

Inspiring people

THE WAY FORWARD
FOR MARYHILL
HOUSING



Maryhill

HOUSING



Our
Corporate
Plan 2016-2020

► About Maryhill Housing Association

► Who We Are

Maryhill Housing is a community-based Housing Association and we've been working in the North West of Glasgow since 1977.

We look after the areas around Maryhill and Ruchill to improve and build, manage and maintain over 3000 homes.

We own family homes including tenements, sheltered homes for the elderly and high rise apartments.

Most of our properties are for rent and we've also provided some homes for shared equity. Around one third of our new lets are allocated to homeless people.

We've built a number of new homes and our most recent £18m development at Maryhill Locks has been our largest to date. As a Registered Social Landlord and charity, we're regulated by the Scottish Housing Regulator (SHR). We're also a registered property factor for more than 700 homes.

At Maryhill Housing, providing affordable high quality housing is only part of what we do. Our aim is to offer our customers consistently brilliant services that make a difference to their quality of life. We have a team of financial



One of our tenants enjoying the view

inclusion and welfare benefits support workers who helped secure over £5m additional income for our tenants and dealt with over 4000 enquiries in less than 2 years. Many of our homes are located in some of the most deprived areas of Scotland. Our customers face challenges in terms of securing employment and getting the skills they need, their health as well as having the income they need to pay for fuel and food.

We're committed to supporting a range of community groups and registered tenants' organisations across our area and we work with partners to deliver a number of local community projects and events. Our community work is very much focused upon addressing poverty in our area; particularly to help our tenants increase and maximise their income and build the skills and confidence to work.

During 2015 we've been on a very different journey than ever before at Maryhill Housing. We've enjoyed working together with our teams, our Board and involved our customers and our partners in developing a new vision for 2020, new values and to agree the big things we'd all like to see happen. We've done this by having sessions with our teams and Board at the office, face to face chats and a survey for our partners. We've also held some fun events for our customers: 'What Floats your Boat?' on our canal barge trip in May 2015 and at our spooky Halloween party in October 2015.

You'll also notice that we've updated our brand logo and designs to make

them bright, colourful and more modern so it better reflects our new vision; our passion and energy

We've also completed our 3 year tenant satisfaction survey and this has given us great insight into how you think we're doing and what our priorities should be to get better and better.

We've looked carefully at our risks and opportunities, and the changes we'll need to make over the next few years if we're going to achieve our new vision. We've taken time to understand the pressures in our local areas and the challenges our customers face.

It's been exciting and challenging and I



Our main office

► How We Work

Maryhill Housing is led by our voluntary Board and our Board membership is made up of a majority of Maryhill Housing tenants and also other people with a passion to make a difference in our area. The Board has been recruiting in 2015 and is committed to continuous learning and improvement.

We also have over 200 shareholding members, who pay £1 to join us and have a real stake in everything we do. Our members voted to change our Rules in 2015 and this means we can now operate and work outside Maryhill and Ruchill if this benefits our customers.

We employ over 90 staff and our financial turnover for the year ended 31 March 2015 was around £12.3m. We have a commercial subsidiary company, Maryhill Communities Ltd, which is currently not trading.



feel everyone has had a real opportunity to help shape our future. Thank you to everyone who has helped us to put our plans together.

Lorraine Mackinnon

Chairperson

► Introduction from Chief Executive

It's not a coincidence that we've chosen a new vision for Maryhill Housing based on *how* we are, not on *what* we do. We've worked as a team on our culture - how we want to be together and how we want to be with our customers. Our new programme for making sure we continue to engage our employees- 'Smarter Working, Smarter Lives'- has been launched from April 2016.

We got involved in Sunday Times UK Best 100 Companies for the first time in 2015. 89% of Maryhill Housing staff completed a detailed survey about what they felt about working for us and what really motivates them. We're delighted that we were accredited by Best Companies as a not for

profit company which is 'One to Watch'; that is a rising star. We received this national recognition as a result of our great culture and the positive way we engage and motivate our people.

It's been clear from all our consultation and discussions what your big priorities are and the outcomes you want us to deliver.

A total of 1,036 in depth tenant surveys were completed in late 2015; a response rate of 36% of our tenants. 213 owners completed surveys; a 33% response rate.



Lynn Wassell
Chief Executive



All together now... the team at Maryhill Housing



“We’re really grateful for all the feedback you give us. It’s my job to make sure we improve your services and I’ll be making that my top priority.”

