

Govan Housing Association

Annual Report

2015 – 2016

Moving
Govan Forward



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Spotlight



Purchase of an additional £2.9m of housing properties



£210k obtained in wider action funding



on the year...



Turnover:
2016 £7.3m
2015 £6.9m



Cash Reserves:
2016 £4.4m
2015 £2.7m



Introduction

We are very proud to welcome you to Govan Housing Association's Annual Report for 2015-16. 2015/16 was a year of progress and change for our Association, and a year in which we reached new milestones and started on new initiatives.

Since our foundation in 1971 we have grown to be a successful housing association by responding to many and varied challenges and adopting new and innovative approaches to service delivery. This has enabled us to improve our levels of tenant satisfaction, improve the standard of our housing stock and placed us well to pursue and deliver a range of diverse activities which continue to add value to the lives of our tenants and the users of our services. This year's annual report outlines our achievements over the past year and highlights our performance and plans for the year ahead.

We are heartened by our achievements over the last year. We've continued to implement significant changes to the way we work through a programme of evaluation and review of our core business, a greater focus on front line

service provision, an emphasis on tenant engagement, and a determined effort to drive greater value for money and improved efficiencies. This determined focus of continual improvement ensures that we are fit for purpose and able to meet the ever-changing needs of the community that we service and the wider housing sector.

Over the year we have continued to provide additional housing to meet the growing need for affordable housing and also improved our existing stock through our comprehensive planned investment programme. In addition to this we have enhanced and expanded the range of advice and support services delivered to our tenants through the implementation of our new Community Inclusion Team and development of our Community Hub on Govan Road.



Fiona McTaggart • CEO



Bill Pritchard • Chairperson

Despite the challenging operating environment and continued funding pressures we have maintained high levels of customer satisfaction and have implemented improved processes, systems and procurement, all of which have provided business efficiencies and improved value for money for our customers. We have also continued to review and monitor our housing management services and have initiated the process of embedding simpler and more effective processes through the development of our new IT systems. These new systems will provide a platform to





enhance further our customer service provision and ensure that our customers receive a high quality and informative service across our key operational areas.

Govan Housing Association now employs over 50 staff and this continues to grow through both natural growth and the provision of employment initiatives. We recognise that many of the financial issues that affect our tenants, also impact on some of our staff. We are therefore pleased to announce that, during the year, the Association successfully applied to be a Glasgow Living Wage employer. As a result we now pay the Glasgow Living Wage, as a minimum, to all of our staff. To demonstrate and evidence our commitment to our staff, the Association also became the first Housing Association to achieve Investors in People Platinum, Investors in Young People Gold and the Investors in People Health and Wellbeing Accreditation.



Our success with our Investors in People achievements in the year are something which both our Management Committee and staff team are absolutely delighted with. It demonstrates our desire to continually and effectively recruit, develop and retain our people. It also establishes us as an employer of choice and, given our young person accreditation, testifies to our effective and growing youth employment practices.

This year has also seen the Association adopt the new Financial Reporting Standard (FRS) 102 when preparing our annual audited accounts. We're pleased to be reporting a surplus of £0.9 million. This was driven by our focus on efficiency as well as our



“ We use the energy of our stakeholders, the expertise and passion of our Management Committee and staff team and the experience of our residents and the community that we serve to bring positive change and work towards building a sustainable community; a community that people feel proud to call home. ”

commitment to improved performance, effective procurement of major contracts and enhancements to our core business. We recognise that 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.

With choice also comes the responsibility to make effective decisions that meet the needs of our tenants and the wider community that we serve. Governance obligations and duties have continued to increase during the year. To comply with these obligations and to ensure we continue to add value to the services we provide, we regularly review our Operations Service Plan and overarching Business Plan. Our plan sets out our objectives and strategy for the future and recognises how we intend to develop business opportunities across all our areas of operation.

In May 2016, the Association were saddened to announce the passing of Anne Irvine. Anne served proudly on the Committee of Govan Housing Association for over 21 years and supported a considerable amount of change and development during her time with the Association. Anne shall be greatly missed by her fellow Committee Members, the staff team at the Association and her friends and colleagues across the housing sector.

