

# Moving Govan Forward

# Annual Report

2014 2015



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100% of our rented homes provided to those in housing need



11 new properties offered for sale to first time buyers or those in housing need



Our investment in staff recognised –  
We were awarded **Investors in People Silver** and **Investors in Young People Awards**

Listening to tenants –  
Repair Target reduced and website reviewed following work by our Tenants' Service Scrutiny Panel



Your opinion matters –  
Resident Satisfaction Survey carried out to hear your views

# Introduction

We are very proud to welcome you to Govan Housing Association's Annual Report for 2014-2015. It has been another pivotal year for the Association and one which has seen a number of great successes for both our staff and residents.

The year has also seen the launch of our new Business Plan 2015-2018, building on our previous strategic direction and laying the foundations for our future as we strive towards delivering on our overall mission of *'Moving Govan Forward'*.

Over the year we've implemented significant changes to the way we work through a programme of evaluation and review of our core business, a greater focus on front line services to further benefit and support residents, and a determined effort to drive greater value for money and improved efficiencies. These transformations have made us fit for purpose, enhancing our ability to invest in maintaining existing homes whilst focussing on high quality customer service and satisfaction.

The subject of housing has never been far from the headlines this year, with housing demand far outstripping supply. What's more, housing grant to develop new homes is lower than ever, requiring providers to be more creative in finding ways to fund the provision of new homes. The Association has been innovative in securing additional funding this year to carry out some acquisitions of owner-occupied properties in the area, purchasing some 42 properties to add to the Association's portfolio.

In March, the Management Committee agreed a new business plan and strategy for Govan Housing Association for 2015-2018, building on our previous strategic direction. The

business plan is the primary document for the Association; it provides the strategic and operational direction, provides staff and Committee with a common direction, and helps to ensure that we remain a financially viable, fit for purpose organisation aiming to improve services and provide a high standard of living for our residents. We view this document not only as a working tool for staff and Management Committee but also as a public declaration of our continuing commitment to all those who have a vested interest in our business.

Govan Housing Association possesses a rich history and one of development and innovation. Founded in 1971, Govan Housing Association was the first community based housing provider, leading the way for social housing provision in Scotland. It is this innovation that our new business plan aims to achieve and as such the business plan sits within the wider strategic framework of priorities and plans for housing and communities, both locally and nationally working collaboratively with key partners such as Central Govan Action Plan to regenerate and continually develop and improve the lives of our residents and future residents in the Govan area.



Bill Pritchard • Chairperson    Fiona McTaggart • CEO



Despite the challenging operating environment it has been another successful year for Govan Housing Association. We have continued to deliver our commitment to current residents whilst building a strong and effective organisation. We have a more streamlined approach to governance, have completed targeted restructuring of our housing management services and have initiated the process of embedding simpler and more effective processes.

We're pleased to be reporting a surplus for the year of £0.9m. This was driven by our focus on efficiency as well as our commitment to improved performance and enhancements to our core business. A surplus provides not only a vital protection for potential challenges that the sector is facing but also allows the Association to make choices in how we invest for the future.

Our tenant consultation that we have carried out utilising local community events, such as our Annual Fun Day and the Govan Loves Christmas event have provided us with a great insight into the communities aspirations. This insight has led us to reaffirm our social purpose, and our commitment to meeting the interests of our residents and partners. Great homes and communities are central to what we do, but our social ethos is combined with a commercial approach. The talented teams in all parts of our organisation work together to deliver operating improvements and cost efficiencies that allow us to grow sustainably and deliver more for people in housing need.



We recognise that we have a moral obligation to our residents. This means retaining the organisational strength and financial resilience to deliver on our promises for the long term. It also means exploiting that strength to deliver high quality homes and services, at the same time as protecting our investment through robust planned maintenance programmes.

During the year, we produced our first Annual Report on the Charter, following on from the first Scottish Housing Regulator Landlord Report, this allowed us to demonstrate to tenants and service users our progress in meeting the standards and indicators outlined in the Scottish Social Housing Charter.

Monitoring and reporting on our performance is something that we do on a regular basis, so although the format was new in the year, the principle was not. However, the report demonstrated to us, that despite performing well in many areas of our business, there continues to be room for improvement.

The developments of the Association throughout 2014-15 have been substantial and this is just the beginning. However, none of this would be possible without talented people.



We are proud to report that in December 2014 the Association was awarded with the prestigious Investors in People Silver Accreditation. This award truly recognises staffs key role in being a fundamental asset to how our services are delivered and developed. Further to this, the Association also in the year became one of the first Housing Associations in Scotland to receive the Investors in Young People Accreditation. This award demonstrates the recognition of the role that young people play in our business and outlines the Associations continued investment in its staff team at all levels.



The Association appreciates that continued investment in the people within our organisation helps to ensure that we have a diligent, committed and skilled staff team who care about the people in the community and are determined to provide the best service possible to our service users. These awards have been a great recognition demonstrating the strong passion of our staff team and also highlighting the freshness and vibrancy that young people bring to our organisation. We hope to build on this going forward, using our experience as an employer within the social rented housing sector to enhance the opportunities for young people and use this experience to develop the business as a whole.

In this annual report, we're celebrating the many successes we've achieved in

2014/15, but are mindful that there are significant challenges that lie ahead for the Association, and indeed the sector as a whole, particularly with the introduction of Universal Credit to Glasgow by the summer of 2015. However, we are well placed, organised, prepared to support our residents through these changes and will endeavour to minimise the impact of the welfare reform on our residents through high quality support and advice, whilst protecting the Association in both the short and long term.

We've got ambitious plans for the future and appreciate that the Association's role in the Govan area has never been more important. Providing homes, building sustainable communities and helping people meet

and exceed their aspirations continues to be the Associations driving force as we continue towards our mission of *'Moving Govan Forward'*.

Finally, we would like to take this opportunity to thank all of our partners, our tenants, our Service Scrutiny Panel, local tenants and residents groups, our dedicated and committed staff team and our Management Committee who have worked tirelessly this year to ensure that we continually improve and grow the business and deliver on *'Moving Govan Forward'*.



# Business Review

Govan Housing Association is a forward thinking and dynamic 'not for profit' social housing provider that owns and manages over 1,450 homes and provides factoring services to a further 580 homes in the Govan area of Glasgow. We employ 35 talented members of staff, including 11 specialist trade operatives which form our Govan HOME Team.