Lynn Wassell

▶ Here's what you said...



Some of the key findings were: Maryhill Housing has improved satisfaction since 2013 for 7 of the 8 performance indicators that Housing Associations are measured on



There has been an **18% increase in satisfaction** with **opportunities to participate in our decision making**



There has been a **10% decrease** in **satisfaction** for **factored owners** which leaves us 18% below Scottish averages 2014/15



You believe we should **improve repairs and customer services;** particularly getting it **'right first time'**



We can make a **big difference to satisfaction** by continuing to **focus upon investment in homes** and the **wider environment** and estates

You think **our role in community regeneration is important** and we need to **raise awareness of our work** and we should **focus our energy on tackling financial inclusion, helping people move into work, and supporting young people**



Welcome to Maryhill...our team are always here to help

► Our Vision, Values and long term aims

► Our Vision

“Inspiring passion in people, for our homes and for our community”

We want to inspire; we want people to feel they can do it and anything is possible. So our vision is about inspiring Maryhill Housing’s people - our team and also our customers. We want to inspire people to make the most of their talents and skills and to build confidence and capacity - those people who work directly for us and people out in the Maryhill and Ruchill communities.

We want to see passion in people - feelings that are so powerful and compelling that they put more energy in than they need to - their heart and soul. We think people matter.



It’s about caring and going the extra mile to make a difference - to make a house a home and create a sense of community which we’re part of. For Maryhill Housing it’s far more than being a landlord and employer managing housing, estates and staff. We want to see passion ‘in people’ and also passion ‘for our homes’ and ‘for our community.’ Our team has a role in making this happen and we believe our customers have a similar role and we want us to work together to fulfil it.

► Our Long Term Aims

Our long term aims are those challenges and ambitions which will take time to achieve the outcomes we’re seeking; perhaps well beyond the life of this plan:

What we’ll do:

- Create a real sense of community and help people thrive
- Provide the best homes and create places where people love to live, work and play
- Build a reputation for excellence and being ahead of the game

How will we do it?

- By making sure our people and communities shape and influence our services
- We’ll listen, we’ll learn, we’ll act

► Our Values

To be “friendly, honest, and respectful”

Customers have told us that **being friendly is really important** and in being like this, we want people to feel **we are approachable, open and can be trusted.** Honesty and respect are fundamental.



► High Performing and Customer Focused

We want to be high performing and provide excellent value for money. Maryhill Housing will continue in improving its performance year on year. You can see from reading our tenant and owner survey results as well as our 2014/15 performance compared to other landlords in Scotland that we have room for improvement in areas such as arrears recovery and factoring services. Owners' satisfaction has dropped from 55% to 45% since 2013 and we intend to do something about this.

We've joined a national benchmarking club, the Social Housing Network, so we can better compare what we do against others and drive improvement. Our tenant scrutiny group will also work with us to challenge us to deliver more effectively. We want to be fit for the 21st century on the way we do business. We need to focus on

**OWNERS'
SATISFACTION**

-10%

2013
55%

2015
45%

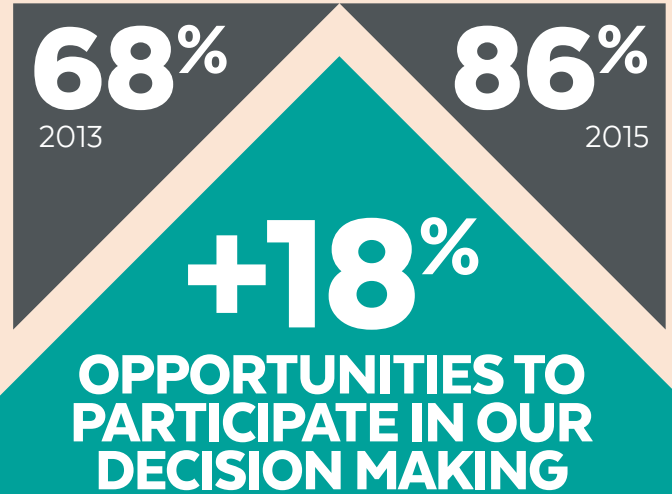
efficiency and drive down unnecessary costs so we can continue to make rents and other charges affordable for our customers.

We want to get to a position in the next 12 months where customers can make more informed decisions on exactly what services and quality of service they want to pay for in their rent.



