it is difficult to assess how the future arrangements are going to affect us.

On the positive side, however, we need to acknowledge the Scottish Government’s commitment to deliver 50,000 affordable homes during the lifetime of the current
Parliament, 35,000 of which are for social rent. Supported by increased funding, this target will provide good quality affordable housing across Scotland. It is, however, only a target. The challenge will be to deliver on it and ensure the continued longer-term investment in affordable housing post 2021.

Fortunately, having worked hard to retain our development expertise in-house, during a period when funding was constrained, we are in a position to take advantage of increased budgets and to respond positively to the opportunities now available to us.

This last year has seen the re-emergence of a programme of development activity. We have one project in the pipeline and have identified three other potential sites.

Unfortunately, we have had to accept that, at least for the timebeing, the site at Seedhill Road, Paisley, will not be proceeding, due to the drainage issues which exist in this area.

In contrast, however, there is good news to report on our Milliken Road project, in Kilbarchan. Planning consent was granted in March, we are currently procuring a contractor and we are hopeful of a site start early in 2019.

Our three additional projects are all included in the current Strategic Housing Investment Plan for Renfrewshire and we are currently undertaking feasibility studies on these sites.

While it is important to us to provide additional homes, to meet the needs of those who are inadequately housed, or, indeed, those without a home at all, it is equally important that we look after our existing tenants. This involves investment in their homes and the provision of a quality landlord service. It is here that our Housing Management and Maintenance staff come to the fore.

Charged with looking after our tenants and their homes, they are probably the most immediate face of Williamsburgh Housing Association, as far as our tenants are concerned. While the Housing Management team are responsible for the efficient allocation of any houses that become vacant, their responsibilities extend beyond that, to ensure that our residents can enjoy the comfort of their homes.

This can range from, offering support and guidance, relating to income and benefits, offering advice, in respect of rental payments, to tackling arrears, addressing neighbour disputes, anti-social behaviour and estate management complaints.

Our Maintenance team are responsible for delivering our day-to-day repairs service, cyclical and planned maintenance and meeting our statutory responsibilities, in areas such as ensuring our stock meets the ‘Scottish Housing Quality Standard’ and gas and electrical safety. It is a source of pride that, due to the efficient management of our financial resources, we have not only been able to keep our rents amongst the lowest in Scotland, but are planning to spend over £1m on reactive and cyclical repairs, together with investing another £1m on planned maintenance, in the current financial year. This will enable the renewal of kitchens and bathrooms and the installation of new heating systems, in the homes of hundreds of our existing tenants.

I would suggest that, not only are we delivering a cost effective service, but providing good value for money for Williamsburgh Housing Association tenants.

In concluding my opening remarks, I would like to give an indication of our priorities for the coming year:

- we will be re-establishing our development programme, with the start on site of new homes for rent,
- we will be monitoring, on an ongoing basis, the quality of the services delivered to tenants,
- we will be further developing our computer system, to maximise its benefit, both to the Association and our service users,
- we will continue to invest considerable sums in adapting existing homes, to meet the changing needs of our residents, to allow them to remain in their homes near family and friends,
- working with the ‘Tenant Participation Advisory Service’, we will be reviewing how we promote tenant engagement, in the work of the Association,
Reflecting on the last year, I am pleased to be able to present a favourable report on the Association’s activity. I believe I am justified in stating that the Association has been successful in rising to the challenges faced. We have been able to:

- introduce the single contractor arrangement to deliver the Association’s responsive maintenance service more efficiently,
- conclude our stock condition survey, to provide a more accurate assessment of those elements which make up our planned maintenance programme, confirming that there are no serious issues with Williamsburgh Housing Association properties,
- meet the response times targets, we have set for ourselves, in addressing the day-to-day repairs reported to the Association,
- deliver a substantial planned maintenance programme, investing over £14m in the installation of new heating systems, kitchens, bathrooms and windows,
- meet all our statutory requirements, in areas such as ensuring that all our stock meets the ‘Scottish Housing Quality Standard’ and gas and electrical safety,
- assist tenants sustain their tenancies, by spending over £53,000 on medical adaptations in their homes, to accommodate changes to their physical requirements,
- maintain our central role in co-ordinating a joint procurement project, involving nine local housing associations, who have all benefitted administratively and financially through the combined purchasing power, in respect of planned maintenance,
- maximise the social, economic and environmental benefits to be enjoyed by our communities, through Association activity and investment,
- progress an environmental study of our properties and common areas, to identify where improvements could be made, and
- employ welfare rights officers and provide access to money and energy advice staff, who offer a range of services to help mitigate the impact of welfare reform.

Looking forward, we anticipate another busy year for the Association, with some new challenges appearing on the agenda, to complement those carried forward from 2017/18. These are highlighted in the action plans which feature on pages 26 to 31.

It is a source of pride that I am able to report that, while being in a position to invest significantly in our tenants’ homes, we have been able to maintain low rent levels, in comparison to other social landlords in Scotland. Despite all the challenges facing the housing association sector, Williamsburgh Housing Association remains financially strong, offering long-term security for those to whom we provide services.

As in previous years, we have set out, to demonstrate, in the following pages, Williamsburgh Housing Association’s performance against the Charter indicators. To enable customers to judge us against other organisations, we have provided comparative figures.

While pleased with our performance in general, and especially the improvements recorded, in comparison to previous years, there are still areas, which we have highlighted, where our performance is not up to that which we would expect and which our customers deserve. This offers a clear indication of where our efforts, as identified in the resulting action plans, should be directed over the next year.

In conclusion, I would express the hope that you find this year’s report both interesting and informative. While we have worked with our Focus Group to develop the report, we would welcome further feedback. For example, does it provide information in a way that it is readily understood? If you care to offer your comments, we would be delighted to hear from you.

Margaret Symons Chairperson
### Outcome 1: Equalities

We perform all aspects of our housing service so that every tenant and other customer has their individual needs recognised, is treated fairly and with respect and receives fair access to housing and housing services.

This outcome describes what social landlords, by complying with equalities legislation, should achieve for all tenants and other service users regardless of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex or sexual orientation.

The Association recognises our statutory responsibility to treat everyone fairly and equally and is committed to meeting our statutory obligations, but beyond this, we are focused on making sure that nothing we do, disadvantages any community or anyone, regardless of who they are.

The Association has a comprehensive Equality and Diversity Policy which recognises that we have the power to assist in reducing the disadvantages that people experience, by making our services more responsive to the communities we serve and to our residents.

The Association values the diversity of our communities and wants our services, facilities and resources to be accessible.

As such:

- our office is wheelchair accessible and has induction loop technology to help those who may have a hearing impairment,
- we can provide information such as our newsletters, policies and letters in a range of different formats, to suit our customers’ needs,
- we offer interpreting and translation services, where necessary,
- we aim to make the process of applying for housing with Williamsburgh Housing Association as easy and accessible as possible,
- we provide wheelchair accessible and amenity housing,
- we will make adaptations to our existing tenants’ homes, to allow them to remain within the community, near friends and family as their needs change, through age or infirmity. 50 adaptations were carried out in 2017/18, taking on average 23 days to complete from the work being actioned. Examples of medical adaptations include the fitting of handrails or replacing baths with level-access showers,
- we work with specialist agencies and social work to provide the appropriate support to our customers, and
- we record the demographics of current tenants, new tenants and housing applicants, in order to proactively provide services to meet the diverse needs of our communities.

<table>
<thead>
<tr>
<th>Ethnicity: Equal Opportunities Monitoring Statistics: 2017/18</th>
<th>Ethnic Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>Asian, Asian Scottish or Asian British</td>
</tr>
<tr>
<td>Scottish</td>
<td>Other British</td>
</tr>
<tr>
<td>Allocations (New Lets &amp; Re-lets)</td>
<td>69</td>
</tr>
<tr>
<td>Housing List</td>
<td>633</td>
</tr>
<tr>
<td>Existing Tenants</td>
<td>1,306</td>
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</table>
The Association monitors equalities information relating to our service users, in order that we can provide the most appropriate services. As can be seen from the table on page 6, which provides a breakdown by ethnicity amongst our new, existing and potential tenants, most of our tenants (90%) are white. The remainder consists of mixed or multiple ethnic backgrounds including Asian, black and other ethnic groups. In recent years, we have seen a significant growth in applicants and tenants from African and Polish backgrounds. As recorded above, we aim to respond to the needs of all our tenants but can, in particular, access interpreters where required and provide information in different formats, when necessary.

We also give a high priority to meeting the needs of our elderly and disabled population through the provision of amenity and wheelchair adapted housing. In addition, last year we spent £53,296 on providing adaptations, in response to the medical requirements of those tenants with a disability.

**Percentage of tenants satisfied with the overall service provided by Williamsburgh Housing Association**

The bar chart below shows the response to the question in our resident satisfaction survey in relation to the customer/landlord relationship:

![Percentage of tenants satisfied with the overall service provided by Williamsburgh Housing Association](chart.png)

The report identifies, against each performance measure, whether Williamsburgh Housing Association is close to or better than the Scottish average or is falling considerably short. While readers will see the Association’s strong performance in a number of areas, the report will also highlight those areas where improvements could be made. It is these areas primarily, which feature within the action plan, we have developed, to address any shortcomings and to meet the expectations of both the Association and our customers.
Outcome 2: Communication

We must manage our business so that tenants and other customers find it easy to communicate with us and get the information they need about us, on how and why we make decisions and the services we provide.

We believe that good communication with our customers is essential and forms the basis on which to build effective involvement of our residents. It is very important to us to hear what our service users think about the work we do and the services we offer.

Given that many problems can be traced back to poor communications, we believe that good communication is vital. In terms of the Association’s operation, this involves:

- a local, accessible office, with notice boards and information screen/reception media,
- letters and e-mails,
- telephone calls and texts,
- home visits,
- annual reports, quarterly newsletters, leaflets and flyers,
- website,
- readily accessible staff,
- mobile App,
- the availability of alternative formats, translators and interpreters, and
- our customer care charter and residents handbook.

We hope that many residents are now making use of the Association’s App for mobile phones, and have visited our new improved website which is fresh, modern and more accessible to our service users. We believe it achieves what we hoped for, in delivering a more interactive website which makes it easier for residents to contact the Association and offers the means by which we can distribute information about the latest news and events, taking place within our communities. Having delivered on the website, the working group will now examine how Williamsburgh Housing Association can develop our social media presence by examining twitter and Facebook.