We have continued to develop our vision, our values and our strategic and operational outcomes for the Association and in the year have brought into effect our revised business plan reflecting the changes in the political, operational and economic environment our business and our residents currently operate in.

Our **vision** of what we want to achieve is:

*To provide, manage and maintain, affordable housing for people in housing need whilst aiming to be an innovative and responsive organisation, playing a leading role in the regeneration of Govan and continuing to improve the quality of life of our residents.*



The **strategic outcomes** we want to achieve during the lifetime of our new 3 year business plan will help us to realise our vision and are as follows:

- Provide a continually improving, high quality housing and factoring service that meets the needs and aspirations of our service users and protects the investment.
- Maximise participation, consultation and social inclusion in the delivery of our services.
- Improve our communities, quality of life and living conditions through regeneration initiatives.
- Ensure that the Associations services are delivered in a cost effective way.
- Ensure the business and viability of the Association is effective by providing efficient financial, administration and personnel systems.

Our **values** as an Association are summarised as follows:

**Equality** – to ensure that everyone regardless of age, income, marital status, sex, disability, race, sexual orientation religion and culture has equal access to services of the Association and employment by the Association or contractors working for the Association. Service provision should closely reflect the evolving needs of the community as a whole.

**Quality** – to ensure that all property and services provided by the Association should be of a high quality, reflect the needs of the users and demonstrate high measurable standards.

**Participation** – to ensure that the Association encourages and enables, participation by all sections of the community in meaningful consultation to ensure that services are appropriate and responsive.



4997  
Repairs carried out  
in Tenants' homes

Rents  
below Scottish  
average

76 Homeless  
families  
provided with a  
home in Govan

28 Existing  
Tenants  
moved into new  
homes to better meet  
their family needs

## Business Plan 2015-2018

# Moving Govan Forward

### Customer Focus and Sustainable Communities

The key focus of our new business plan is that customers are at the forefront of everything we do. There is a common goal through the company as each Directorate, team and each member of staff collectively and individually contributes to achieving the vision, outcomes, values and aims of Govan Housing Association.

The Management Committee has placed our residents at the centre of the culture of Govan Housing Association. Plans whereby tenants views and needs are at the pinnacle of what the Association aims to achieve are embedded in our training and

development of staff and Management Committee members and the management of our contractors.

Our business plan also focusses on the role that social rented housing has on communities. We truly believe that social rented housing is central to creating places of opportunity where people can flourish. We aim to preserve our social rented stock and ensure that the services we provide are high quality, bringing tangible benefits for individuals and the communities where we work.



- We will deliver on our operational targets as set out in our Operations Service Plan.

- We will continue to review the organisations staffing structure to meet the service delivery model and ensure that we provide value for money services to our residents.

- We will continue to develop our regeneration strategy and maximise partnership opportunities to bring vital services and support to the area to enable local people to flourish.

- We will continue to develop our relationship with our residents, to help them achieve their aspirations.

A number of changes have taken place over the past few years, including an extensive staff restructure and comprehensive service reviews.

### Talented and diverse workforce working together

Every employee has a crucial role to play in delivering our new business plan. Our aim is to continue to develop a culture of challenge and support to help our people succeed. With this in mind, we will strive to be an employer of choice, with high performing individuals and teams, where great people develop and build their careers.

- We will continue to work towards Investors In People Gold Accreditation.

## Strong and effective organisation

Developing the Association's organisational strength is fundamental to delivering our new business plan. This includes significant investment in our IT systems to drive efficiencies and enhance our services; using our expertise and partnerships to generate opportunity; achieving ambitious efficiency and operational targets; and continuing to build our financial strength and identify suitable investment opportunities.

- We will ensure our IT and data systems enhance and reinforce our organisational strength and continue to transform how we provide services.
- We will complete the sale of the Association's remaining New Supply Shared Equity properties.
- We will complete a full rent restructure ensuring our rents are competitive, affordable and meet our financial demands.
- We will continue to minimise the impact of the welfare reforms on our residents and on the business.

To be a resilient and successful business we need to understand and be responsive to the risks that affect our business, our residents and our partners.



*Creating homes,  
shaping communities,  
changing lives*



Our Management Committee regularly reviews our aims, objectives, risks and critically our performance. We also through our website, newsletters, audited financial statements and annual report, highlight our performance. We use a traffic light monitoring system to review our set objectives. Our Management Committee receives regular reporting on our objectives and reviews our financial performance monthly.

We have recently expanded our Direct Labour Organisation (DLO), renamed the Govan Home Team. Our Govan Home Team now possesses a team of skilled tradesmen who work continually to improve the standard of our repairs, out of hours service, our back courts and surrounding areas, and ensure that our cyclical and planned maintenance programmes can be delivered in an effective and efficient manner providing best value to our residents. The expansion of this area of the business is anticipated to bring efficiencies in the region of £4.3 million over the 30 years of our business plan.

In July 2014, we concluded a major staff restructure. This process ensured that the revised staff structure is equipped with suitably capable staff to lead, manage and deliver the high standards expected by the Scottish Housing Regulator and our tenants and service users. We envisage that our new staff structure will enable the Association to strive towards being a high performing, value for money, community-focussed organisation.

Over the past year the Association has tried a number of different ways to engage and obtain feedback on both our current and future service delivery. The Association is also taking different approaches to get our customers and the Greater Govan community involved. Recently, this has taken the form of tenant consultation through newsletters, our online Facebook and Twitter activity, our Annual Fun Day, our Service Scrutiny Panel and attendance at key community events.



# Residents are at the heart of what we do

As a social landlord, we are committed to meeting the interests of our residents and their families who occupy our homes.

Our governance structure allows us to co-create policies and review processes with our resident's input. Our Service Scrutiny Panel and local Tenants and Residents Associations provide scrutiny and a resident perspective on our decision-making and business processes.

They are improving how we do things, for instance contributing to the review of our repairs service targets, our arrears procedures, our website and our action plan from our residents satisfaction survey that was derived in the year.

We are committed to taking more time to listen to our residents to understand what matters to them. We are reviewing our processes and systems and using resident's views, gathered through localised events and resident satisfaction surveys, to help us become a smarter and more responsive organisation.

We want a relationship based on trust, where our residents believe that we will deliver what we say we will and see what we do as good value for money. In exchange we want our residents to pay their rent, to look after their homes, to be good neighbours and to feel part of the proud community that Govan is.