During the year, the Management Committee underwent a full Training Needs Analysis for all members. The main purpose of this exercise was to ensure that governance arrangements are 'fit for purpose' and reflect the best practice guidance. Management Committee see this exercise as an on-going piece of work and therefore a key focus of the plan going forward will include:

- Emphasis on a professional, dedicated and skilled Management Committee;
- Continual review of terms of Management Committee members;
- Continual review and monitoring of the Codes of Conduct and Governance;
- Continual development of a training needs analysis for individual Committee Members and the Committee as a whole to meet the needs of the current operating climate;
- Continual focus on succession planning and Member development;
- Continual development of the sub-committees to support Management Committee;
- Recognition of customer led scrutiny through the Service Scrutiny Panel and other means.

(continued on page 6)



Tenant engagement has been high on our list of priorities during the year. We were delighted to see the growth of our two large-scale community events in the year; Annual Fun Day and Govan Loves Christmas. We are also very grateful to the large number of partners who help make these events such a great success.

These events serve as a great way of bringing the Govan community together. They are also now beginning to attract people from outwith the Govan area too which is great to see. These events provide us with first-hand feedback from the community and allow us to reaffirm our social purpose, and our commitment to meeting the needs and aspirations of the wider community. Quality housing provision and the building of sustainable communities are central to what we do, but it is vital that we grow our social ethos to support this. We are committed to building sustainable communities and a community that people are proud to call home.

We recognise that we have a moral obligation to the Govan community and our residents. This means retaining the organisational strength and financial viability to deliver on our strategic objectives and our overall mission of Moving Govan Forward. It also means

exploiting that strength to deliver high quality homes and services, at the same time as protecting our investment through robust planned investment programmes and effective plans to meet the standards expected by the Scottish Housing Regulator.

In this report, we're celebrating the many successes we've achieved in 2015-16, but remain mindful that there are significant challenges that lie ahead for the Association, and indeed the sector as a whole. However, we feel that we are better placed than ever to support our residents and the community. We also feel that we are well placed to take on new challenges and opportunities that will be presented in the years to come as a result of the considerable investment that is anticipated to take place through the City Deal and Townscape Heritage Initiative monies planned for the area.

Throughout this report we will also share some of our plans for the year ahead. We appreciate that these plans are ambitious but we remain truly committed to making these a reality. The provision of affordable housing and the role of community based housing providers have never been more important. We remain mindful of this as we continue to drive our mission of Moving Govan Forward.

We would like to take this opportunity to thank the Management and Staff at Govan Housing Association and all our partners with whom we have worked during the year. We wish to personally thank all Management Committee Members and members of the Service Scrutiny Panel, who give their time on a voluntary basis and demonstrate a huge commitment to maintaining and improving the services we provide.



Our Vision

Great homes. Great services. Great people

Our Values



Development We work hard to continually enhance our services and provide better quality homes and opportunities across the area.



Innovation We challenge ourselves and other towards excellence and innovation in all we do.



Value for Money We work hard to bring efficiencies and provide quality services that are cost effective and present value for money.



Equality We are all equal and different and we aim to provide inclusive environments for work and for living.



Responsibility We all take responsibility for our actions.



Social Impact We strive to ensure there is a positive social impact from our activities and work with others to share our aims.



Integration We are proactive in providing opportunities for people to engage with us and we work hard to understand how people feel as individuals and treat them with dignity and respect.



Transparency We wish to be open and honest about what we do and how we do it.



Youth Development We will endeavour to invest in community projects to ensure that young people thrive and develop in an environment where their aspirations are nurtured, they are encouraged to achieve the unexpected and they respect the Govan area as their home.

Our Mission

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.

Housing Management

Over the past 12 months our Housing Management team has continued to provide our tenants with a management service which covers rent account management, voids and allocations administration, estate management and anti-social behaviour.

Services and resource in housing management have also been further developed during 2015/16. We have introduced a four patch structure supported by a Housing Officer and Housing Assistant in each. In addition to this we now have a dedicated estate management Housing Officer who deals directly with anti-social behaviour, vandalism and works effectively with other service providers in the area such as Community Safety Glasgow, Clean Glasgow and Police Scotland to ensure that important community matters are dealt with effectively.