A further strand to our communications strategy is the ongoing development of our computer system. As we expand its operational functions, we will be introducing improvements for tenants, to give them ready access to information. We anticipate that once up and running, customers will be able to review their rent account, manage payments and access services.

Communication, however, is a two way process and we will consider the means by which residents can provide feedback to us in the next Section (Outcome 3: Participation).

Learning from Complaints:

The Association believes we can learn and improve from the complaints we receive. We have adopted a complaints handling procedure which meets the requirements of the Scottish Public Services Ombudsman (SPSO). The two stage procedure aims to resolve issues quickly at the first point of contact, with only more complex complaints referred for detailed investigation. The procedure is designed to meet our aim of continuous improvement. It seeks not only to have complaints dealt with rapidly but to find solutions which benefit the services provided to customers going forward.

We are also committed to keeping residents informed of our work in this area. As such, we publish our complaints handling performance, in our newsletters and on our website.
The tables on the right provide details of the service delivery complaints received during 2017/18. During this twelve month period, the Association addressed 42 complaints, covering a variety of issues.

In analysing our performance, readers can see that we have been reasonably successful in acknowledging complaints timeously. There is room for improvement, as there is in terms of resolving complaints within the accepted timescales.

The Association also reports on how we have made adjustments to our services, in response to the complaints received, such as:

- building on the training and support provided to staff, to ensure that they are comfortable not only with the complaints procedures but recognise the importance of meeting our timescales and improving services,
- sharing learning experiences of good practice, within the staff team, in responding to issues raised,
- maintaining our focus on responding to complaints of anti-social behaviour,
- directing staff resources towards addressing environmental and estate management issues, particularly with regard to close cleaning and grass cutting, and
- reinforcing with our maintenance contractors the quality of service we expect to be delivered, both in terms of their conduct while carrying out repair work and also the quality of the workmanship.
Outcome 3: Participation

We manage our business so that tenants and other customers find it easy to participate in and influence our decisions at a level they feel comfortable with.

This outcome describes what landlords should achieve by meeting their statutory duties relating to tenant participation. It covers how social landlords gather and respond to the views and priorities of service users.

The Association believes it is important to be as inclusive as possible, providing the opportunity and encouraging our residents, should they so wish, to become involved. As such, we promote and support a range of opportunities to play a part in the work of the Association.

Our tenant participation policy states that effective participation is about tenants being informed, consulted and taking part in decision-making processes, so as to influence those aspects of the services provided, which affect them. For us, this involves:

- promoting shareholding membership,
- promoting participation in Williamsburgh Housing Association’s Management Committee,
- promoting involvement in our Focus Group,
- undertaking a comprehensive resident satisfaction survey every three years,
- employing mystery shopping techniques,
- offering continuous opportunities to feedback on our repairs service and our response to complaints (including service performance, anti-social behaviour, neighbour disputes and estate management),
- rent consultation,
- questionnaire returns relating to both day-to-day repairs and larger scale improvements to our tenants’ homes,
- ad-hoc and focussed questionnaires and surveys,
- invitations to comment on policy reviews,
- input to newsletter articles,
- the ability to communicate via our website, and
- staff committed to building positive relationships with our customers, in order to make it easier for them to engage with us.

In addition to the means employed in-house to obtain feedback from customers, we employ an independent market research company to obtain information, on an ongoing basis, from those residents who are using our repair service and from households recently allocated a Williamsburgh Housing Association property. Through this, we hope to identify any areas where services can be improved.

We have, for some time, been running a recruitment campaign to address the loss of members serving on our Management Committee. It is pleasing to note that the range of measures employed have had a degree of success. This has included establishing the FLAIR Academy, where people interested in the work of local housing associations can attend introductory sessions, to learn what we are about and the role of our committee members. The Association has recently elected a number of new members who bring with them a range of appropriate skills and expertise, to complement the wealth of experience which exists in the current members of Williamsburgh Housing Association’s Management Committee.

For those who feel that accepting the responsibilities which fall to Management Committee members is just a step too far, residents can consider joining our Focus Group. This consists of Williamsburgh Housing Association residents, both tenants and owners, who meet on a quarterly basis, getting together with staff, to provide us with valuable feedback on what the Association is doing and how we are going about our business. Residents are also encouraged to get involved in our community regeneration initiatives. Based at our community hub at 10 Lang Street, people can receive support, in respect of preparing for employment, computer training and new skills, such as upcycling and cooking.

It would appear that the work we have been doing to promote tenant participation is paying off, given the significant number of residents recording satisfaction with the opportunities given to them to participate in the Association’s decision making process. It is important to the Association that we maximise the opportunities available for resident involvement.

Percentage of tenants satisfied with the opportunities given to them to participate in the Association’s decision making process

The bar chart below shows the response to the question in our resident survey in relation to the customer/landlord relationship:
Housing Quality and Maintenance

Outcome 4: Quality of Housing

We manage our business so that tenants’ homes as a minimum, meet the Scottish Housing Quality Standard, ensuring, when allocated, they are clean, tidy and in a good state of repair; and meet the Energy Efficiency Standard for Social Housing (EESHH) by December 2020.

This outcome describes what landlords should be achieving in terms of the quality of the accommodation provided to their tenants.

As a responsible and caring landlord, we aim to meet our tenants’ expectations as far as reasonably possible. Consultation with residents suggest that their priorities relate to the quality of their home, the provision of an efficient repair service and the upkeep of their properties through a programme of re-investment encompassing both cyclical and planned maintenance. The Association is committed to delivering on these priorities through:

- the production of quality houses, through a programme of new build and where at all possible, comprehensive tenement improvement,
- a regular programme of stock condition surveys,
- ensuring our properties meet the Scottish Housing Quality Standard (SHQS),
- undertaking an annual gas safety check on all of our properties,
- maintaining and improving the condition of our tenants’ homes,
- providing an effective factoring service,
- ongoing re-investment in our housing stock, in areas such as improved energy efficiency, and
- the renewal of items such as kitchens, bathrooms and central heating systems as they approach the end of their useful life.

It is pleasing to note that the measures introduced, to make Williamsburgh Housing Association homes more attractive to prospective tenants are having a positive impact, as reflected in the high levels of satisfaction recorded, when new tenants move into their homes. The Association will not, however, rest on our laurels, as this area will continue to be closely monitored. In addition, the opportunity to discuss any outstanding matters will continue to be given at the settling in visit, to ensure that the tenant is satisfied with their new home.

Percentage of tenants satisfied when moved in

New Tenancies:

It is encouraging to note the satisfaction levels recorded by new tenants. This suggests that the procedures we have in place to ensure that each new tenant receives a home which is safe, clean, tidy and in a good state of repair, are working. Our procedures ensure that statutory gas and electrical safety checks are undertaken and a condition survey identifies required repairs or planned maintenance. The property is cleared, cleaned and let in a reasonable decorative order. Where appropriate, we provide a voucher for decorating materials to new tenants.
Stock meeting the Scottish Housing Quality Standard (SQHS)

Introduced in 2004, all social landlords in Scotland are required to ensure that any property they own, meets the requirements of the Scottish Housing Quality Standard (SHQS). The table below shows Williamsburgh Housing Association’s compliance with these standards:

There are five requirements that landlords need to meet:

- homes must meet the tolerable standard,
- homes must be free from serious disrepair,
- homes must be energy efficient,
- homes must have modern facilities and services, and
- homes must be healthy, safe and secure.

We are proud of the fact that, as can be seen from the table, all of Williamsburgh Housing Association’s housing stock meets the SHQS.

Having achieved compliance with the SHQS, our next challenge is to ensure that all homes provided by Williamsburgh Housing Association meet the new industry standard, the Energy Efficiency Standard for Social Housing (EESSH). This involves improving the energy efficiency of all social housing in Scotland, with the aim of reducing carbon emissions by 42% by 2020 and 80% by 2050.

Accordingly, the Association has undertaken an assessment of our properties performance against the EESSH. Using the measure of efficiency Standard Assessment Procedure (SAP), identified within a valid Energy Performance Certificate (EPC), we were able to confirm that all bar two of our properties met the Standard. The Association remains in a favourable position, due to the work already done, in terms of installing modern, highly efficient heating systems and the considerable work undertaken to improve the insulation in our tenants’ homes. The energy efficiency of our houses features high on our list of priorities, as we recognise the impact it has on tenants’ health and financial outlay.

The Association is planning to introduce an Energy Efficiency Strategy in 2019, linked closely to the aims of:

- eradicating fuel poverty in tenant households,
- increasing the energy efficiency of our properties,
- assisting in maximising household incomes for our tenants, and
- providing energy advice.

Following consultation, undertaken during 2018, the energy standard has been reviewed. New, more challenging, targets have been set for homes in the social rented sector post 2020.

The Association will examine the requirements of EESSH2 and determine what steps can be taken to ensure our compliance with this new standard.

Percentage of properties with gas safety record by anniversary date

Landlords are required, by law, to ensure that a gas safety check is undertaken, on an annual basis, and that they have a continuous certificate throughout the year.

The Association is proud of its record in achieving 100% compliance with this requirement.
Outcome 5: Repairs, Maintenance and Improvements

We manage our business so that tenants’ homes are well maintained, with repairs and improvements carried out when required and tenants are given reasonable choices about when work is done.

This outcome describes how landlords should meet their statutory duties and provide a repair and maintenance service that safeguards the value of their assets and takes account of the wishes and preferences of their tenants.

Recognising the importance to our tenants of the repair, maintenance and improvement of their homes, the Association’s business plan gives a high priority to these activities. This commits the Association to providing the best possible repair and maintenance service we possibly can.

During 2017/18, Williamsburgh Housing Association completed 6,297 reactive repairs, 96.6% of which were completed within agreed response times.

It is interesting to compare Williamsburgh Housing Association’s performance in this important area, to that of other social landlords in Scotland.

Average length of time to complete an emergency repair

The average length of time taken by Williamsburgh Housing Association to complete an emergency repair was 1.8 hours (compared to the Scottish Average of 4 hours).

Average length of time to complete a non-emergency repair

The average length of time taken by Williamsburgh Housing Association to complete a non-emergency repair was 3.3 days (compared to the Scottish Average of 6.4 days).

It is pleasing to see that we are maintaining this performance measure, which shows we are achieving a response time considerably better than the Scottish average and our own target.