A tenant is helped by one of our team

We already know that 86% of our tenants are now satisfied with the opportunities to participate in our decision making - a huge 18% increase in satisfaction since 2013. We'll build on this with our tenant scrutiny group and by involving tenants in big decisions such as what quality you'd like to see from a new repairs contract we'll be setting up in 2017.



We would like to develop better information on our customers and on what they think so that we can understand current and future needs. This will continue to help us invest in the right things and the right services.

We know that we can always improve our communication with you and we'll make sure we make this a top priority including letting you know what we've delivered: you said..we did.

We'll look carefully on how we can increase our income, reduce our costs and put plans in place to save money on the things you don't see or directly benefit from - like administrative work in our back offices.



Lovely outlook.....tenements in Ruchill opposite the park

We'll also improve the way we work and plan work and we'll think differently so we're more cost effective and efficient in the way we do things -by sharing costs with other Housing Associations for example and using smarter ways to buy goods and services. We'll look at our employee costs and work out ways they can be reduced without reducing the level and quality of service we offer

► Our Big Picture to 2020

We'll be doing a lot more work on value for money and showing customers exactly where and how your money is spent and tell you about efficiencies we're making. Some of the big projects we'll be doing are:

- the re-tendering of our day to day repairs and all our planned maintenance contracts ready to start in April 2017
- improving our repairs and maintenance service by offering more appointments that work around you and increasing the numbers of jobs we fix right first time
- implementation of our new rent and service charge structure over the first 3 years of our plan

- working with factored owners this year to look at our services and resources to see how we can increase your satisfaction with what we deliver for you
- develop our technology and communication to provide a more responsive, efficient and modern service that meets your aspiring needs
- getting to know you better so that we can have 'real time' information on what you think about our services and what you need from us



We'll also continue to challenge ourselves and continue to enter Best Companies with our employees; getting the very best from our people and make the most of their talents to deliver better and better services for customers.



► The Right Investment

A key priority will be the successful delivery of our planned investment for our homes and the surrounding environment. We'll publish a clear 5 year plan of the work we'll be doing so that you know what's happening when. The level of investment over 5 years will be £17.13 million. For further details see page 15.

We've now carried out detailed surveys on the condition of around 86% of our homes and we'll be keeping this information up to date. All of our homes meet the Scottish Housing Quality Standard unless they are exempt from meeting the Standard or we've been unable to get access. We're still working on getting access and delivering programmes for those remaining. We've been looking at better ways to pre plan and deliver the programme for customers and have made changes to the team and the way we work.

86%

OF OUR HOMES MEET THE SCOTTISH HOUSING QUALITY STANDARD

Cleaning up the community.....Frank and Gary - two of our team



We'll be spending more time talking to customers about what work is planned and getting more people involved to make choices about the work to be done. We'll invest more resources into checking the quality of work completed to make sure customers are fully satisfied.

A big challenge for us will be working with tenants and owners to deliver the investment needed to our homes and common areas and reaching agreements with owners on meeting cost and quality. This is also about protecting Maryhill Housing's investment for the long term.

We'll continue to meet the Scottish Housing Quality Standard as a minimum.

The Scottish Government requires Maryhill Housing to achieve the Energy Efficiency Standard for Social Housing (EESH) for all our homes by 31 December 2020. The Standard aims to reduce energy consumption, fuel poverty and emissions from greenhouse gases. It contributes to meeting a target of a reduction of 42% in carbon emissions across Scotland set out in the Climate Change (Scotland) Act 2009. The Standard is based on a minimum Energy Performance Certificate (EPC) Energy Efficiency rating and how this can be met will depend on the type of property and the fuel used to heat it. We'll continue with our programme of ensuring there are Energy Performance Certificates for all our homes.

We intend to make the right decisions about investing in our homes to make sure all our homes and the area continues to be attractive and desirable to live in. We know that some types of property, their design and layout and certain locations are less popular than others. We're making sure we understand why and what action we need to take. We need to take a long term view and think about and plan for long term solutions where some homes are becoming more and more difficult to let. This includes looking at new homes we could provide, as well as wider regeneration such as bringing derelict land back into use and environmental improvements.

We'll invest wisely in repairs services through taking a planned approach to how we invest in our homes and reduce our day to day bills for reactive repairs. Some of our contracts will be for planned investment like kitchens and bathroom improvements, whilst others will be more regular investment ('cyclical maintenance') like painting properties and closes.