The past year has also seen on-going changes to the welfare system.

Our Housing Team – along with our new Financial Inclusion Officer, Marina

McCall and our partners, Money Matters – has continued to offer support and guidance to those tenants affected by the reforms. From closer engagement and support of tenants through our Housing and Community Inclusion Team we've been using the information gained to get closer to our tenants and provide the services people want and need in order to be best placed to sustain their home.

In the coming year we expect to see more tenants who receive benefit transfer across to Universal Credit. We are aware from the learning to date, that this will continue to be a sizeable change for many people, but we will continue to be on hand to offer support and advice to anyone impacted by it. We will also aim to provide support activities through our Community Hub on Govan Road, including ESOL classes and access to our Get Connected digital inclusion project.

The introduction of the new Housing (Scotland) Act 2014 will also see some changes to the services we provide and how we deliver them.

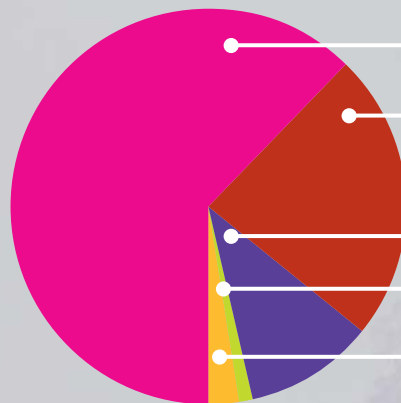




The main change the Act brings is the abolishment of the 'right-to-buy' scheme from 1 August 2016, for all social tenants. This means tenants no longer have the option to purchase their home from Govan Housing Association. The Act also introduces several changes to the rules regarding the allocation of properties, and gives more power to social landlords in terms of dealing with anti-social behaviour.

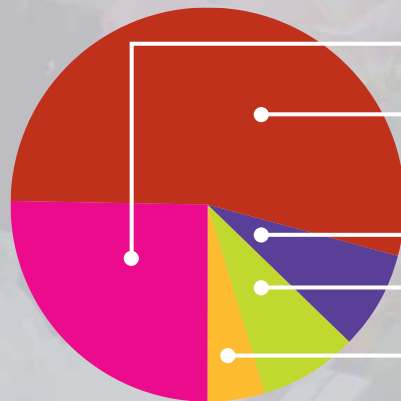
Our Housing Management Team is our best asset for tenant liaison and engagement and we are excited about the enhanced resource and what impact this will have on the high quality service that we are aiming to deliver. The Association recognises that the issues which are important to tenants, and the community as a whole, are where the Association should focus its energy and resources, and providing a holistic response to customers' housing needs is at the heart of this. We are confident that our newly structured and enhanced resource within housing management will deliver on this vision.

New tenants satisfied with the standard of their home



Very Satisfied	62.4%
Fairly Satisfied	23.5%
Neither Satisfied nor Dissatisfied	10.6%
Fairly Dissatisfied	1.2%
Very Dissatisfied	2.3%

Customer satisfaction with the neighbourhood in which they live



Very Satisfied	25.5%
Fairly Satisfied	53.8%
Neither Satisfied nor Dissatisfied	8.1%
Fairly Dissatisfied	8.1%
Very Dissatisfied	4.5%

Time taken to re-let properties in the last year:

28.71 days

New Lets



Re-lets



Maintenance

A well maintained property can bring added value to the people who live in their homes through improved health and wellbeing.