This shows that we are maintaining our performance levels from last year and, as such, we are well within our own target time, for responding to non-emergency repairs. Again, as can be seen from the bar chart, we are performing better than the FLAIR and Scottish averages.
This illustrates that the level of satisfaction with our repair and maintenance service is being maintained. This suggests that our focus on improving performance in this area is paying dividends. The Association continues to monitor our reactive repair service, on an ongoing basis and this will be particularly important now that we have moved from employing a range of contractors to a single, multi-trade contractor, dedicated to addressing the majority of Williamsburgh Housing Association’s reactive maintenance repair work.

The Association will ensure that this operational change will meet our objective of delivering a repair and maintenance service the Association can be proud of and which the residents deserve and appreciate.
Most of the Association's planned/cyclical work is procured through the IFLAIR Maintenance Framework. The framework consists of 10 lots of work, for example, gas heating maintenance, kitchen replacement, bathroom replacement and so on. IFLAIR is comprised of nine housing associations operating in Renfrewshire, Inverclyde and East Renfrewshire.

The work outlined above was procured through the framework, during 2017/18 and successful contractors were appointed. Although this work was instructed in 2017/18, work to a small number of properties within the window replacement contract, was carried forward into 2018/19, due to difficulties gaining access.

All of this activity was possible, through prudent financial control, which has allowed us to set aside funding to invest in this work, in the main through self-financing. Given our success in the past, in obtaining support, particularly in relation to energy efficiency measures, we continue to explore the possibility of accessing grant funding, from external bodies, which can offset the cost of the work we do, in improving our tenants' homes.

As can be seen from the foregoing, the Association continues to invest considerable sums annually on repairs, maintenance and improvements, to ensure that our tenants' homes are safe, secure and in a good condition.

### Description of Work

<table>
<thead>
<tr>
<th>Description of Work</th>
<th>Number of Properties Affected</th>
<th>Expenditure</th>
<th>Main Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas heating / boiler replacement</td>
<td>145</td>
<td>£359,283</td>
<td>Undertaken at: 48, 50 McKerrell Street, 2-18 Lang Street, 15-19 Seedhill Road, 76-80 New Sneddon Street and 20, 22 Love Street, Paisley</td>
</tr>
<tr>
<td>Bathroom replacement (including shower installation)</td>
<td>99</td>
<td>£233,736</td>
<td>Undertaken at: 42, 44 Love Street and 37-57 Kilinside Road, Paisley</td>
</tr>
<tr>
<td>Kitchen unit replacement</td>
<td>204</td>
<td>£356,754</td>
<td>Undertaken at: 21-25 Love Street, Wallace Street, Paisley and 98-116 Paisley Road, 2-4 Porterfield Road, Renfrew</td>
</tr>
<tr>
<td>Window replacement</td>
<td>118</td>
<td>£501,849</td>
<td>Dunn Street and Kilinside Road, Paisley</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>£1,451,622</td>
<td></td>
</tr>
</tbody>
</table>

### Maintenance Projects:

During 2017/18, the Association undertook a number of projects to improve our existing housing stock, including:

- **Gas heating / boiler replacement**: 145 properties, expenditure £359,283. Undertaken at: 48, 50 McKerrell Street, 2-18 Lang Street, 15-19 Seedhill Road, 76-80 New Sneddon Street and 20, 22 Love Street, Paisley.
- **Bathroom replacement (including shower installation)**: 99 properties, expenditure £233,736. Undertaken at: 42, 44 Love Street and 37-57 Kilinside Road, Paisley.
- **Kitchen unit replacement**: 204 properties, expenditure £356,754. Undertaken at: 21-25 Love Street, Wallace Street, Paisley and 98-116 Paisley Road, 2-4 Porterfield Road, Renfrew.
- **Window replacement**: 118 properties, expenditure £501,849. Undertaken at: Dunn Street and Kilinside Road, Paisley.
- **Total**: £1,451,622

This illustrates a high level of satisfaction with the quality of their homes, as expressed by Williamsburgh Housing Association tenants. This satisfaction level is slightly better than the FLAIR average and considerably better than both the Renfrewshire Council and the Scottish averages.

The bar chart below shows the response to the question in our resident survey in relation to repairs, maintenance and improvements.
**Neighbourhood and Community**

**Outcome 6: Estate Management, Anti-Social Behaviour, Neighbour Nuisance and Tenancy Disputes**

Working in partnership with other agencies, we will help to ensure that tenants and other customers live in well-maintained neighbourhoods where they feel safe.

This outcome covers a range of actions that social landlords can take themselves or in partnership with others. It covers the enforcement of tenancy conditions, estate management and neighbour nuisance, resolving neighbour disputes and arranging tenancy support where this is needed. It also covers the role of landlords working with other agencies to tackle anti-social behaviour.

The Association employs a variety of methods to obtain feedback from our customers on how we are performing, in delivering the range of services which fall within our remit. As indicated earlier in this report, our last comprehensive tenant satisfaction survey was concluded late 2016. While it is encouraging to note the generally high satisfaction levels recorded, our analysis of the findings does suggest that there are some areas we need to take a closer look at. Principally, amongst these is the management of our neighbourhoods.

The Association recognises that providing an attractive, well-maintained neighbourhood where people feel safe is important, if tenants are to be happy in their homes and want to stay in our communities. When it comes to neighbourhood management, however, the Association cannot achieve this objective by working in isolation. We will, therefore, in partnership with other agencies, seek to ensure that our tenants and factored owners are able to live in safe, attractive and popular communities. We will seek to achieve this objective through measures, such as:

- the introduction of the Association’s ‘Estates Team’, providing a small direct labour force, available to offer a more responsive service for work in our areas, undertaking for example, bulk and litter uplift, slab and mono block repairs, power washing, fencing and other minor repairs,
- developing a better relationship with Renfrewshire Council, in relation to possible joint working on estate issues, with a shared responsibility, such as footpaths and refuse disposal,
- the regular inspection of closes and communal areas,
- regularly surveying backcourts and arranging the uplift of waste and discarded household materials,
- promoting our close cleaning service,
- promoting our grass cutting and backcourt maintenance service,
- adopting a more proactive approach, in monitoring the performance of those contractors employed to undertake close cleaning and open space maintenance,
- employing a contractor to maintain open spaces, trees and planters,
- displaying hanging baskets in our properties during the spring and summer months,
- promoting our annual good close and best garden competitions, in each of our areas,
- bi-ennial gala day,
- effective complaint handling procedures,
- staff employed to focus on anti-social behaviour, neighbour disputes and mediation services,
- continuing to work in partnership with Renfrewshire Council’s Community Safety Partnership, social work and the police, to address the problems associated with anti-social behaviour and neighbour disputes, which can severely affect residents peaceful enjoyment of their homes, and...
• continuing the good working relationship we have with the Housing Department, the Noise Enforcement Team, Environmental Services, Community Wardens, the Dog Warden Team, the Mediation Service, the Fire Service and Police.

We believe it is only by raising the profile of the various agencies involved and working co-operatively with them and our residents, that we can seek to improve and maintain the environment of our communities. In adopting a partnership approach towards issues relating to estate management and anti-social behaviour, the Association meets with and works in collaboration with a range of agencies. This gives us the opportunity to share information, highlighting common issues and to identify potential co-operation in determining solutions. We are committed to delivering well maintained neighbourhoods where our residents feel safe and want to remain.

The feedback from residents, involved in tenancy disputes or suffering from anti-social behaviour, suggests that we could still do better, particularly in communicating and keeping complainants advised of action taken and progress made. While this can prove difficult at times due to issues of confidentiality and data protection, we are committed to keeping residents better informed in these situations.

While we have to accept that neighbourhood management does not lie solely within the Association’s remit, we have a duty to our communities to make them as attractive and welcoming as possible for our existing and potential residents. As such, the Association is pushing forward with our strategy which consists of:

- promoting anti-litter campaigns and organising pick-up days,
- providing a bin management service within our tenemental properties,
- raising awareness of the problem of dog fouling, working with the wardens to address this issue,
- a stronger focus on common area maintenance and estate management, through dedicated teams of inspectors,
- promoting environmental improvements encompassing backcourts, planters, planted areas and hanging baskets, and
- advancing a programme of stone cleaning and repair.

It is hoped that both residents and other partners will get involved and co-operate with us to deliver these initiatives.
It is hoped that this, together with the Association’s renewed focus on community regeneration will increase the desirability of our areas.

The bar chart which follows illustrates the level of anti-social behaviour, within our neighbourhoods, over the past 12 months.

Tackling the problem remains central to the Association’s operation, as we fully appreciate the distress which the actions of one household can have upon their neighbours. This is particularly apparent in the type of housing Williamsburgh Housing Association provides. Although we have been able, through building new homes in recent years, to balance the housing provision within the Association’s portfolio, most of our housing is flatted. As such, when we have a problem household, their actions can impact negatively on a number of neighbouring families. Tackling anti-social behaviour, therefore, remains our number one target. Unfortunately, there is no doubt that violence, drugs and anti-social behaviour within our communities are on the rise and we have to devote additional staff time and resources to tackle these problems.

This has consisted of:

- identifying specific problems or areas for particular attention,
- involving our Focus Group in monitoring the delivery of our anti-social behaviour strategy,
- introducing legal action to remedy individual cases of anti-social behaviour, and
- introducing CCTV coverage, on a temporary basis, to tackle specific issues of anti-social behaviour.

Despite the Association’s efforts in this area, the statistics indicate only a limited degree of success. The figures indicate that the number of anti-social cases recorded by Williamsburgh Housing Association is still well above the national average. As such, we are committed to do even more to tackle this problem.

While we readily accept that the neighbourhoods Williamsburgh Housing Association service have a variety of economic, social and environmental problems, we are firmly of the belief that our communities are no worse than most and better than many. We will, therefore, continue to examine how Williamsburgh Housing Association is resolving incidents of anti-social behaviour, in comparison to other social landlords in Scotland.

While examination of Williamsburgh Housing Association’s performance in resolving anti-social behaviour cases, within locally agreed targets, may seem poor, in comparison to the Scottish average, the Association can take some comfort in the improvements achieved in recent years. While we have to be pleased that we are moving in the right direction, we accept that further improvement needs to be made. It needs to be recognised, however, that anti-social behaviour, by its very nature, can take time to resolve, particularly if the problem is recurring or if other agencies, such as the Community Safety Partnership, the police or social work need to be involved.