Looking great...new housing at Maryhill Locks

The quality of the environment is an important issue for our customers; including problems with the condition of back courts and communal areas and we intend to influence partners including Glasgow City Council and Glasgow Housing Association to raise standards and to be clear on responsibilities for land ownership. We also want to develop and pilot new services and new ways of delivering them so we can make significant improvements. We've already introduced our own estate caretaking service and we'll continue to develop this.

► More Than Housing

Maryhill Housing is about more than bricks and mortar and we've looked at customer priorities for the ways we should play a wider role in community regeneration. We believe that this needs to be a careful balance of delivering our core business to be an excellent landlord and employer with being a community anchor in the heart of Maryhill and Ruchill. We cannot provide and customers would not expect us to directly provide all services and projects in the area and use the rent to pay for these. We'll also look carefully at the benefits and results of our work in community regeneration – for us it is also about looking at the wider value of these projects not just looking at bottom line costs, and we'll get better and better at measuring and reporting on this.

We'll be more visible in our community and continue to support and bring together community groups to tackle and resolve issues that affect them and to build capacity and skills to secure grants for projects and improvements they'd like to see in their area and create a sense of neighbourhood.

The top priorities that customers identified were for us to tackle employability and financial inclusion and we believe these are really important for us to be involved in. We think it's important for us to lead by example by employing trainees, apprenticeships and providing work placements at Maryhill Housing and making sure our contractors provide this kind of community benefit when they work with us.

In our tenant survey, 54% said employment and training projects were their top, second and third priority, followed by advice and support on welfare reform, benefits and money matters.

Up to now, our work on financial support advice at Maryhill Housing has been largely funded by grants. We intend to secure the future of this work for our tenants so they have certainty in the face of the very real challenges of poverty and dealing with the impact of welfare reform.



We're going to be taking a high profile, pro-active role in tackling poverty, including launching our anti-poverty charter in 2016 with Queens Cross and Ng Housing Associations. We'll look at digital inclusion – only 59% of our tenants have access to on line services – and fuel poverty, which customers have identified as a growing concern.

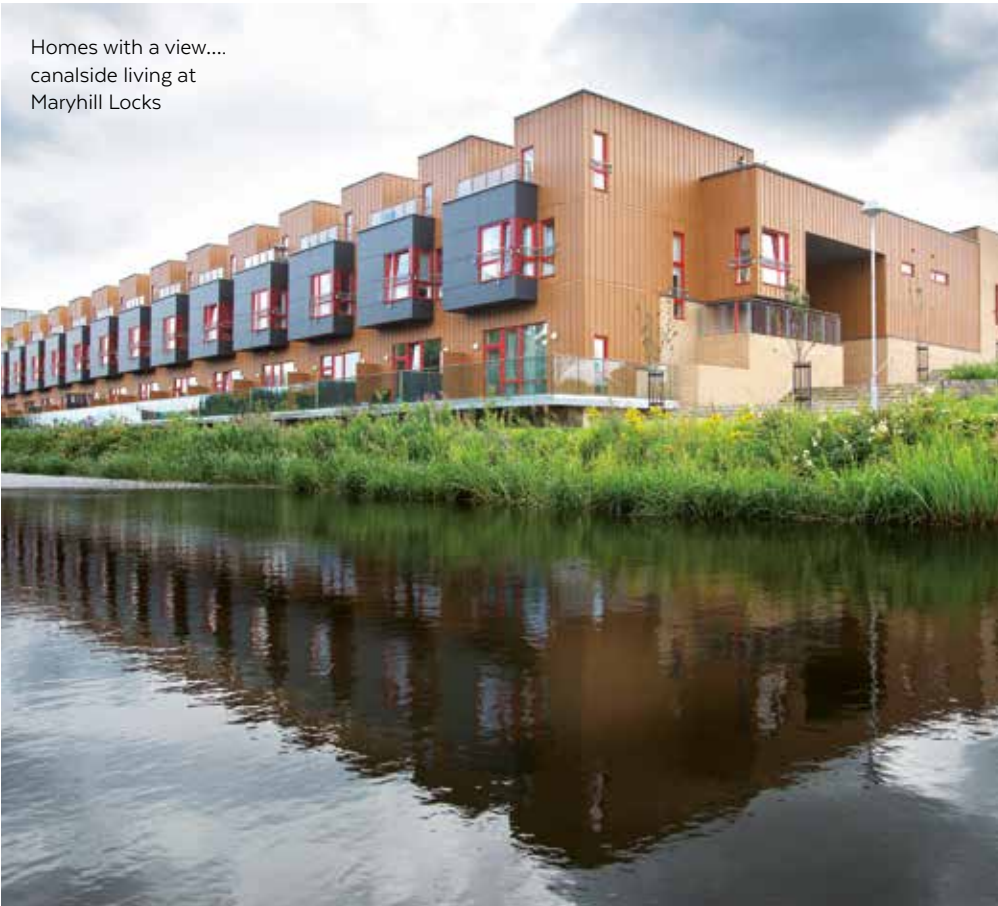


We'll understand, celebrate and help new and emerging cultures to integrate into our area and look at potential grant funding to support work on diversity.