As we continue to improve the way we run our business, and as we make decisions about the homes and services that we provide in the future, our residents are central to both our purpose and business.



87% of residents satisfied with our overall service



92% of residents satisfied with how we keep them informed about services and decisions



82% of residents are satisfied with the opportunities they have to participate in decision making



83% of residents are satisfied with the quality of their home



During the year the Association, in partnership with a number of local organisations, facilitated and supported the Govan Loves Christmas event. This event was attended by some 2,500 residents and provided the Association with an invaluable opportunity to obtain feedback from local people and their families on what was important to them in their community. This event really brought Govan alive and the sense of pride that was felt in the community on the evening of the Christmas switch on was celebrated by local residents, local projects and businesses and also by the staff of the Association. We hope to build on the success of this event in future years.



# Financial Review

Financial strength creates choice

The Association is in a strong financial position both in terms of the level of accounting surplus we generate (so that we can fulfil our social purpose of investing funds into the homes and communities of our current and future residents) and in terms of the cash flow we generate to meet our financial obligations.

## Turnover

For the year ended 31 March 2015, the Association reported a turnover of £5.528 million. This related mainly to the income from the letting of properties which accounts for £5.153m of this total. The balance of income of £0.375m relates to support activities, factoring income, grant funding from sources such as the Scottish Government and People and Communities Fund.



## Money Spent

The following information shows how we spent each £1 of rental income received during 2014/15 and 2013/14:



## Other highlights...



## Surplus for the year and reserves

The surplus for the year to 31 March 2015 is £910,686 (2014: surplus of £903,978) and has been transferred to the Association's revenue reserve in full increasing the Association's reserves from £6.15m to £7.06m.

## Planning for the future

The Association continues to be in a strong position with revolving loan facilities available to it on demand. The Association has also confidently met its banking covenants and borrowing requirements throughout the year. The Association currently holds 51% of its borrowing on fixed rates and 49% on variable rates. As a result the Association has in the year benefited from the low levels of inflation hence the reduction in our debt repayment costs in the year.

With the creation of our new business plan in the year, this has enabled the Association to recognise, and take account, of the growing financial and structural pressures on the sector such as pension changes, reductions in housing grant and welfare reforms. Our business plan model has allowed us to test the Association's financial viability and to ensure that we have the safeguards in place to manage these potential risks to the business in both the short and the long term.

We have also recognised the key role that the Association has to play in enhancing the local community. There is a strong focus on delivering regenerative activities and seeking external funding to support projects locally, as well as working holistically



with local partners and contractors to draw in resources. In the year we have seen a considerable increase in grant funding and we shall endeavour to continue this work going forward to bring physical, economic and social benefits to the area.

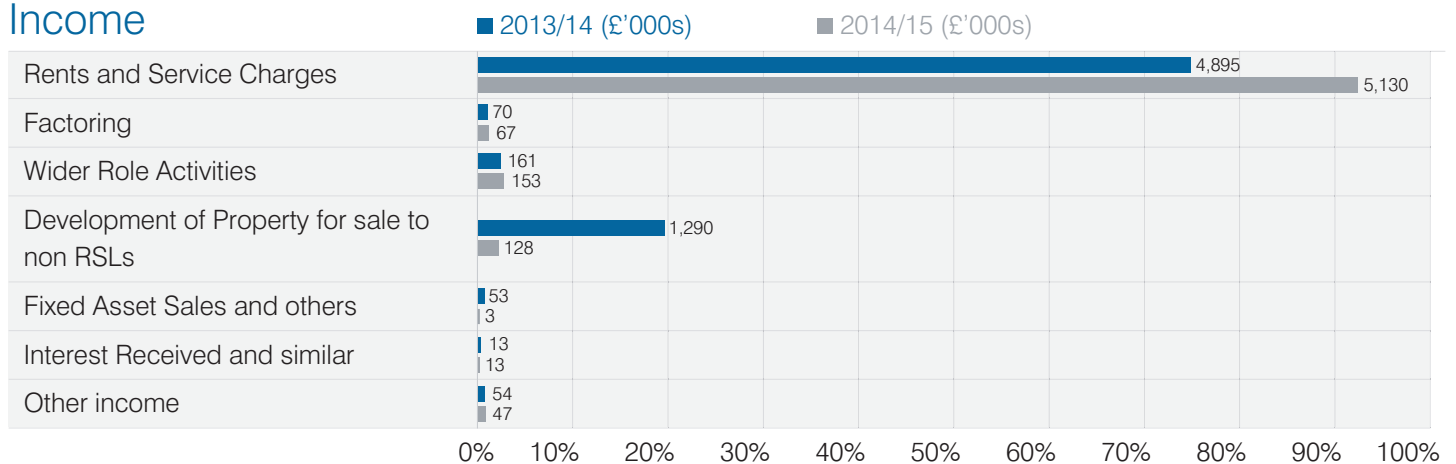
It is the Association's sound financial platform that is enabling it to invest extensively in the homes that we build and manage. Going forward, with the results of our stock condition survey, our investment in our homes will be considerable and with it we aim to bring our tenants choice, value for money and quality.

With the changes that have taken place during 2014/15 we have also aimed to achieve Value for Money to ensure that we are as efficient as possible to enable us to re-invest savings in improving services for current residents. However, we recognise the need to balance our aspirational standards of service with the cost of attaining such levels. So we work closely with our residents to ensure we prioritise what is important to them.