We see no reason, however, as to why our Association should not be achieving a level of performance which equates to, at least, the national average. We remain committed and are confident that, with the measures already employed, such as the additional resources devoted to this area, the problem of anti-social behaviour will be addressed.
Outcomes 7, 8 and 9: Housing Options

Working in partnership with other social landlords, we will ensure that:

- people looking for housing get information that helps them to make informed choices and decisions about the range of housing options available to them,
- tenants and people on housing lists can review their housing options, and
- people at risk of losing their homes get advice on preventing homelessness.

These outcomes cover the duty of landlords to provide information to those seeking housing and the provision of advice to those at risk of becoming homeless.

Our aim is to make it as straightforward as possible for those seeking housing, to receive the relevant information on how to access social rented housing in Renfrewshire. We work closely with Renfrewshire Council and the other FLAIR members, to inform applicants about the availability and type of housing, the alternative housing providers and the accessibility of properties.

There are a variety of ways that applicants can access Williamsburgh Housing Association properties (see next Section: Access to Social Housing).

In order to meet these objectives, the Association:

- accepts housing applications from anyone aged 16 or over,
- is working towards harmonising our application form with the other local social landlords, in order to make it easier to apply for rehousing,
- provides a housing application pack which consists of details of our stock profile, maps indicating the location of our housing stock, turnover, pre-tenancy advice leaflet, summary of allocations policy, etc.,
- offers advice to applicants who consider themselves to be homeless or threatened with homelessness and refers them to Renfrewshire Council’s Housing Advice and Homeless Service, and
- interviews applicants at point of allocation, to explain the obligations relating to holding a tenancy with Williamsburgh Housing Association and to identify any support needs.

Williamsburgh Housing Association, along with four other locally-based housing associations and Renfrewshire Council, has been undertaking work to further harmonise our allocation policies. Minimising the variations between local social housing providers, it will make it easier for applicants to understand the factors that are taken into consideration when assessing their priority for rehousing.

Good progress has been made towards introducing a single allocation policy, which will apply across the board, for all participating landlords. Consultation is currently taking place with the aim of launching the policy in 2019.

During 2017/18, 111 properties were let. The Association’s turnover rate was 6.9% in the year. Four mutual exchanges were approved by the Association through the office-based arrangements, or through the joint initiative, supported by Renfrewshire Council, Williamsburgh H.A., Paisley H.A. and Linstone H.A. This consists of a shop located in Paisley town centre which offers housing options advice and identifies tenants, of the participating social landlords, who are seeking to exchange.
Outcome 10: Access to Social Housing

We ensure that people looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how we allocate homes and their prospects of being housed.

This outcome covers what social landlords can do individually and collectively to make it easy for people to apply for the widest choice of housing that is available and suitable for their needs.

As indicated in the previous Section, we try to put applicants in a position to make informed decisions by providing information on the availability of social housing within Renfrewshire, from the various providers.

Williamsburgh Housing Association operates an open housing list, accepting applications from all, regardless of ethnic origin, disability or sexual orientation. All those applying directly to Williamsburgh Housing Association are provided with an application pack, which contains details of our stock, including size, location and turnover. Applicants can indicate on their housing application form their preferred area(s) of choice, detailing which streets and type of property they wish to be considered for. They can also highlight any particular requirements, such as the need for amenity or wheelchair accessible properties.

The Association is proactive in its approach to those who apply to us for housing. We provide detailed advice about an applicant’s prospects of being rehoused by Williamsburgh Housing Association and if this is unlikely then we signpost people to possible alternatives, such as neighbouring housing associations.

During 2017/18, the Association added 612 new applicants onto our housing list. At 31st March 2018, the number of applications on the housing list totalled 1,007. During the twelve month period, 985 applications were cancelled and 55 suspended from the housing list. 38 homeless referrals were received during the reporting year.

The Association has recently amended the process of reviewing our housing list from one comprehensive review, taking place on an annual basis, to an ongoing review, which means that each application is reassessed on the anniversary of its submission. In doing so, we establish whether applicants are still seeking rehousing from Williamsburgh Housing Association. This exercise has drastically reduced the numbers now on our housing list (approximately 628) which gives us a more accurate picture of those who are seriously interested in obtaining a home from us. This is beneficial in that it means we can devote resources towards providing a service to relevant applicants and should reduce the amount of abortive time we have experienced in recent years, trying to contact and offer rehousing to people with little desire to be rehoused by Williamsburgh Housing Association.

During the allocation process, we provide pre-tenancy advice and also identify any support issues that may require a referral to external agencies, with a view to maximising tenancy sustainment.

Our allocation function was busy throughout 2017/18 with homes let to a wide variety of people in housing need.

### Allocations 2017/2018

The following table provides details of the allocations made during 2017/18:

<table>
<thead>
<tr>
<th>Allocation Categories</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Tenants</td>
<td>5</td>
<td>4.5%</td>
</tr>
<tr>
<td>Housing List Applicants</td>
<td>64</td>
<td>57.7%</td>
</tr>
<tr>
<td>Renfrewshire Council Nominations</td>
<td>9</td>
<td>8.6%</td>
</tr>
<tr>
<td>Section 5 Referrals</td>
<td>26</td>
<td>23.4%</td>
</tr>
<tr>
<td>Mobility</td>
<td>7</td>
<td>6.3%</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Total</td>
<td>111</td>
<td>100%</td>
</tr>
</tbody>
</table>

In addition to those on our housing and transfer lists, allocations were made to Renfrewshire Council, assisting them with the provision of housing for homeless people – Section 5 referrals. During the year, we provided Renfrewshire Council with 53 property referrals which resulted in 35 successful allocations, 26 of which were through Section 5 and nine through nomination arrangements.

We also work with external agencies including Renfrewshire Council’s Throughcare Team (providing accommodation for young people leaving care), Renfrewshire Council for Alcohol (providing accommodation for adults who have maintained a support programme and are ready to manage their own tenancies) and Kibble (assisting them to provide 24 hour residential care and support to young persons).

Williamsburgh Housing Association is committed to preventing homelessness and ensuring that tenants at risk of losing their homes get the advice and support that they need. Our Allocations Policy gives priority to insecurity of tenure and we ensure that we comply with our statutory responsibilities, to assist Renfrewshire Council in rehousing people facing the prospect of becoming homeless.
Outcome 11: Tenancy Sustainment

We ensure that tenants get the information they need on how to obtain support to remain in their home; and we ensure suitable support is available, including services provided directly by us and by other organisations.

This outcome covers how landlords can help tenants who may need support to maintain their tenancy. This includes those who may be at risk of falling into rent arrears and tenants who may need their home adapted to cope with age, disability or caring responsibilities.

It is in everyone's best interest to assist tenants to stay in their existing homes provided they remain appropriate to their needs. As such, we will help tenants to apply for benefits, adapt their homes, or liaise with support agencies, to ensure that the relevant assistance is made available.

The Association undertakes to ensure that our tenants receive the information they need, on how to obtain support, in order to remain in their homes. This may involve services provided directly by the Association, or by other organisations and can include, for example:

- front-line staff trained to give information and advice,
- housing officers available to offer specialist advice and guidance,
- access to welfare rights advice,
- the provision of medical adaptations, to meet the changing needs of tenants,
- access to schemes such as Lifeskills, where recycled furniture and white goods can be provided to new households, where required,
- the provision of redecoration vouchers, where appropriate,
- the provision of advice on energy savings and financial budgeting with access to money advice staff,
- liaising with support agencies to make sure that where needed, help is provided, and
- tackling fuel poverty through efficient heating and improved insulation.

The Association has benefitted, over a number of years, from funding made available from the Big Lottery. This has allowed the Association to retain the services of our welfare rights officers and provide ready access for Williamsburgh Housing Association tenants to energy advice and money advisors.

Unfortunately, this funding comes to an end shortly. The Association, recognising the significant changes to the benefit system and acutely aware of how important it is to have easily accessible, quality information, available to our tenants facing these changes, has, however, taken the decision to appoint a full-time permanent Welfare Rights Officer. This, we see, as a vitally important service that has to be maintained and made readily available to our residents.

We are delighted to be able to report that 51 tenants benefitted through the efforts of our welfare rights team during 2017/18, generating £36,370 in Housing Benefit and 59 tenants received £54,775 in additional income.

Of the 168 new tenancies created in 2016/17, 154 (91.7%) tenancies were sustained for more than one year.

During 2017/18, we undertook 50 adaptations in tenant's homes. These ranged from fitting handrails to the installation of level access showers, allowing tenants to continue to live more comfortably in their homes with the use of these aids.
Getting good value for Rents and Service Charges

Outcome 13: Value for Money

We manage all aspects of our business so that tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

This outcome covers the efficient and effective management of services. As such, it ranges from minimising the time our houses lie empty, managing rent arrears, controlling costs and getting the best value from contracts, to the effective management of our resources. It is about providing better value for money, by increasing the quality of services provided, with minimum extra cost to tenants and other customers.

Williamsburgh Housing Association sets great store by our business acumen and financial prudence. This ensures that both the organisation’s viability and our customers’ security is maintained. The financial strategy, which we have operated over the last 39 years, places us in a strong financial position, where we can continue to invest substantial sums in our existing properties, even when external funding is constrained.

Obtaining value for money is a strong element of this strategy. While our rental income is our primary source of revenue, we are proud of the fact that we have been able to keep our rents at what we believe to be, affordable levels, which compare favourably to the Scottish average for social landlords, across the country.

Where possible, we will examine ways to reduce costs and increase income, but always with the undertaking that, the quality of service we provide will not be compromised.

Examples of this include:

- we have been able to access funding from Keep Scotland Beautiful’s Climate Challenge Fund, to promote the Seedhill Urban Growing and Regeneration project, which is an initiative to help residents establish community growing spaces. The project also delivers thematic events designed to raise awareness of climate change. It provides practical ways to reduce carbon emissions, with the Association running weekly sessions on upcycling and recycling of materials, textiles and furniture;

- we have successfully accessed grant from the Social Economy Growth Fund, enabling us to establish our Work/LIFE project, which offers our most in need tenants essential skills workshops, job clubs and employability support;

- during the period when our own development programme declined, we were able to retain our technical staff and generate an income by hiring out their expertise, to assist other organisations, who in turn, benefitted from their experience;

- our Association has taken the lead in delivering a partnership framework. This provides an effective means by which we, together with eight other local housing associations (IFLAIR) can jointly procure planned maintenance contracts, gas servicing and landscaping work. This offers administrative efficiency, saves valuable staff time and, as contractors’ prices are reviewed each year, it keeps the costs competitive;

- through careful management of operational services, we have been able to make considerable savings, and

- the introduction of the single contractor, to undertake our reactive repair service, has resulted in significant savings, directly in terms of cost and also through considerably reducing the administration involved.