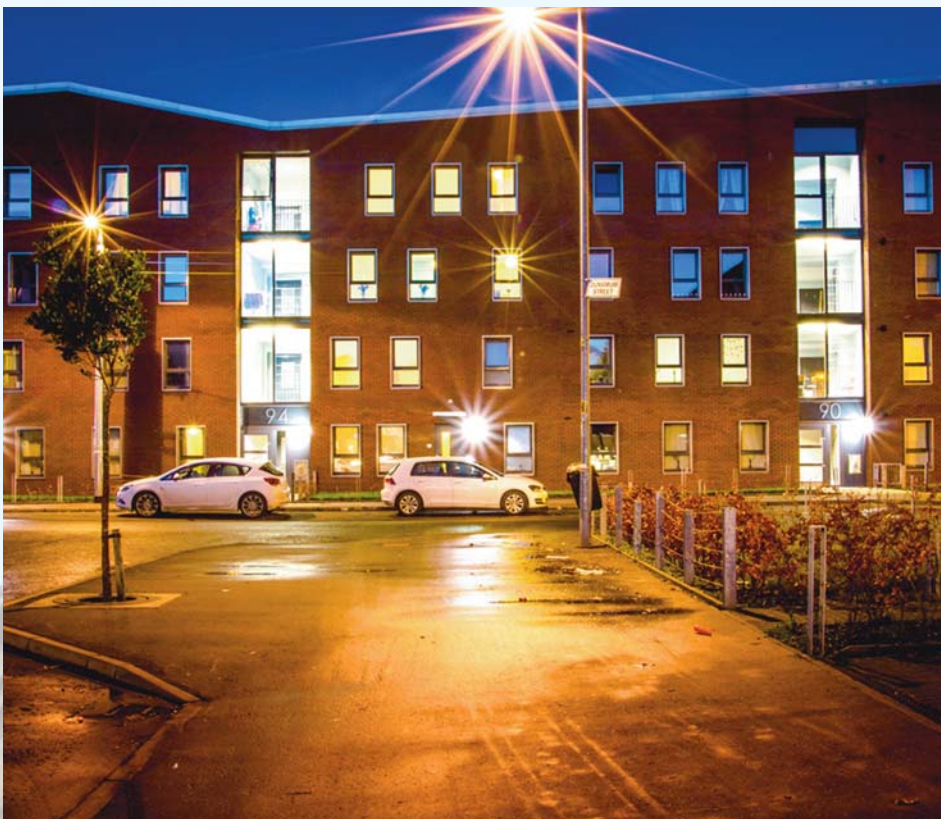


When Govan Housing Association started over 40 years ago we faced many challenges in maintaining and improving stock which was extremely old and often poorly maintained. Many properties didn't have access to an inside toilet or adequate washing facilities. Single glazed sash windows, many original to the buildings, were draughty, difficult to open for cleaning and in need of renovation or replacement. However, through the rehabilitation of these properties, Govan Housing Association has preserved the architectural heritage of the area and extensively improved the condition of the properties that we manage, something we're very proud of.

The quality of our properties and the repairs service we provide helps

tenants feel safe and secure. We're committed to ensuring our homes are well-maintained. To do this, during 2015-16 we finalised and consulted on our planned investment programme which will underpin our planned maintenance programme for the next 10 years. This programme presents an ongoing programme of kitchen, bathroom and window replacement, as well as close decoration, boiler and heating replacement and works to fencing and other key environmental tasks.

A new Energy Efficiency Standard for Social Housing (ESSH) has also been introduced and during the year we commenced the planning process for the new standard and this will provide further added value and benefits to tenants in the future. This coupled with



Emergency Repairs –
Average Time
2.03 hours

Non-Emergency Repairs –
Average Time
4.35 days

Gas Servicing
completed on time
98.21%

Average number of
repairs per property
3.52

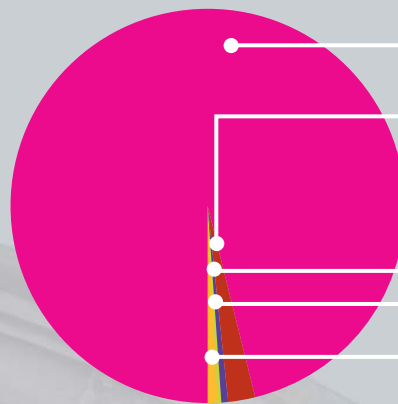


our maintenance and replacement of gas central heating throughout our properties, will ensure our tenants homes are warm, energy efficient and comfortable.

We use a robust procurement policy to find the right contractors to carry out each job to the highest standard. During 2015-16, we carried out a comprehensive review of our current contracts and through procurement made substantial savings whilst enhancing service provision and quality. After our customers, the quality and condition of the homes we own and manage is our most important asset.