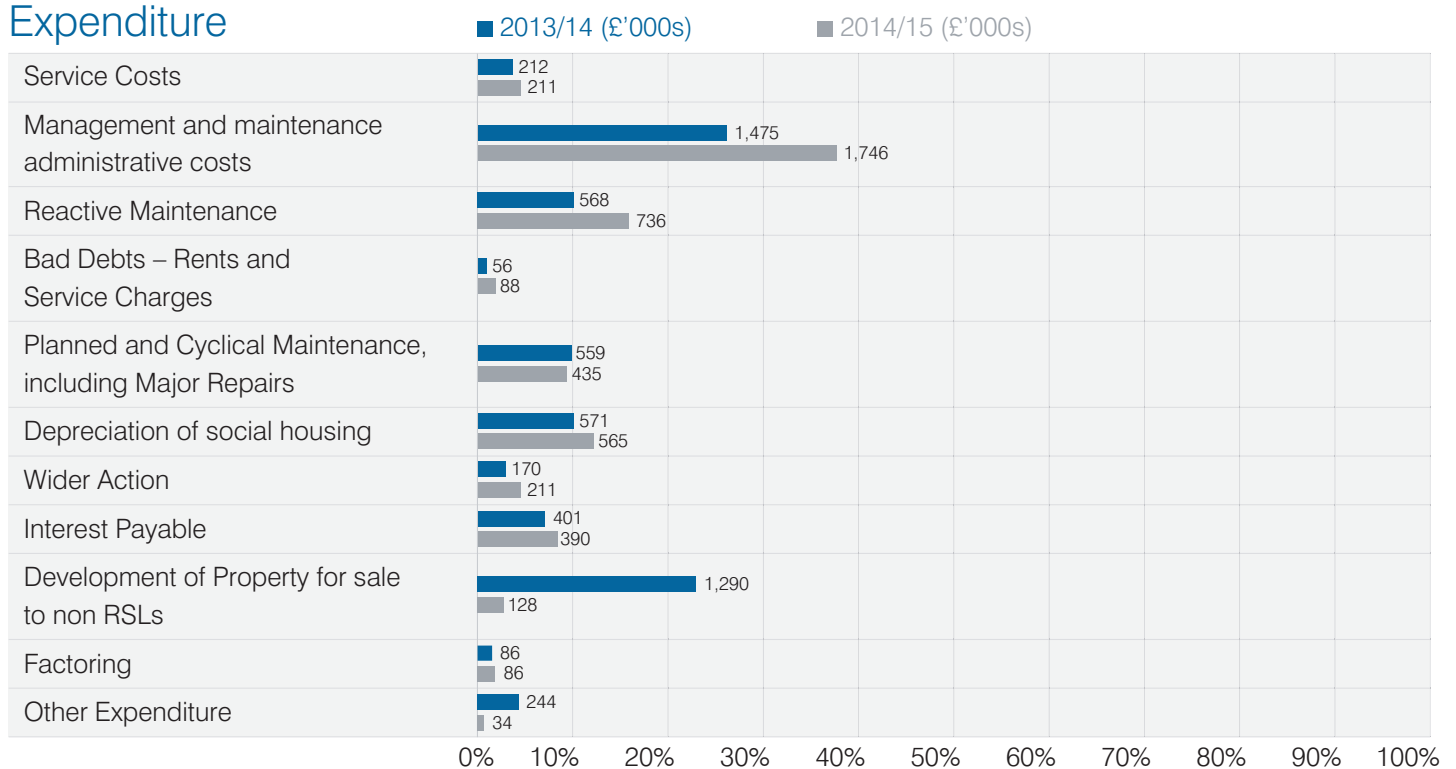
We feel that the Association is better placed in its approach and better able to use commercial expertise and business effectiveness to deliver our social aims.



## Income



## Expenditure



# Financial Statements

## Income and Expenditure Account for the year ended 31st March 2015

	<b>2015</b>	2014	
	£	£	
<b>TURNOVER</b>	5,528,254	6,470,132	Income from rents, grants, factoring charges and shared equity sales.
Less: Operating Costs	(4,213,890)	(5,231,141)	Expenditure on employee costs, maintenance, housing management, overheads and shared equity sales.
<b>Operating Surplus</b>	1,314,364	1,238,991	
(Loss)/Gain on Sale of Housing Stock	(26,221)	53,248	Net gain or loss from property disposals
Interest Receivable and other income	12,893	13,123	Interest earned on cash balances
Interest Payable and Similar Charges	(390,350)	(401,384)	Interest and other charges payable on loans and overdrafts
	(403,678)	(335,013)	
<b>Surplus for the Year</b>	<b>910,686</b>	<b>903,978</b>	Amount left from income after deducting expenses

## Balance Sheet for the year ended 31st March 2015

	<b>2015</b>	2014	
	£	£	
<b>TANGIBLE FIXED ASSETS</b>			
Housing Properties – Depreciated Cost	83,507,543	81,523,710	What the Association's properties cost
Less: Social Housing Grant	(68,152,002)	(65,862,004)	What the Government paid towards the cost
	15,355,541	15,661,706	
Other Fixed Assets	699,195	390,019	Net book value of the Association's premises, vehicles, furniture and equipment.
	<b>16,054,736</b>	<b>16,051,725</b>	
<b>CURRENT ASSETS</b>			
Debtors	1,112,722	437,993	Money owed to the Association
Development Cost of Housing Property	354,008	413,559	Net expenditure on properties being built for sale
Cash at Bank and in hand	2,695,296	2,688,372	The Associations cash balances at the year end
	<b>4,162,026</b>	<b>3,539,924</b>	
<b>CREDITORS</b>			
Amounts falling due within one year	(1,924,381)	(1,852,041)	Money owed by the Association to others due to be paid within one year
	2,237,645	1,687,883	
<b>NET CURRENT ASSETS</b>			
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>18,292,381</b>	<b>17,739,608</b>	
<b>CREDITORS</b>			
Amount due after more than one year	(11,229,650)	(11,587,561)	Long term loans and overdraft facilities
<b>NET ASSETS</b>	<b>7,062,731</b>	<b>6,152,047</b>	
<b>CAPITAL AND RESERVES</b>			
Share Capital	213	215	Represents shares paid at £1 each
Revenue Reserves	7,062,731	6,152,047	Money built up from surpluses achieved
	<b>7,062,731</b>	<b>6,152,047</b>	

# Operations Review

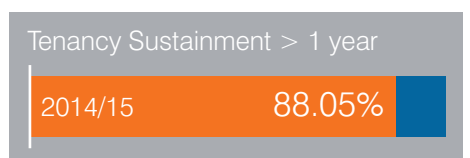
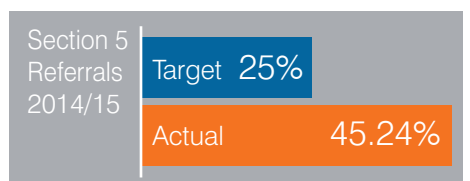
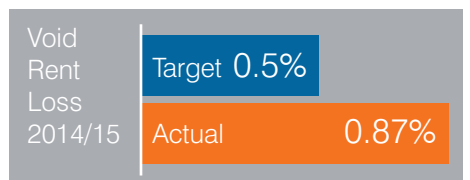
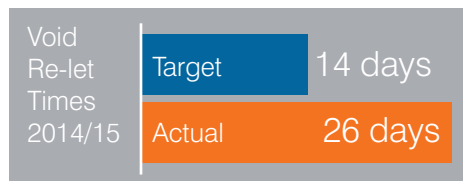
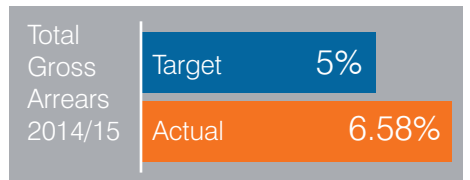


## Housing Management

The Operations Department's services have a fundamental role to play in delivering improved housing services to our tenants, driving forward efficiency and delivering agreed outcomes whilst ensuring that the needs of our community are recognised. As a result, Housing Management are committed to continuous improvement and to playing its part in enabling the Association to achieve its aims and objectives. With this in mind, we aim to ensure that we meet our performance targets and where we do not, we take the most appropriate remedial action to make improvements.