Delivering value for money for our residents is a major objective for the Association. We aim to provide an effective, high quality service, making the best use of our resources to deliver maximum value, while minimising costs. This enables us to keep rents affordable and generate resources which, in turn, allows us to provide added value through the wider regeneration of our communities. Combined with successfully accessing external funding, we are able to deliver extra services to our residents. These social, economic and environmental benefits include, for example, employment opportunities, work experience, community facilities, recycling, welfare and energy advice etc.
The table below shows our rent increases over the last 5 years, compared to Renfrewshire Council and the other local housing associations. Not only does the trend for our rent increases reflect the inflation rates we use as a guide when reviewing our costs, but it shows that Williamsburgh Housing Association’s increases have generally been lower, in comparison to the other local social housing providers.

One indicator of business efficiency is how well we collect our main source of income i.e. our rents, and how well we minimise the void period between lets, when we are not deriving income from our properties. The bar charts above indicate the Association’s performance in these areas.

<table>
<thead>
<tr>
<th>Average Rent Increases</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
<th>2017/18</th>
<th>2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barrhead Housing Association</td>
<td>3.1%</td>
<td>1.9%</td>
<td>2.0%</td>
<td>1.5%</td>
<td>2.9%</td>
</tr>
<tr>
<td>Bridgewater Housing Association</td>
<td>2.9%</td>
<td>1.9%</td>
<td>1.5%</td>
<td>2.0%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Ferguslie Park Housing Association</td>
<td>2.6%</td>
<td>2.3%</td>
<td>0.7%</td>
<td>0.9%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Linstone Housing Association</td>
<td>3.0%</td>
<td>1.8%</td>
<td>1.5%</td>
<td>1.4%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Paisley South Housing Association</td>
<td>3.5%</td>
<td>2.9%</td>
<td>2.0%</td>
<td>2.5%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Renfrewshire Council</td>
<td>3.5%</td>
<td>3.5%</td>
<td>2.0%</td>
<td>0%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Williamsburgh Housing Association</td>
<td>2.6%</td>
<td>2.3%</td>
<td>0.7%</td>
<td>1.5%</td>
<td>3.0%</td>
</tr>
</tbody>
</table>
As a result of our improvements in these areas, both performance measures are now better than the Scottish average.

Rental income is vital for the Association as an organisation and for the continued provision of services to our customers. A breakdown of how this income is spent, is provided annually, as part of the rent review consultations. Essentially, the rental monies received are used to pay for day to day repairs, cyclical and planned maintenance and the management of our tenants’ homes.

During 2017/18, significant investment in our stock continued, via our planned maintenance programme which included the installation of bathrooms, kitchens, central heating systems and a window replacement programme. Rental income also ensures that the Association’s running costs are covered and provides for the repayment of loans taken out to allow us to comprehensively rehabilitate or build new properties.

In addition to rent, most tenants pay a service charge to meet costs such as the power supply to communal bathroom fans, close cleaning, backcourt maintenance etc. All tenants who incur a service charge are given details as to how this charge is calculated, as part of the annual rent review.

### Percentage of tenants who feel rent for their property represents good value for money

The bar chart below shows the response to the question in our resident satisfaction survey relating to value for money.

It is encouraging to note that a significant number of our tenants feel their rental payment is good value for money.
Outcomes 14 and 15: Rents and Service Charges

We set rent and service charges in consultation with our tenants and other customers so that:

- a balance is struck between the level of service provided, the cost of the services and how far current and prospective tenants and other customers can afford them, and
- tenants get clear information on how rent and other money is spent, including any details of individual items of expenditure above thresholds agreed between us and tenants.

These outcomes reflect a landlord’s duty to consult tenants about rent setting, to take account of affordability and to clarify to tenants how the rental income is spent. The Association fully accepts the need to maintain our rents at affordable levels, while delivering quality services that matter to our tenants.

The Association carefully considers how to balance keeping rents at a level our tenants can afford, while still ensuring that we deliver on the commitments made in our business plan. While we constantly review our costs and make every effort to improve value for money, the rent collected helps us to continue providing new and improved houses and deliver neighbourhood services.

As at 31st March 2018, Williamsburgh Housing Association owned 1,621 properties. The total rent due to the Association for the year was £5,855,185. As can be seen from the last Section, we increased our rent by 3% from the previous year.

As can be seen quite clearly from this table, Williamsburgh Housing Association’s rents are, in the main, lower than other social landlords locally, that is Renfrewshire Council and the other FLAIR housing associations and, for much of our stock, lower or comparable with the average Scottish rent levels.

The Association’s aim will be to keep our rents as low as possible, while still being able to maintain a good quality service for our residents. At the same time, exploring where we can make improvements to enhance our communities, for example, in making the external environment more attractive, improving the appearance of our properties and the common areas of our buildings.

<table>
<thead>
<tr>
<th>Average Weekly Rents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Apartment Size</td>
</tr>
<tr>
<td>1 Apt</td>
</tr>
<tr>
<td>2 Apt</td>
</tr>
<tr>
<td>3 Apt</td>
</tr>
<tr>
<td>4 Apt</td>
</tr>
<tr>
<td>5 Apt</td>
</tr>
</tbody>
</table>
Charter Review and Evaluation

As a registered social landlord in Scotland, we are required to produce a review outlining our performance, in relation to the outcomes as identified in the revised Scottish Social Housing Charter. This is our fifth such Report and we naturally hope our readers find it both interesting and informative. The Report compares Williamsburgh Housing Association’s performance over the last year to social landlords, both locally and nationally. We believe it shows clearly where our Association is performing well and where service improvements could be made (Appendix No.2).

Action Plan:

As indicated in the Chairperson’s introductory remarks, we believe the Association has had another successful year, rising to the challenges faced and performing well, both in relation to meeting the targets outlined in our business plan and in maintaining the organisation’s strong financial position.

The output from our analysis of resident feedback together with an examination of our performance, in relation to the Charter outcomes, has seen the identification of a number of priority areas for attention. These form the basis of the action plan, we would intend to implement over the next 12 months, and include:

- utilising the measures contained within the new Housing Act, as they become available to us,
- introducing a Common Allocations Policy along with our partners, including Renfrewshire Council,
- keeping our rents affordable,
- building on the progress made over the last 12 months, we will seek to further minimise rent loss through the timely re-letting of our properties,
- our Tenancy Team providing a proactive estate management service, including the monitoring of services provided by external contractors,
- working alongside Renfrewshire Community Safety Partnership, to tackle serious anti-social behaviour, environmental and safety issues,
- our Tenancy Team focussing on cases of anti-social behaviour, in an effort to achieve an early resolution,
- continuing to build on our relationships with Police Scotland and Renfrewshire Council’s Community Safety Partnership, in order to provide an efficient and co-ordinated service, in addressing anti-social behaviour,
- not only addressing complaints but providing better tenant liaison, for example advising tenants on the progress of complaints submitted, and
- the provision of advice and pre-tenancy information, in order to minimise property refusals and help sustain tenancies.

Housing Management

- our Rents Team, working closely with tenants and Housing Benefit, as well as with the Department of Work and Pensions, in relation to all applications made for universal credit, in our efforts to minimise rent arrears,
- ongoing monitoring and review of our Welfare Reform Strategy,
- providing ready access to our welfare rights officer and money advice staff,
- assisting tenants in applying for benefits and Community Care Grants,
- our Rents Team identifying tenants’ support needs at the earliest opportunity and making referrals to appropriate agencies,
- where appropriate, making referrals to the Lifeskills project for tenants who require assistance in furnishing their homes,
- supporting Renfrewshire Food Bank through making available a collection point for donations within our office,
- where appropriate, providing tenants with food bank vouchers,
- reviewing our Tenant Participation policy, to enhance the opportunities for residents to play a more active role in the work of the Association,
Maintenance

- the tendering of maintenance work continues to form a substantial part of the maintenance team's workload. Over the last 18 months, we have put in place, new ‘term contracts’ for responsive maintenance, cyclical gutter cleaning and roof anchor testing. In addition, we have also promoted a significant programme of planned maintenance work, including:
  - window replacement (which means that all Williamsburgh Housing Association properties now have double or triple glazed windows),
  - boiler replacement (upgrading heating systems to the highest efficiency standards),
  - kitchen replacement, and
  - bathroom replacement.

Procurement work programmed for 2018/19 includes; kitchen replacement, bathroom replacement, boiler renewal, treatment for legionella, communal fan maintenance and medical adaptations, including:
- window replacement (which means that all Williamsburgh Housing Association properties now have double or triple glazed windows),
- boiler replacement (upgrading heating systems to the highest efficiency standards),
- kitchen replacement, and
- bathroom replacement.

- continuing to monitor the change we have introduced to the way we deliver our responsive repairs service, having moved from using a range of small, individual contractors, to a single service provider. We will seek to ensure that our new multi-trades contractor delivers the anticipated efficiencies and a high standard of service for our customers,
- continuing to work with our contractors to deliver benefits to our communities. We have introduced a requirement into our new contracts, whereby contractors are obliged to offer employment training and work experience to local residents,
- reviewing our arrangements for water treatment works in relation to Legionella. The switch from gas fires and back boilers, to combi condensing boilers, has meant our properties no longer require a stored water supply in the attic. By eliminating the need for the storage tanks, we reduce the risk of Legionella to residents. Having already undertaken this work to a significant number of properties, this will continue, where possible, in consultation with other owners within these buildings. The procurement of the treatment work and the survey work to identify any outstanding requirements will be put in place early 2019, and
- managing and supervising all repair and maintenance contracts, to ensure the highest standards are achieved.