Going forward into 2016-17, we will be carrying out a detailed options appraisal on our Govan HOME Team with a view to seeking continuous improvements, improved value for money and an enhancement to the services that we already provide. We are also hopeful that this will enable us to provide greater community benefit and position us well to act proactively to meet the needs of our customers and the wider community.

Satisfaction with the way Govan Housing Association deals with repairs and maintenance



Very Satisfied	96.2%
Fairly Satisfied	2.4%
Neither Satisfied nor Dissatisfied	0.4%
Fairly Dissatisfied	0.3%
Very Dissatisfied	0.7%



Community Inclusion

Building Sustainable Communities

Our Mission Statement is to provide more than a home and we meet this through a range of services which provide added value.

We recognise that housing associations have an important role to play in creating and sustaining great communities. We put a big emphasis on community development by prioritising our localised activities and placing ourselves well to be a community anchor that our customers and the wider community can rely on.

During 2015-16, we implemented our new Community Inclusion Team. This new team will focus on creating opportunities for people to become involved in the local Govan community. Through our projects we will aim to improve the health and wellbeing of local residents, as well as the physical environment within Govan.

Our dedicated Community Inclusion Officer has made significant progress

in our approach and has shaped a number of projects which are being delivered effectively from our Community Hub facility in the heart of Govan.

As part of our new Community Inclusion Team we are also providing a dedicated welfare benefits and money advice service through our new Financial Inclusion Officer. This service came into effect in January 2016 and already we are seeing considerable gains in housing costs (including Discretionary Housing Payments and Housing Benefit), debt reductions, benefit claims, Scottish Welfare Fund and energy grants.

The Community Inclusion Team are raising awareness through our newly launched social media, newsletters, flyers and general liaison with tenants and the wider community.

Funding from the Scottish Government and Scottish Legal Aid Board in the year has made a big impact and has allowed us to fund and support projects ranging from youth diversionary activities, digital inclusion to financial capability projects with our



“ Govan High School have a joint commitment to working together in partnership with Govan Housing Association addressing social responsibility. It is clear that both parties have a great deal in common in regard to this and we look forward to developing a continuous and long lasting partnership that will benefit the young people in the Govan Community. ”

**Andy Masterson,
Formal Depute Headteacher –
Govan High School**



“ We used the support of Govan Housing to provide IT Classes over a period of 6 weeks and these classes were well received by our clients. These are basic skills required for everyday living and our dedicated support workers encouraged our clients to take part, providing a platform for dialogue and a way to meet basic needs. As always we took a fully inclusive approach to our work and the IT classes were open to all as we seek to mirror the community we serve. The classes helped to build up confidence and self-esteem and took people out their comfort zone to let them see there are new skills that they could learn as we encourage them in their personal development. ”

May Nicholson, Project Director – The Preshal Trust



“ Money Matters have been delighted to once again be working in partnership with Govan Housing Association to assist their tenants with their financial matters. From the period April 2015 until March 2016 we assisted 234 tenants. Our advisor Conor Bell from Money Matters is situated within Govan Housing Association premises 2 days per week on Mondays and Tuesdays. Conor has been very successful at maximising tenants income through previously unclaimed or wrongly assessed benefit entitlement and for those in employment, we ensure that all in-work benefit entitlement has been claimed. The total financial gain that Money Matters assisted tenants to receive during 2015/16 was over £206,000. Money Matters are an independent agency and all advice is given in the strictest of confidence. Money Matters are here to help you so make sure you use this excellent service being offered at Govan Housing Association. ”

Geraldine Cotter, Chief Executive – Money Matters

partners Money Matters. One of our most notable projects in the year was our Operation Modulus employability project which received recognition city-wide from Glasgow City Council and coverage by STV Glasgow.

In the year we have also developed strong partnerships with the Scottish Council for Voluntary Organisations (SCVO) and Community Safety Glasgow. This has resulted in us employing 9 young people through the SCVO Communities Job Fund and a further 5 employees through the Glasgow Guarantee initiative with Glasgow City Council. These employment initiatives are providing young people with important skills and experience to enhance their career prospects and provide them with a pathway to a positive destination.