Services in housing management have been remodelled during 2014/15 with the introduction of a generic housing service. This comprehensive and proactive service model involving our Housing Officers, Housing Assistants and Customer Service Assistants will ensure that our resident's enquiries and requests will be progressed effectively and efficiently through the Association, ensuring the Association achieves quality outputs and improved resident satisfaction. This service model will drive customer focus and will be heavily performance outcome driven.

The Association recognises that the issues which are important to tenants, and the community as a whole, are where the Association should focus its energy and resources, and this includes providing a holistic response to customers housing needs. The revised generic service delivery model has been established to deliver on that vision.





## Tenancy Sustainment

The Association faces a challenging environment of welfare reform, economic downturn, increasing unemployment and reduced public spending. These factors are having, and will continue to have, an adverse effect on many of our customers, particularly those that are vulnerable and on low incomes.

Creating and maintaining successful tenancies lies at the heart of Govan Housing Associations vision – to create homes and places where people want to live. In 2012, we appointed a Tenancy Sustainment Officer to assist tenants with matters that may lead to them giving up their tenancy. During 2014/15 this role has been expanded to incorporate an element of community development to help build on the success of the tenancy sustainment role to date.

For the Association, Tenancy Sustainment is about understanding the importance of living in a secure environment and how this helps people to flourish through education, employment and good health. It is also about understanding the cost of tenancy breakdown – the personal, social and financial cost.



Our main objectives in relation to this area of the business are:

- To minimise the rate of tenancy failure, and possible homelessness, by identifying and responding appropriately to those whose tenancy may be at risk.
- To mitigate, as far as possible, the impact of the Welfare Reform Act – both to the organisation and to our customers.
- To ensure customers understand the implications of the welfare reform changes, so empowering them to make informed choices in relation to their housing situation.
- To work in partnership with other organisations in the development, provision and procurement of advice and support services.
- To equip staff to provide accurate information to residents, either directly, or through effective signposting to appropriate organisations.
- To help customers improve their financial capability, enabling them to better manage their money so as to avoid/reduce debt, including rent arrears.
- To help customers to maximise their income by improving access to education, training and employment opportunities.

A considerable part of this role is the creation and sustaining of partnership agreements (formal or informal) with external agencies. Partnership working is vital to the Association; we see the development of links with other agencies being of great benefit to our residents and in turn to the Association. Working in partnership ensures that we make our contribution in a more structured, holistic way, building and developing on work already being delivered across the Govan area.

## Welfare Reform

Govan Housing Association has identified the loss of income due to welfare reforms as one of the highest risks affecting the business. To mitigate this risk the Association continues to work with our customers to provide advice and assistance on the impacts of welfare reform including:

- Advice on our website and regular features in our quarterly newsletter;
- Focus on early intervention in arrears cases to ensure advice and support can be provided before arrears escalate;
- Support through our in-house Tenancy Sustainment Officer in cases where customers are particularly vulnerable or indeed in complex cases.

- Support to existing customers wishing to downsize their home to offset the impact of any reduction in their housing benefit;

- Support through local partners, Money Matters, to provide a dedicated advice service providing practical support and assistance on all welfare and financial capability matters, including completing applications for housing and other benefits;

- Successfully bidding for £107k from Making Advice Work to sustain the service provided by Money Matters.

- On-going partnership working with Glasgow City Council to promote the take up of discretionary housing payments by our customers;

- Attendance at a number of local events to ensure that the Association is working with customers to best mitigate the impact of welfare reforms.

- Running local events e.g. Fun Day, to consult with local residents on key matters which are important to them, ensuring that the Association is well placed to meet local need.

Associations residents currently two days per week, within the Association's premises. Some key examples of work carried out include: managing money with confidence, moving from benefits into employment, budgeting, saving, debt prevention, affordable credit, economical options for paying bills, etc.

They also facilitate energy awareness sessions to offer essential information on heating your home effectively and saving money on your fuel costs. This is a vital service to the Association's residents and indeed the wider community.



## Money Matters

Our partnership with Money Matters continues to develop. Money Matters has a wealth of knowledge and has been operating a successful advice centre since 1990. Money Matters have adopted a holistic approach to dealing with advice issues.

The Money Matters service is diverse and is provided directly to the





## Maintenance and Repairs

### Maintenance

During 2014/15, Govan Housing Association received a total of 4,997 repairs orders, an increase of 624 from the previous year.

Emergency repairs have remained consistent with the previous year, equating for 3% of the total repairs recorded in the year.

The performance in the year on key areas of our repairs and maintenance services are outlined below.

Emergency Repairs –  
Average Time  
1.48 hours

Non-Emergency Repairs –  
Average Time  
4.18 days

Gas Servicing  
98.04%

Customer Satisfaction  
Very or Fairly Satisfied  
98.22%

Right First Time  
93.60%

### Acquisitions

During 2014-15 the Association worked in partnership with Glasgow City Council, Development and Regeneration Services (DRS), to acquire owner-occupied properties in the area. This piece of work has enabled the Association to acquire stock which will allow the Association to move forward with major repair works, where required, and provided much needed social rented accommodation to the Govan area. At the 31 March 2015, the Association had acquired 36 properties with a further commitment to purchase a further 6 in the following financial year.

### Investment

The Scottish Housing Quality Standard (SHQS) was introduced by the Scottish Government in 2004 and sets a



standard which all RSL and local authority housing stock must meet.