Development

- having been unsuccessful in obtaining planning consent for our proposed development at Milliken Road, Kilbarchan and having also had our planning appeal refused, a fresh planning application for this project was submitted and subsequently approved, in March 2018. The only material change to our proposals relates to increasing the width of the existing road, from which the development is to be accessed. We expect to proceed with the construction of this development, early 2019,
- given the drainage issues in the area, we have reluctantly had to accept that we will be unable to build new homes on the site at Seedhill Road, at least in the foreseeable future,
- we have identified a potential development site in Renfrew, owned by Renfrewshire Council and have recorded our formal interest in acquiring this site, capable of providing 40 family homes, we have commenced feasibility work, as we believe it is viable to develop our proposals to a detailed stage,
- we have identified two further sites, owned by Renfrewshire Council. Both of these sites were included within the Strategic Housing Investment Plan for Renfrewshire 2018/19 to 2023/24. One of these sites is in Paisley and the other is in Johnstone. Each site is assessed to have capacity for about twenty-five units.

As such, the Strategic Housing Investment Plan for Renfrewshire 2018/19 to 2023/24 includes the following sites, capable of being taken forward by the Association:
- Milliken Road, Kilbarchan - 14 units
- Albert Road, Renfrew - 40 units
- Cartha Crescent, Paisley - 25 units
- North Road, Johnstone - 25 units
- given the increased prominence of our future development activity, a significant part of our Business Planning event, held on February 2018, was given over to determining the cash planning implications associated with delivering this programme and identifying the proposed timeframes for each scheme.

Based on this, we commenced the procurement of Employer’s Agent services for the Renfrew, Cartha Crescent, Paisley and Johnstone sites, with the successful consultant’s appointment being finalised at the end of March 2018.

With the re-emergence of this level of development activity, it is acknowledged that the extent of development services, that the Association has provided to other organisations, over the last six or so years, cannot be sustained. As such, during 2018/19, we will implement the planned reduction in our development services commitments, to enable our main focus to be on the Association’s own development activity, and
- during 2017/18, we have also continued to provide Framework Administration services for the I-FLAIR Property Maintenance Framework Agreement 2016-20. The framework itself, has continued to prove to be an attractive option for the framework members and during 2017/18:
  - the value of work called off has increased from £7.6m to £9.2m,
  - the number of call-offs made from the framework has increased from twenty-one to twenty-five,
  - the anticipated framework value over its full term has increased from £25m to £33m, and
  - the Year 2 Community Benefits points total, based on call-offs made, is 555, compared with the equivalent Year 1 points of 375.

The Association will continue to provide framework administration services to I-FLAIR during 2018/19 and during this period, we will also support the development of a further property maintenance framework for the period 2020 to 2024. It is considered unlikely, however, that the Association will be able to continue to provide this service, beyond 2018/19.
Procurement

- our Procurement Policy has been finalised and adopted by the Association’s Management Committee. As it is anticipated that the procurement of construction work associated with our development programme will require the Association, as a ‘Public Body’, to publish certain documents, in relation to our procurement activity in future years. In this regard, work has been commenced on our Procurement Strategy and a Contracts Register.

This planned increase in the value of goods, services and works procured by the Association will require us to publish our Procurement Strategy and our Contracts Register, from January 2019. We will also be including a Procurement Annual Report within our future Annual Report on the Charter, commencing next year.

Community Regeneration

- The Seedhill Urban Growing & Regeneration Project (SUGaR) aims to establish a network of community growing spaces around which a calendar of community events, learning workshops and demonstrations are delivered, all designed to increase the community’s carbon literacy and reduce their carbon footprint.

SUGaR was coordinated by the project steering group which consisted of representatives from all project partners and local community members, specifically those who had played a significant role in the project’s inception.

Over the course of the project we developed a good working relationship with Paisley Grammar School. We were able to get many young people, particularly S1 and S2 pupils, interested and involved in community growing, upcycling, food waste, and recycling through a varied programme of activities and sessions. These activities allowed us to reach out into the wider Paisley community and grow the influence of SUGaR. It also enabled pupils to give back to the local community. The main activities which pupils got involved with were:

- by the middle of August 2017 Young Enterprise Scotland had built 19 planters in Violet Street in Seedhill and 12 in Love Street in the north of Paisley. The growing spaces were then planted with crops including peas, spinach, cabbage, and french beans. The planters were constructed with help from YES’s volunteers and trainees, providing training opportunities for young people. The growing spaces were the focal point for all community growing activities delivered as part of SUGaR,

- litter picks, facilitated by RIG Arts, were a particularly unexpected success, which was made possible through our partnership work with the school. While pupils were initially reluctant to get involved with litter picking in the local community, we were ultimately able to deliver 8 litter picks with school pupils over the course of the project. The litter picks were a visible presence of SUGaR in Seedhill and many residents stopped to chat with school pupils to find out what it was they were doing. This proved a good way of generating wider community interest in the project. The litter picks also helped pupils to think about and reduce their own lunch time littering, as they were able to see clearly, the negative impact this had locally. The picks inspired some friendly completion between pupils to see who could collect the most litter and ultimately allowed us to recycle a significant amount of waste, which would have otherwise been sent to landfill, and

- we delivered workshops and taster sessions focused on reuse and repair and to promote wider reuse of items across Seedhill through swap-shops. Events included:

  - Williamsburgh Housing Association Summer Gala day
  - Eco Day
  - Be Friendly Tea Party
  - Bonfire Night
  - Eco Christmas Extravaganza
  - Spring Fling
  - Celebration Day
We also enjoyed getting local people involved in new things, which they otherwise wouldn’t have been able to do or experience; this broadening of horizons and confidence building has been another key success for us. For example, older residents in Glentaner Court have been involved in arts based workshops, local residents are championing composting, young people are recognising and reducing their littering and men are showing more interest in community activities. Everyone involved is learning something new and doing things they maybe hadn’t previously had the chance to. This project has enabled people to move outside of their comfort zones and achieve things they never thought possible.

Over the twelve month duration of the SUGaR project, we were able to achieve the following:

- hold 9 Steering Group Meetings,
- hold 3 external training sessions for community members -(one visit to YES site in Rouken Glen; one visit to Zero Waste Scotland; one visit with Revolve),
- attended 1 external training session: Stalled Spaces Toolkit,
- held 25 events within the Seedhill community,
- produced 14 community leaflets,
- produced 2 community articles within Williamsburgh Housing Association’s newsletter,
- created a Facebook page and twitter page for the SUGaR project,
- engaged with over 150 members of the local community, including school children,
- engaged with one school: Paisley Grammar School,
- delivered 25 food waste training sessions engaging with 200 S1, S2 & S3 pupils,
- 167.95 kgs of food has been grown during the project,
- 56 m² of community growing space has been brought into use,
- 86 volunteer hours have been recorded to support the project, and
- 5 people volunteered their time and energy to keeping the project going.

At the end of October 2017 a new Climate Challenge Fund Application was submitted, seeking two further 2 years of funding. We are delighted to be able to report that our bid was successful as this will enable SUGaR to build on the previous project by:

- creating a new 300sqm food growing site in Seedhill within the grounds of Paisley Grammar School, and
- developing an ongoing series of recycling and upcycling workshops from our new community flat.

- every year, Radio Clyde Cash for Kids launch Mission Christmas to ensure that every child will wake up to a gift on Christmas morning. We wrote to our households with children, asking them to get in contact with us, if they wished to be included in our application for £25 gift voucher per child. We applied to the Radio Clyde, Cash for Kids, Mission Christmas Fund, on behalf 86 children and we were successful in gaining approval for 83, as the remaining 3 children had already been nominated to this fund, by other organisations. We were successful in obtaining a total of £2,075 from the Mission Christmas Fund and we purchased and distributed £25 gift vouchers from Smyth’s Toys in Linwood, Phoenix Park,

Linstone Housing Association, in partnership with Williamsburgh Housing Association and Bridgewater Housing Association, were successful in obtaining funding from the SCVO Digital Participation Charter Fund to fund ConnectUp. ConnectUp is a community project that helps people improve their digital skills. Through this project, we were able to provide a Digital Inclusion Officer, offering a drop in service providing training on using computers, tablets and smartphones and we provided access to computers, the internet and printing facilities. The project was run from the Association’s office for 6 months. 23 people engaged with the project, with 5 people regularly attending for advice,

- As a consequence of our Social Economy Growth Fund grant award in October 2017, we have been able to recruit three staff members, for the project duration of 18 months.

The aim of the project, as per our funding application, is to deliver support activities enabling 200-250 individuals and families from key groups (including single parent families, low income families and households from a homeless background) to:

- identify positive Work/LIFE goals and routes to better paid employment,
- improve skills and abilities through learning, training, volunteering and work shadowing, and
- build confidence, personal resilience and provide opportunities to share Work/LIFE solutions to support/inspire others. Essential skills workshops will focus on confidence building, motivation, team work and more.

- our new Community Regeneration Strategy links together and underpins Williamsburgh Housing Association’s wider housing and regeneration operations to deliver our Mission Statement (Page 2).

The Strategy demonstrates how, by working closely with partners, we can support local projects and initiatives to promote the regeneration and sustainability of the communities we serve, by maximising the social, economic and environmental benefits to be derived by our activity which involves:

- Neighbourhood development.
- Tenancy support.
- Employment/training/work experience.
- Proactive estate management.
Governance

Over the past year, our Management Committee has had to contend with significant issues, including:

- the continuing demands placed on staff resources through the development of our IT system,
- the ongoing challenges presented by the UK and Scottish Governments, such as the major changes associated with welfare reform and the drive to produce more affordable homes,
- the financial challenges presented by pension provision, planned maintenance, improvements to the energy efficiency of our stock, arrears, training provision etc.,
- our compliance with the model Complaints Handling Procedure required by the Scottish Public Services Ombudsman and the number of complaints received, in respect of estate management, anti-social behaviour and neighbour disputes,
- long-term sick leave and maternity leave within the staff team,
- retention of our development team and the resurrection of our development programme,
- the conclusion and implementation of our review of pension arrangements and,
- our compliance with the General Data Protection Regulation (GDPR).