We'll help build a strong community through effective work on tenancy sustainment and by engaging hard to reach groups - particularly the elderly and young people.

We'll use our community regeneration team to look for funding and help local people to take an active role in community based work. Many of the projects will focus upon skills, employment and financial inclusion. However, our vision is about inspiring passion and building confidence, skills and recognising talent in our communities. We want to explore the potential of the new Community Empowerment legislation. We'll continue to support and grow Registered Tenants Organisations. We'll support the two community councils in our area and be active in helping improve Council services and local amenities. Our current ongoing projects include growing spaces, cookery classes, and projects to engage young people. We're also committing to an increase in our Community Fund (previously known as Community Improvement Fund) to £80,000 per annum.

Homes with a view...
canalside living at
Maryhill Locks



We'll build on our existing partnerships and create new ones to achieve our goals. We'll be an active member of Maryhill's Transformational Regeneration Area. We'll work with Ruchill and Possilpark on Thriving Places; the community planning pilot project with Community Connectors. Wider economic regeneration and sustainability of the area is vital to us and we see Maryhill Housing's role as an integral part of this.



Loving later life.....a team member with one of our senior tenants

Our Safer Streets project with Police Scotland and work with Community Safety Glasgow will continue to develop to tackle crime, fear of crime and anti-social behaviour. We'll be looking at the potential of the new Housing Act to tackle anti-social behaviour more effectively.



Police work.....we are proud of our partnership with Police Scotland

We'll work with neighbouring Housing Associations where we can reduce costs by working together and champion and influence what happens across North West Glasgow for the benefit of our own customers.

► Our Big Picture to 2020

► Building New Homes and Growth

Our customers and partners support the idea that Maryhill Housing should continue to build new homes during the life of this plan. This makes sense for us as we need to think longer term about what kind of homes our tenants need and the future demand for the type of homes we have. We commissioned a study on affordability in Maryhill and Ruchill and it shows there may be opportunity and a need to build mid- market rent as well as social rented homes and to look at sheltered accommodation for the elderly. We expect our development plans may be modest up to 2020, in view of our relatively small size, and the other ambitions we want to deliver. Our plans need to be affordable. However we'll also explore potential partnerships with the private and public sector and bring in expertise where we need to, so we consider how we may be able to contribute even more to Glasgow's new Housing Strategy from 2016. Scottish Government grant has increased, along with its commitment to build more affordable housing.



Gardening time...team on a Volunteer Day help in the grounds at Kelbourne School

We may buy more properties in the area if there is help through government grant. We'll do this where it gives value for money and where it may help us with mixed ownerships - for example if we can secure a majority share and invest more easily in common repairs and improvements.

The first year of our plan 2016-17 - some examples of our commitments to you

► Passion in People

► A high performing, customer focused service

ENGAGING YOU

- We'll talk to you and publish new plans on how we'll engage with customers and how we're responding to the feedback from the 2015 tenant survey
- We'll ask you what you'd like to see change in our new day to day repairs contract so you get a better service
- We'll continue to support and give grants to our 7 Registered Tenant Organisations and encourage new groups in Maryhill Locks and Valley and Fingal Street Action Group
- We'll run a campaign to attract new shareholding members to Maryhill Housing so more people can influence what we do and how we do it

ENGAGING OUR TEAM

- We'll develop strong leadership skills across Maryhill Housing to make sure we continue to improve and tackle the big challenges facing us with confidence
- We'll continue to focus on the importance of health and safety and make sure we have action plans in place



Always doing our best for you...two of our colleagues

GIVING YOU ADDED VALUE

- We'll improve our website so that our customers can get more on line information and support 24/7
- We'll train our teams to set up a new common housing register, which means you can register in one place instead of registering with each Housing Association
- We'll change the billing information we send to factored owners to it is clearer what people are paying for
- We will increase the number of repairs that are booked for a particular appointment time that fits around you