At the 31 March 2015, the Association held a total of 1,478 properties, of which 51% were meeting the SHQS and 45% were exempt. The exemptions are primarily in relation to the restrictions in the layouts of the pre-1919 tenemental stock. At the year-end, there were 25 properties failing the SHQS but all of these were in relation to the acquisition stock purchased at the year-end, whereby timescales did not allow for the works to be carried out prior to the year end. All necessary works have since been carried out to bring these properties up to standard.

In addition to our SHQS compliance, the Association also has a long-term programme of major repairs to cover for works which have become necessary since the original development was completed, including works required by subsequent legislative changes. This includes replacement or repairs to features of properties, which have come to the end of their economic lives.





Our DLO, renamed Govan HOME Team delivers multi-trade services for our properties and our open and common spaces. After detailed options appraisals the Association developed further this area of the business to take forward the Association's ambition to deliver our savings and improvements.

A number of extensive planned maintenance works have been undertaken in the year, including:

Going forward into 2015-16, the Association shall be undertaking an extensive stock condition survey. The key objective of this piece of work is to build on the last stock condition survey carried out in 2012, and to develop a clean data-set to use as the foundation for all planned works going forward. The Association's aim is to strive towards 100% actual stock condition data, limiting the need to use cloned/assumed data. The longer term

effect of this work will result in more accurate long-term planning both operationally and financial and importantly will provide an effective means by which to manage tenant expectations and provide high-quality homes for both current and future tenants.

### Govan HOME Team

During 2014-15 the Association carried out a review of our in-house direct labour organisation with a view to seeking continuous improvements, and obtaining improved value for money.



Roof & Gutter  
Maintenance Works  
£189,000 

Window Replacements –  
Festival Court  
£93,000 

Communal Heating  
System Replacement –  
Supported Accomodation,  
Jim Stephen House  
£102,500 

Urgent Stonework  
Repairs  
to pre-1919 tenements  
£105,000 

Bathroom  
Replacements  
to properties managed by  
the Talbot Association (Talbot  
Association contributed 50% of cost)  
£47,500 

We have introduced our own in-house electrician which has provided efficiencies and reduced costs in this trade for our day-to-day repairs service.

In October 2012 the Association appointed Tom McLeod to take forward the development of the Govan Home Team. As Head of this service area, Tom has remodelled a more productive and self-sufficient working unit with the aim of providing a first class repairs service to our tenants. The team have now become established during 2014/15 and programmes of work are now laid out in many areas, particularly Ground Maintenance and Environmental works.

Going forward, these improvements and changes should show improved outcomes for tenants in relation to repairs and maintenance, improved open environments and green spaces, cleaner neighbourhoods and a more efficient and effective use of our staffing resources in delivering savings with improved standards.

In 2014/15 the Association completed the recruitment of new staff to reduce the necessity to continually rely on the use of external contractors which can be expensive for all our day to day repairs. The Association also increased our vehicle fleet to assist in speedier response times to jobs and have invested in heavy machinery reducing the costs associated with plant hire.

The Govan Home Team continue to develop the environment in and around Govan by, improving old brick bin stores and working to increase bin storage capacity, maintaining anti-dog



fouling campaigns, power washing our streets and back courts, regenerating old and poorly positioned flower planters, fitting new kitchens and bathrooms and contributing to the development of hanging flower baskets along Govan Road.

All of these activities have been positive steps to “Moving Govan Forward” and these changes have been embraced by the staff who recognise the need for change themselves.

The restructured service models implemented in 2014/15 have been essential components for the Association in delivering on our improvements agenda and as we look to the future investments from our planned maintenance programs such as guttering, renewal of electrical consumer units, gas maintenance, painter works, stonework repairs, roof repairs, new central heating, boiler replacements, kitchen upgrades and renewals.

## Gas Safety Compliance

The Association has a legislative obligation to maintain all gas

appliances within its properties. This maintenance obligation extends to an annual inspection and service of each appliance, with appropriate certification being issued by a registered Gas Safe engineer. This obligation excludes appliances installed by tenants.

As at March 2015, 98.04% of applicable appliances had a valid safety certificate. Over the year, the Association has implemented a vigorous escalation procedure, including both Housing Management and Maintenance staff, to ensure access to all properties is achieved in advance of the expiry date of the safety certificate. When deemed necessary, this procedure includes forcing access to properties. To assist with this process, over the course of the year, the Association has reduced the gas servicing cycle to 10 months which will ensure that sufficient time is provided to access our most vulnerable tenancies and that quality or legislative requirements are not compromised.



Gas Servicing  
98.04%

# Our People

Where great people come to work – we are proud to have great people at Govan Housing Association

We believe that investing in our people is not only great for individuals and the organisation, but also for our residents and communities.

Delivering consistently high levels of service to our residents in order to make a lasting difference requires committed and customer-focussed staff. Our ability to meet our objectives and commitments to customers in an efficient and effective manner is dependent upon our staff contribution.

As a result, we have taken a number of steps to ensure that we treat our employees with respect, provide them with appropriate training and ensure that we strive to provide a working environment which helps them to reach their full potential.

We continue to be members of the Employers in Voluntary Housing (EVH) and our focus on ensuring that our employees are engaged, can have thriving careers and fully understand the role they play in making a lasting difference was recognised this year when we were awarded the prestigious Investors in People Silver award, having previously held no accreditation.

In assessing our performance against a number of criteria, the assessor said:

*“There seems to be true transformation within the organisation and I am really*

*impressed how staff have taken hold of the opportunity to personally develop as well as the commitment to development of the organisation and the community.”*

*“There is a clear agenda to support potential with emotional and social drivers to develop staff linking this directly to the improvement of the organisation.”*

*“From speaking with staff I can see that Govan HA is clearly a value driven organisation committed to providing support and help to people in the community. There is a focus on the small things and it is the small things that are important.”*

*“You should applaud and celebrate your ambitions and achievements.”*

There remains a huge top-level commitment to learning and development evidenced by the significant investment in the last 12 months. Our Corporate Services department is responsible for identifying learning and development needs from each directorate.

Apprenticeships and training opportunities are high on the Government agenda as a way of improving the skill levels of our working population. As a community based housing association, doing something positive in our communities has always been something Govan Housing Association has been keen to do and what better way than to take on trainees and apprentices and pay them whilst they learn.



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As well as providing opportunity for those joining the Association, this has also provided an opportunity for existing staff to develop their management skills by providing



supervisory opportunities for staff not currently in management positions who wish to progress.