By and large, the Association has been successful in rising to the challenges presented by the above. In looking forward, however, we face another busy year with some new items appearing on the agenda, along with some carried forward from 2017/18. As such, we will strive to:

- ensure the good governance of Williamsburgh Housing Association, through a strong, effective and informed Committee of Management,
- promote greater involvement in shareholding and committee membership, together with increased opportunities for resident participation,
- offer greater support in the induction of new Management Committee members, together with the ongoing training and development of those holding such positions, within Williamsburgh Housing Association,
- further develop our succession planning for both staff and committee members, thereby, successfully managing change,
- establish our programme of internal audit to examine those areas identified as priorities within our Risk Management Strategy,
- successfully adhere to the new regulatory framework, due to be introduced by the Scottish Housing Regulator, in 2019,
- maximise the benefits to be derived through the operation and ongoing development of our computer system,
- consolidate the progress made with our strategy to promote the regeneration and sustainability of our communities,
- ensure that Williamsburgh Housing Association maintains its reputation as a good landlord, by making our properties attractive to potential tenants and providing a housing management and maintenance service that encourages existing tenants to sustain their tenancies,
- make progress with the proposed environmental improvements arising from our surveys, together with effective arrangements for the disposal of household refuse,
- monitor and evaluate the success of the single contractor arrangement, introduced to deliver the Association’s responsive maintenance service,
- ensure that all Williamsburgh Housing Association’s stock complies with the Energy Efficiency Standard for Social Housing (EESH) and subsequent developments, as part of our Energy Efficiency Strategy,
- introduce the Common Allocations Policy, across a range of social landlords in Renfrewshire,
- implement the arrangements incorporated within our Procurement Policy,
- put arrangements in place for the administration of the new IFLAIR framework,
- address the anti-social behaviour exhibited by the minority of our residents, but which adversely affects our communities,
- maintain an effective welfare rights service, supporting those residents affected by the roll out of Universal Credit,
- implement an exit strategy, in respect of the Renfrew Association of Growers and Gardeners (RAGG),
- further develop our communications strategy, reviewing our tenant participation processes and investigating opportunities presented through social media,
- respond positively to feedback received on the Association’s performance whether it be from surveys, complaints, or focus group etc.,
- deliver the best quality service we can to our customers, while keeping rents affordable, thereby providing good value for money to our residents, and
- monitor the Association’s achievements in respect of delivering our strategic business objectives.
Conclusion

Set up in 1979, Williamsburgh Housing Association is now firmly established as a social landlord providing homes for over 2,000 families in Paisley, Renfrew and Johnstone. Our first priority is to those existing households, to provide warm, well-maintained, attractive homes in welcoming environments.

Despite all the challenges and uncertainty we have faced, Williamsburgh Housing Association, as an organisation, has maintained a strong financial position and a healthy surplus which allows us to maintain our operation and provide the service our residents deserve.

Finance & IT

- maintaining low rents and a strong financial position, through careful and effective financial planning, whilst continuing to invest considerable sums in improving and building housing stock,
- improving and developing our IT infrastructure and systems to ensure the most efficient and effective use of resources, ultimately to the benefit of our customers, in particular, the replacement of both hardware and software for our office servers and the implementation of a new factoring module in our Housing Management & Finance system, QL,
- implementing a new Direct Contributions (DC) pension scheme as our default scheme for auto enrolment,
- carrying out our 3 yearly re-enrolment duties and reporting to The Pensions Regulator, and
- continue with the successful reduction of our loan debt.

The focus of our action plan will be on where and how we should be concentrating our efforts, to re-inforce our customer-orientation, improve services and maintain the Association’s reputation.

So, on balance, to finish our assessment and evaluation of the Association’s operation, it might be appropriate to identify the areas of good performance and high resident satisfaction, emerging from our performance measures and the latest customer feedback. In general, the Association is performing to a high standard, but the following points show the key highlights:

- the vast majority of our tenants are satisfied with the overall services provided to them by Williamsburgh Housing Association,
- residents are satisfied with the opportunities given to them to participate in the Association’s decision making processes and feel well-informed,
- residents are satisfied with the way the Association deals with repairs and maintenance,
- residents are satisfied with the quality of their homes,
- residents feel the Association is good at keeping them informed about services and decisions,
- all of Williamsburgh Housing Association’s stock meets the Scottish Housing Quality Standard,
- the average length of time taken to complete repairs, in our tenants’ homes, is significantly below the national average,
- our success rate in completing repairs first time exceeds the Scottish average,
- the vast majority of Williamsburgh Housing Association tenants are satisfied with the quality of their home,
- the length of time taken by the Association to re-let properties and the resulting rent loss is significantly less than the Scottish average,
- over 90% of our tenants feel that the rent they pay for their homes and the services the Association provides represents good value for money, and
- although we can see signs of progress, in respect of addressing anti-social behaviour over the last year, we are committed to doing more, to tackle the distress which such nuisance causes, within our communities.
## Statements of Comprehensive Income for the Years ended 31st March 2018 and 2017

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>Guide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover</td>
<td>£8,097</td>
<td>£7,973</td>
<td>Guide income, mainly from rents, agency services and grant funding</td>
</tr>
<tr>
<td>Less: Operating expenditure</td>
<td>(£6,303)</td>
<td>(£6,076)</td>
<td>Deduct salaries, housing/maintenance costs, depreciation and office overheads</td>
</tr>
<tr>
<td>Operating surplus</td>
<td>£1,794</td>
<td>£1,897</td>
<td>Which leaves this amount</td>
</tr>
<tr>
<td>Sale of fixed assets</td>
<td>£12</td>
<td>(£25)</td>
<td>Add the net (cost)/gain on fixed asset disposals</td>
</tr>
<tr>
<td>Interest receivable and other income</td>
<td>£10</td>
<td>£23</td>
<td>Add interest on monies invested</td>
</tr>
<tr>
<td>Interest &amp; financing costs</td>
<td>(£52)</td>
<td>(£110)</td>
<td>Deduct interest payments on loans and other finance costs</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>£1,764</td>
<td>£1,785</td>
<td>Leaving this amount to reinvest in our stock</td>
</tr>
</tbody>
</table>

As can be seen from our main financial statements, the Association's financial strength has been a key factor in our ability to deliver low and affordable rents whilst making considerable investment in our housing stock. All surpluses are reinvested back into the Association to pay and provide for improvements to our properties and investment in the future of our housing areas.

We are pleased to report a net surplus for the year of £1.76m, accumulated reserves of £28.1m, net housing assets of £71.1m and net current assets of £4.4m. This level of financial performance has ensured that all of our financial targets and, in particular, our existing financial loan covenants are met.

As well as demonstrating our financial strength and long-term financial viability, these results provide a strong position from which to respond to and manage future challenges, and to progress our more immediate business objectives for the coming year.
## Statements of Financial Position

at 31st March 2018 and 2017

<table>
<thead>
<tr>
<th></th>
<th>2018 (£'000s)</th>
<th>2017 (£'000s)</th>
<th>Guide</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tangible Fixed Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Housing properties</td>
<td>71,118</td>
<td>72,325</td>
<td>depreciated cost of building and improving our properties</td>
</tr>
<tr>
<td>Other fixed assets</td>
<td>342</td>
<td>341</td>
<td>depreciated cost of our offices, vehicle, furniture and equipment</td>
</tr>
<tr>
<td><strong>Total fixed assets</strong></td>
<td>71,460</td>
<td>72,666</td>
<td></td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>218</td>
<td>206</td>
<td>money owed to us</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>229</td>
<td>198</td>
<td>operational bank accounts</td>
</tr>
<tr>
<td>Investments</td>
<td>7,218</td>
<td>6,877</td>
<td>funds on deposit</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>7,665</td>
<td>7,281</td>
<td></td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creditors: due within one year</td>
<td>(3,231)</td>
<td>(3,104)</td>
<td>money we owe to others, (due within one year)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td>4,434</td>
<td>4,177</td>
<td>current assets less current liabilities</td>
</tr>
<tr>
<td><strong>Total Assets less Current Liabilities</strong></td>
<td>75,894</td>
<td>76,844</td>
<td></td>
</tr>
<tr>
<td>Creditors: amounts falling due after one year</td>
<td>(47,828)</td>
<td>(50,541)</td>
<td>pension repayments due along with loans and grant received for building and rehabilitating our properties</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>28,066</td>
<td>26,302</td>
<td></td>
</tr>
<tr>
<td><strong>Reserves</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue reserves</td>
<td>28,066</td>
<td>26,302</td>
<td>reserves built up from both current and previous years for the future maintenance of our properties</td>
</tr>
<tr>
<td><strong>Total Reserves</strong></td>
<td>28,066</td>
<td>26,302</td>
<td></td>
</tr>
</tbody>
</table>

In conclusion, we would suggest that, as an organisation, Williamsburgh Housing Association continues to perform well, both in relation to achieving our targets, as set out in our management plan and in maintaining our viability, as illustrated by our strong financial position. As such, our customers can have confidence in the Association's ongoing financial security, with the appropriate resources to maintain our future programme of re-investment in their homes. They not only have a sound, well-run, caring landlord but one which is responsive and which is committed to delivering the highest quality of service.
Feedback

We value feedback and would like to hear from you. If you would like to comment on how you think we are doing, there are various means by which you can share your views with us:

- write to or visit us at: **Ralston House, Cyril Street, Paisley, PA1 1RW**
- telephone us at: **0141 887 8613**
- e-mail us at: **admin@williamsburghha.co.uk**
- contact us through our website: **www.williamsburghha.co.uk**

Or, indeed, if you would like to become more involved, you can consider taking out shareholding membership of Williamsburgh Housing Association. It only costs £1.00 and entitles you to attend our Annual General Meeting, vote in the election of our Management Committee or stand for election yourself. We are always looking to strengthen the Committee. If you are interested, contact the office on 0141 887 8613. There is also the opportunity to join our Focus Group which meets quarterly and considers major topics which affect our residents and reviews the Association’s performance, in delivering services important to our customers.
Appendix One

Landlord report
How your landlord told us it performed in 2017/2018

Williamsburgh Housing Association Ltd

Our role is to protect the interests of tenants and other people who use the services of social landlords. The Scottish Social Housing Charter sets out the standards and outcomes that landlords should achieve. Each year, we require your landlord to report on its performance against the Charter.

We asked tenants to tell us what matters most when it comes to their landlord’s performance. Here is how your landlord performed in those areas in 2017/2018.

Homes and rents
At 31 March 2018 your landlord owned 1,621 homes. The total rent due to your landlord for the year was £5,925,019. Your landlord increased its weekly rent on average by 3.00% from the previous year.