A SNAPSHOT OF WHAT WE'VE DONE IN THE COMMUNITY

Here are just some of the ways we have made a difference in the community:



- Community Benefits
- Employment and Training
- Job Clubs
- Community Improvement Fund
- Lifelink

- Brightening Young Futures
- Money advice
- Financial Inclusion
- Maryhill Online
- Playpark and Community Gardens

- English classes
- Cookery classes
- Painting of the community flat at Glenavon Road

On hand to help.....one of our Concierge staff chats to a tenant at Glenavon



► Building New Homes and Growth

- We'll be exploring whether there is land available that Maryhill Housing can buy for development.
- We'll be looking at the feasibility of developing a site in Smeaton Street which was acquired by Maryhill Housing at the same time as the stock transfer from GHA.
- During 2015/2016 the Association participated in a programme of property acquisitions funded by GCC. This programme allowed the Association to purchase owner occupied property that fulfilled certain criteria and which contributed to the regeneration of the local area by making the better use of existing properties in Maryhill. The Association will participate in this programme again in 2016/2017 should the funding opportunity be available.

► Environment, Estates, Community Safety



Some members of the Concierge team at Glenavon

What **you** can expect to see:

- We'll be improving our concierge service to expand the range of services we provide directly. This means you won't have to rely as much on contractors.
- We'll be continuing to develop our new caretaking service to deliver improvements to the environment around our homes across Maryhill.
- We'll be tightly managing our communal cleaning and grounds maintenance contractors to ensure we get value for money and look at taking these services in house in future years.
- We'll be improving our CCTV system in our multi-storey flats to help you feel safe twenty four hours a day.

The Planned Maintenance Programmed for 2016/2017 includes the following work:

- External environmental and upgrading work to 4 areas
- Window renewal to 48 properties
- External door renewal to 28 properties
- Kitchen renewal, rewiring and bathroom renewal to 120 properties, heating renewal, gas boiler renewal
- Upgrading works to common close entry doors to 8 closes
- Upgrading of foyers, entrance doors and decoration of stairs, landings and common areas in 5 multi-storey blocks
- Roof repair and roof renewal to 31 blocks
- Stonework repairs to various areas
- Installation of new CCTV
- Renewal of water tanks and pumps in multi-storey blocks
- Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (EESH) compliance works including insulation, heating upgrading and other energy efficient measures.

NEW
WINDOWS FOR
48
PROPERTIES

NEW EXTERNAL
DOORS FOR
28
PROPERTIES

ROOF REPAIR AND
ROOF RENEWAL TO
31 BLOCKS

KITCHEN AND BATHROOM
RENEWAL AND REWIRING TO
120
PROPERTIES

STONWORK
REPAIRS TO
VARIOUS AREAS

INSTALLATION
OF NEW CCTV

► Passion for our Community

We are passionate about doing our best for the communities of Maryhill and Ruchill. We work with many others to deliver real change. Some of the things below reflect what we have been doing.

Two of our youngest members of the Maryhill Housing team



► Financial inclusion

Service Improvement Plans

- Strategy review and a redesign for a new permanent in house service
- Community regeneration strategy review in the light of the new Corporate Plan

Projects

- Anti-poverty charter
- Bridges out of Poverty
- Partnership development with credit unions, Scotcash, Our Power





Chatting to tenants at our Residents' Conference in 2015



Taking shape - allotments at Ruchill

► Employability

- Maryhill on line and development of local digital champions
- Job club expansion
- Modern apprentices and community jobs fund, training and placements (directly employed by Maryhill Housing) and use of community benefits clauses in contracts
- Pop up business school
- Action for Children



► Community Projects

- Residents' Conference and other events
- Community Fund
- Growing spaces and Ruchill allotments



Four members of the Glenavon Residents' Association with a raised flowerbed



Four of our senior tenants

► A final word from Chair Lorain Mackinnon



I'll be standing down as Chair later in 2016.

We'll be continuing to deliver our vision and build upon the work we're doing in 2016/17. Many of our projects and the improvements you want to see us make will continue to be delivered during the whole life of this plan to 2020. Our ambitions beyond this first year will grow and some of those things you'll see include more mobile technology to provide

services for you at home and an increasing focus on bringing work in house at Maryhill Housing to deliver the best services. This plan will not stand still and we'll carry on reviewing everything we do.

In 2017 we'll be celebrating 40 years of Maryhill Housing and we'll look forward to celebrating with you.

This document can be provided in a range of other languages on request

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