Alongside investing in our current talent, we have an Equality and Diversity Strategy in place and are actively looking to attract more young people to the business. We have a long term strategy to take on and develop apprentices and trainees across our core services providing high quality jobs and educational qualifications to support future career development.

This year's activity demonstrably shows our continued commitment to our people, making sure that they have every opportunity to have a rewarding career within the Association and in turn provide the best level of service to our residents.

## Investing in our Young People... Housing Professionals of the Future

Along with our Investors in People Silver award, the Association also received the Investors in Young People award in the year, becoming one of the first Housing Associations in Scotland to be presented with this prestigious and respected award.

This award recognises the ambition of the organisation to provide young people with opportunities to work within the housing sector, bringing vibrancy and freshness during times of great change within the sector as a whole.



### Natalya Macholla – Depute Chief Executive Age: 28

Being part of the team at Govan and helping to take forward the strategy of the Association is something that I take a lot of pride in. I feel fortunate to be part of a forward thinking, dynamic and innovative organisation with a great ethos and a great staff team who are passionate about what they do and focussed on delivering both a high quality housing service and wider benefits for the community.

I joined Govan Housing Association in April 2014 and since then have never looked back. The staff team, the tenants, the community, the local partners and the passion of the community as a whole, make Govan a great place to work.

I feel privileged to have been given the opportunities that I have been within the Association and could not imagine doing anything different now. I hope that the role that I play within the Association can help other young people within the Association achieve great things and I look forward to mentoring and supporting the staff team to achieve, both their own, and the Association's potential.



**Kimberley Cowan –**  
Housing Assistant  
Age: 21

Before working in Housing, I had no idea what Housing in general was all about, and I feel that even tenants of Housing Association's aren't really sure what goes on and I think it would

surprise everyone how much the Association is involved in and all the things we want to be involved in. I think it's a great job if you just like to get stuck in and hit the ground running so to speak. Dealing with tenant's on a day to day basis, building relationships and partnerships with other organisations and customers, being the face of an organisation. Funding and hosting community events, getting youths support and career development, creating a good standard of living, supporting the vulnerable and the poverty stricken individuals, supporting tenancy sustainment. Everyone in the Association plays an important role and the communication, support and team working internally is fantastic and you just enjoy coming to work on a Monday morning. If you want all of the above then a career in Housing is for you.



**Caitlin Wilson –**  
Trainee Operations Assistant  
Age: 20

My introduction to Govan Housing Association was when I applied to do work experience in January 2015. This was on a voluntary basis while working for KFC as a manager to make sure

this was the job for me. When the opportunity came up as part of Govan HA's investment in young people employability programme to apply for the Trainee Operations Assistant post I was just overjoyed. I really did my homework on Govan Housing Association and it's values to make sure I was fully prepared for the interview. The preparation for the interview made me realise how badly I wanted a job in housing and to work for Govan HA in particular, so when I got the job I was over the moon. At first, it was slightly daunting as there is so much to learn and every day presents a different issue. I have really enjoyed learning how to handle these different issues as well as being able to answer recurring questions. I see that my career will now be in housing and look forward to the next challenge.



**Dylan Ramsey –**  
Trainee Tradesperson (Joiner)  
Age: 19

I joined the Association on a Community Jobs placement and last year was awarded with the opportunity to become a

Trainee Tradesperson which is a 4 year placement and will include a full carpentry and joinery apprenticeship with day release for college and on the job training.

Working for Govan Housing Association means a lot to me and it's a good team to be working with. I really enjoy the work that I do and I like to learn new things. I also know the area well and enjoy working with residents.

When I first joined the Association I thought that I was going to be here for 9 months and now over 2 years later, I'm still here with a brilliant job that will mean I will be a fully qualified joiner at the end of the 4 year joinery apprenticeship placement.



**Gavin McFarlane –**  
Govan HOME Team  
Foreman

We at Govan Housing Association pride ourselves in employing young people throughout the different

departments as it brings many benefits to both the Association and the employee. As the Foreman of the maintenance department, I have seen these benefits first hand.

Over the years we have invested in young people through Community Job schemes and Apprentices (I started as an Apprentice Joiner 19 years ago).

Our main objective when investing in young people in the maintenance department is to train them on all aspects of our day to day jobs and routines, this is achieved by working closely with all tradespersons who help them to develop their skills by passing on their years of knowledge, skills and experiences.

Though it is our objective to educate young people we find ourselves being educated by them. Having a young persons perspective helps us to come up with fresh ideas and understand what the youth of the community want and need.

Their enthusiasm for the job is not only refreshing but contagious, this helps to reinvigorate the workforce and bonds everyone together.

We see ourselves as a family and any new employee is welcomed in as part of our family.



# Investing in Our Community

Govan Housing Association has a long history of contributing to and investing in the wider Govan community. As part of the business planning process the Association has now incorporated a Community Development and Regeneration Strategy within its Business Plan for the period 2015-2018.

This Strategy looks at 4 key areas:

- Community Engagement and Involvement;
- Employment and Training Opportunity;
- Building Sustainable Communities;
- Youth Development and Integration.

## Community Development and Regeneration Strategy Scope and Purpose

Over the last 9 months a number of projects have been in the process of being developed with support and assistance from national funding agencies and local partners and include the projects described in the next 3 pages.





### Continuation of the Money Matters Service for Govan

In September 2014, the Association liaised with the Scottish Legal Aid Board who had previously funded the Money Matters service 2 days per week across the three housing association areas in Govan. The Scottish Legal Aid Board asked the Association to look at the potential need for extended the Money Matters service and to re-design the outcomes to address prevalent issues in the community going forward. As a result, the Association worked with Money Matters to derive the following revised outcomes:

	Adaptations	Expected Outcomes
Refresh	Expand partnership working in the local area through use of new facilities at Govan HA and other local hubs, which will help the project tie into help being provided by other organisations.	Tenants and service users are better connected to local projects that can support wider social and economic needs and ensure that local people feel included within the community in which they live.
Refocus	Some refocusing to help tenants manage money better and provide assistance with budgeting, to provide them with skills in anticipation for potential introduction of Universal Credit.	Tenants are assisted and supported to manage their household incomes and budget effectively, in light of the introduction of Universal Credit and other welfare reforms, and with a view to sustaining tenancies and developing their own personal confidence.
Revitalise	Develop stronger links with tenancy sustainment officers in order to help identify most vulnerable and problematic tenants; allow development of key strategic and operational partnerships and allow for a more proactive approach to be taken with the project as a whole.	Tenants are supported to sustain their tenancies, obtain access to wider services to make them feel more inclusive of their community, and overall tenancy sustainment profile increases so that more tenants are aware of the service and alternative services available through key strategic and operational partnership development.