Average weekly rents

<table>
<thead>
<tr>
<th>Size of home</th>
<th>Number owned</th>
<th>Your landlord average</th>
<th>Scottish average</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 apartment</td>
<td>7</td>
<td>£54.77</td>
<td>£67.44</td>
<td>18.8%</td>
</tr>
<tr>
<td>2 apartment</td>
<td>775</td>
<td>£65.05</td>
<td>£73.33</td>
<td>11.3%</td>
</tr>
<tr>
<td>3 apartment</td>
<td>560</td>
<td>£74.04</td>
<td>£74.94</td>
<td>1.2%</td>
</tr>
<tr>
<td>4 apartment</td>
<td>248</td>
<td>£82.53</td>
<td>£81.37</td>
<td>1.4%</td>
</tr>
<tr>
<td>5 apartment</td>
<td>31</td>
<td>£94.62</td>
<td>£90.39</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

Tenant satisfaction
Of the tenants who responded to your landlord’s most recent tenant satisfaction survey:

» 94.2% said they were satisfied with the overall service it provided, compared to the Scottish average of 90.5%.

» 99.7% felt that your landlord was good at keeping them informed about its services and outcomes compared to the Scottish average of 91.7%.

» 99.7% of tenants were satisfied with the opportunities to participate in your landlord’s decision making, compared to the Scottish average of 85.9%.

Quality and maintenance of homes

» 100.0% of your landlord’s homes met the Scottish Housing Quality Standard compared to the Scottish average of 94.2%.

» The average time your landlord took to complete emergency repairs was 1.8 hours, compared to the Scottish average of 4.0 hours.

» The average time your landlord took to complete non-emergency repairs was 3.3 days, compared to the Scottish average of 6.4 days.

» Your landlord completed 94.7% of reactive repairs ‘right first time’ compared to the Scottish average of 92.2%.

» Your landlord does not operate a repairs appointment system.

» 93.5% of tenants who had repairs or maintenance carried out were satisfied with the service they received, compared to the Scottish average of 92.1%.

Neighbourhoods

» For every 100 of your landlord’s homes, 13.3 cases of anti-social behaviour were reported in the last year.

» 80.1% of these cases were resolved within targets agreed locally, compared to the Scottish figure of 87.9%.

Value for money

» The amount of money your landlord collected for current and past rent was equal to 98.8% of the total rent it was due in the year, compared to the Scottish average of 99.4%.

» It did not collect 0.4% of rent due because homes were empty, compared to the Scottish average of 0.7%.

» It took an average of 18.4 days to re-let homes, compared to the Scottish average of 30.7 days.

Want to know more?

If you want to find out more about your landlord’s performance, contact your landlord directly. We expect all landlords to make performance information available to tenants and others who use their services.

Our website has lots of further information about your landlord and our work. You can:

• compare your landlord’s performance with other landlords;

• see all of the information your landlord reported on the Charter;

• find out more about some of the terms used in this report; and

• find out more about our role and how we work.

Visit our website at www.scottishhousingregulator.gov.uk
## Appendix Two

### Williamsburgh Housing Association Performance Summary 2016/17 – 2017/18

<table>
<thead>
<tr>
<th>Measure</th>
<th>W.H.A. 2016/17</th>
<th>W.H.A. 2017/18</th>
<th>Annual Comparison</th>
<th>Scottish Average</th>
<th>Assessment against Scottish Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Service provided by W.H.A.*</td>
<td>94.2%</td>
<td>94.2%</td>
<td></td>
<td>90.5%</td>
<td></td>
</tr>
<tr>
<td>Good at keeping Tenants informed*</td>
<td>99.7%</td>
<td>99.7%</td>
<td></td>
<td>91.7%</td>
<td></td>
</tr>
<tr>
<td>Opportunities to participate*</td>
<td>99.7%</td>
<td>99.7%</td>
<td></td>
<td>85.9%</td>
<td></td>
</tr>
<tr>
<td>Tenants satisfied when moved in</td>
<td>98.8%</td>
<td>93%</td>
<td></td>
<td>90.2%</td>
<td></td>
</tr>
<tr>
<td>Meet Scottish Housing Quality Standard</td>
<td>100%</td>
<td>100%</td>
<td></td>
<td>94.2%</td>
<td></td>
</tr>
<tr>
<td>Undertake Annual Gas Safety Check</td>
<td>99.9%</td>
<td>100%</td>
<td></td>
<td>99.8%</td>
<td></td>
</tr>
<tr>
<td>Time to complete Emergency repair</td>
<td>1.8 Hours</td>
<td>1.8 Hours</td>
<td></td>
<td>4 Hours</td>
<td></td>
</tr>
<tr>
<td>Time to complete Non-emergency repair</td>
<td>3.1 Days</td>
<td>3.3 Days</td>
<td></td>
<td>6.4 Days</td>
<td></td>
</tr>
<tr>
<td>Repairs completed first time</td>
<td>96.1%</td>
<td>94.7%</td>
<td></td>
<td>92.2%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Measure</th>
<th>W.H.A. 2016/17</th>
<th>W.H.A. 2017/18</th>
<th>Annual Comparison</th>
<th>Scottish Average</th>
<th>Assessment against Scottish Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with Repair Service</td>
<td>95.6%</td>
<td>93.5%</td>
<td></td>
<td>92.1%</td>
<td></td>
</tr>
<tr>
<td>Satisfied with Quality of Home*</td>
<td>93.9%</td>
<td>93.9%</td>
<td></td>
<td>87.9%</td>
<td></td>
</tr>
<tr>
<td>Satisfied with Neighbourhood*</td>
<td>84.9%</td>
<td>84.9%</td>
<td></td>
<td>88%</td>
<td></td>
</tr>
<tr>
<td>Anti-social behaviour cases (for every 100 properties)</td>
<td>16.4</td>
<td>13.3</td>
<td></td>
<td>7.5</td>
<td></td>
</tr>
<tr>
<td>Anti-social behaviour cases resolved within target</td>
<td>80.8%</td>
<td>80.1%</td>
<td></td>
<td>87.9%</td>
<td></td>
</tr>
<tr>
<td>Rent collected</td>
<td>99.2%</td>
<td>98.8%</td>
<td></td>
<td>99.4%</td>
<td></td>
</tr>
<tr>
<td>Rent loss through void properties</td>
<td>0.6%</td>
<td>0.4%</td>
<td></td>
<td>0.8%</td>
<td></td>
</tr>
<tr>
<td>Time taken to re-let properties</td>
<td>24 Days</td>
<td>18.4 Days</td>
<td></td>
<td>30.7 Days</td>
<td></td>
</tr>
<tr>
<td>Tenants who feel rent is good value for money*</td>
<td>91.9%</td>
<td>91.9%</td>
<td></td>
<td>83.2%</td>
<td></td>
</tr>
</tbody>
</table>

* Indicates no update since last comprehensive Resident Satisfaction Survey.
Committee and Staff 2017-2018

Committee
Councillor Mags MacLaren (2017)

Staff
Director
Gordon Williamson (1979)
BA, Diploma in Housing Studies, FIH, M Phil

FINANCE SECTION
Finance Manager
Joe McBride (2002)
Member CIPFA

Finance Officer
Helen Burns (1993)

Finance Assistant
Helen McGowan (1988)

IT & Systems Officer
John Kelly (2008)

IT Assistant

DEVELOPMENT SECTION
Development Manager
John Livingstone (2002)
B Sc, B Arch, Member RIBS, RIAS

Development Officer
Helen Collins (1988)

Development Officer
Graham Scott (2001)

Community Regeneration Officer
Bryan Dando (2017)

CORPORATE ADMIN. SECTION
Admin. Officer
Sheena Gordon (1979)

Admin. Assistant
Gaynor Corry (1982)

Admin. Assistant
Lesley Adie (1991)

HOUSING MANAGEMENT SECTION
Housing Manager
Lesley Ferrie (2004)

Senior Housing Officer
Louise McDonald (1991)

Housing Officer
Sandra Doherty (1982)

Housing Officer
Suzanne Sweenie (1990)

Housing Officer
Elaine Hannigan (2000)

Housing Officer
Suzanne McLeary (2005)

Housing Assistant – Lettings
Lorna Duffy (2004)

Housing Assistant

Area Housing Assistant
Sarah Macleod (2014)

Area Housing Assistant
Kamran Aziz (2014)

Area Housing Assistant
Willie McKee (2014)

Area Housing Assistant
Samantha McNealey (2018)

Area Housing Assistant
Amanda Ewing (2018)

Area Housing Assistant
Paula Cunningham (2018)

Welfare Rights Officer
Issi McLaren (2014)

WORK/LIFE TEAM
Service Co-ordinator/Work/LIFE Buddy
Karen Johnstone (2018)

Peer-to-Peer Co-ordinator
Rachel Hall (2018)

Project Assistant

MAINTENANCE SECTION
Maintenance Manager
Owen McMillan (1982)
Member ICW

Maintenance Officer
Jimmy Usher (1998)

Clerk of Works
Gordon Russell (1989)
Member ICW

Maintenance Assistant
Julie Healy (2001)

Maintenance Assistant
Fraser McLean (2007)

Maintenance Assistant
Paul Carruthers (2013)

Estates Team Supervisor
Tony O’Hare (2018)

Estates Team Operative
Jamie Hayes (2018)

CUSTOMER SERVICES TEAM
Senior Customer Services Assistant
Heather Wilson (2012)

Customer Services Assistant
Kimberley Sweenie (2006)

Customer Services Assistant
Leanne McGarvey (2007)

Customer Services Assistant
Deborah Quinn (2007)

Customer Services Assistant
Lindsay McCallum (2010)

Customer Services Assistant
Lesley McAulay (2015)

Customer Services Assistant

Customer Services Assistant
Elaine McCue (2018)

Auditors (Internal)
Alexander Sloan & Co.
7th Floor, 180 St. Vincent Street, GLASGOW  G2 5SG

Auditors (External)
Scott-Moncrieff
25 Bothwell Street, GLASGOW  G2 6NL

Bankers
Royal Bank of Scotland plc
Paisley Chief Office, 1 Moncrieff Street, PAISLEY  PA3 2AW

Solicitors
Cochran Dickie
21 Moss Street, PAISLEY  PA1 1BX

Harper Macleod
The Ca’D’oro, 45 Gordon Street, GLASGOW  G1 3PE
Williamsburgh Housing Association Limited is a non-profit making, locally-based housing association. We are a Scottish Charity (Registered Number SC 035350), a registered society under the Co-operative and Community Benefit Societies Act 2014 and as a registered social landlord under the provisions of the Housing (Scotland) Act 2001 (Number HAL 207). Having our registered office at Ralston House, Cyril Street, Paisley, our VAT Registration Number is 875 6840 74 and we are also a member of the Scottish Federation of Housing Associations.