Following a number of months of discussions, the Scottish Legal Aid Board confirmed to the Association in February 2015 that they would provide continuation funding to September 2016. Great news for the people of Govan.



## Development of a Community Hub

In the year, the Association was awarded funding from the Scottish Government's People and Communities Fund. This fund is intended to enable projects or services to either become more self-sustaining or to deliver a lasting legacy for the local community. It is not available as a long term source of funding for projects or services.

Competition for funding is high, so we were delighted when our bid was successful, in partnership with the other RSLs in the area, which looked at the development of a community hub and the delivery of both financial and digital inclusion. The outcomes are listed under three main areas, notably:

- Financial Inclusion and Welfare/Debt Advice Aspect of Project;
- Digital Inclusion and development of ICT literacy
- Community Hub Development and Implementation

The Association is working collaboratively with the other housing association in the area to deliver these outcomes for the wider Govan community. Linthouse Housing Association already has in place an IT suite which will assist greatly with the particulars of the digital inclusion aspects of this project. Elderpark Housing Association will utilise the IT resources within Elderpark Library.



In addition to this, the Money Matters service will also help to assist with the delivery of the financial inclusion aspects of the project and this is an area that the other partners are keen to develop to ensure that the service is sustainable long-term.

With the funding, the Association has developed a community hub in central Govan based at our two shop units at 901 and 905 Govan Road. They have been refurbished with one shop unit being used as a drop in facility for community organisations and the other, smaller unit, being utilised for advice, digital access and smaller scale meetings of groups.

Govan Housing Association has worked hand in hand with local groups, notably; Plantation Productions, Govan HELP, Govan Youth Information Project, Aberlour Youth Point and Quarriers to develop a multi-agency approach to establishing and building the community hub for the future. In addition to these, other partners such as Community Health Partnership, Education Services, Turning Point Scotland, Police Scotland, Jobs and Business Glasgow, Positive Prisons

Positive Futures, Glasgow and Clyde College and Scottish Fire and Rescue are also very keen to deliver services from the hubs.

The aim is to have a space which the community feel ownership of and which the community assist with the running of. It is hoped that the units will go to great lengths to tackle local issues such as anti-social behaviour, youth disorder, youth unemployment, general poverty issues, social isolation, IT and general literacy and numeracy, etc.

The community hub space will be provided to local partner organisations free of charge and the hope will be to develop a local partnership group, containing members of partner organisations and service users to provide a good representation and drive the community hub concept forward.

The total monies received from the People and Communities Fund to assist with this project is £113,619. This will enable the three RSLs in the area to deliver both financial and digital inclusion projects, as well as support, in full, the implementation of the community hub on Govan Road.

## Employability Programme – Operation Modulus

At the start of 2015, the Association began to work in partnership with Scottish Fire and Rescue. A main element of this work was to develop a youth employment programme which looked at not only tackling youth unemployment in the area, but also looked to target anti-social behaviour, youth disorder and generally aimed to provide young people from the area with a positive outcome to work towards.

Scottish Fire and Rescue suggested running a programme similar to one which had been run previously in the City called 'Operation Modulus'. This project was run in the Gorbals and Castlemilk areas of the City previously.

Working collaboratively with Scottish Fire and Rescue, Community Safety Glasgow, Police Scotland and local third sector organisations (Plantation

Productions, Galgael, Aberlour Youthpoint and Positive Prisons Positive Futures) has enabled local people to be included in the programme.

- The programme will target up to 12 people locally in the first instance. Of the 12 people identified, they will be given the opportunity to go through a 6 week programme which will look at different opportunities, for example:
- A week may be spent with Scottish Fire and Rescue at their training academy learning about what happens as a result of igniting a fire, causing an accident, etc.
- A number of days may be spent with Jobs and Business Glasgow seeing first-hand what the job market requires, building CVs, looking at different industries and getting interview experience;

- A week may be spent with Community Safety Glasgow undertaking landscaping, graffiti removal, general community pay back, etc.

- A week may be spent in the Association's Govan HOME Team assisting with estates management and obtaining valuable work experience;

- A visit will be carried out to Barlinnie prison so that young people can see first-hand the harsh realities of being in prison.

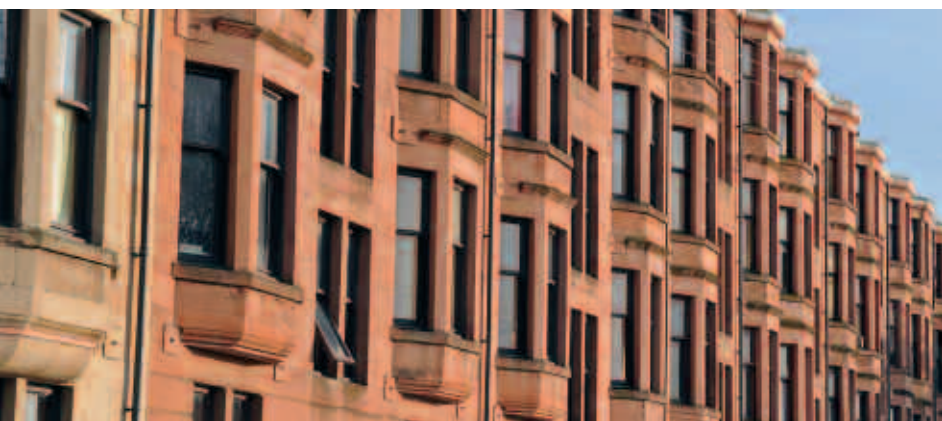
These are just a few examples of what the programme will look to target. At the end of the programme the aim is to get a high percentage of the young people into employment or further education.

The Gorbals and Castlemilk experienced a fall in anti-social

behaviour and youth disorder as a result of the programme. It is hoped that the project can deliver similar outcomes in the Govan area and also help to build on a very strong, multi-agency, partnership approach which can be developed to deliver further programmes in the future.



# Moving Govan Forward



*Creating homes,  
shaping communities,  
changing lives*

## Govan Housing Association

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