“ SCVO were delighted to engage with Govan Housing Association creating 12 positions in a variety of roles through Community Jobs Scotland in the year. Initially positions were created for young people with convictions who had successfully completed the Operation Modulus project through Govan Housing Association. These young men flourished in their roles and have been involved in such a variety of tasks and engaged in accredited training. From 9 young people with convictions, employed as a pilot, 7 remain at Govan Housing Association. Following on from this successful pilot three other additional positions were created by Govan Housing Association. Each position was specifically for young people from vulnerable groups including looked after and young people with disabilities and health issues. In total 10 of the young people are still employed with Govan Housing Association. ”

SCVO see this partnership as a positive with young people getting a chance to improve their own communities, become positive role models for their peers and progress into sustainable worthwhile employment. ”

Michael Hollinger, Sustaining Future Jobs Development Officer – Scottish Council for Voluntary Organisations

Customer and Community Engage

Govan Housing Association has been actively engaging with tenants since our origins in 1971, when local people fought to prevent the demolition of the tenemental stock throughout the area. The people of Govan knew it was important to keep these traditional buildings to help retain a sense of community and pride in this historic area.

Across the Association we are continually looking for ways that we can continue to engage with our customers on a meaningful level. Since 2012 we have held our Annual Fun Day at the Govan Road Campus School and more recently in 2014 facilitated the annual Govan Loves Christmas programme. These events are attended by over 2,000 people now and attract people from across Greater Govan and beyond.

These events allow us to ask people what they want to see in their local area and what they want from Govan Housing Association. These also give tenants and the wider community the chance to discuss the different options that may be available to them for housing locally and raises awareness of community projects and partners that they can get involved in to help integrate them into the community.

The development of our Community Hub during 2015-16 has also allowed

us to engage with the local community and obtain first-hand feedback on the services that people require. Through this we recognised that the Welfare Reforms are a huge concern for our tenants and we have therefore implemented a Financial Inclusion drop-in service within the Community Hub which is now facilitated by our new Community Inclusion Team.

In addition to the above, we are empowering local people to manage and run their own groups and projects. Through funding from the Scottish Government and support from our wider action budgets we are providing local people with start-up monies to run addiction, employment and environmental projects.

Our Service Scrutiny Panel was established in 2014 and over 2015-16 has continued to develop their role within Govan Housing Association. To date they have carried out a review of our repairs service and key





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performance indicators and more recently our new tenant handbook. As ever volunteers on the panel worked positively throughout these projects and committed a significant amount of their time to conducting a thorough inspection of services and our key documents we provide.

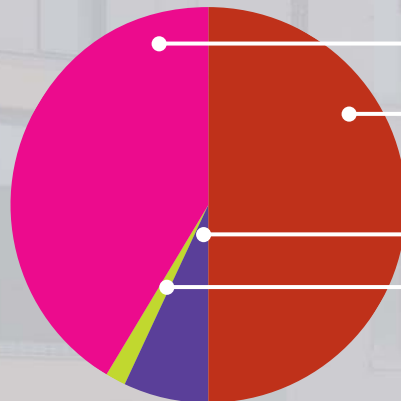
As we move forward into 2016-17, we will be looking at new and innovative ways of engaging with our customers and the wider community. We will be carrying out more detailed customer profiling to keep on top of the ever-changing needs of the diverse community that we serve. In addition to this we will be aiming to achieve constructive and holistic partnerships with key partners and agencies both locally and nationally to provide enhanced services linked to welfare reform and digital inclusion, ways of improving energy efficiency in homes, considering what steps we can take to improve access to employability, as well as many other things.





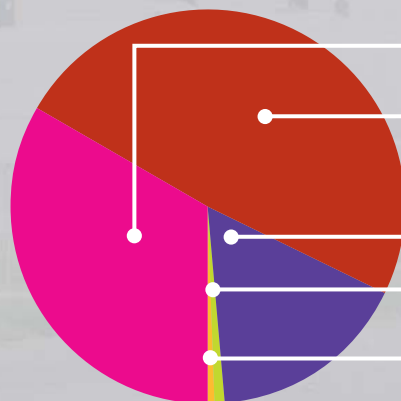
We want to make sure that we're not only providing homes for people, but that we are building an integrated and sustainable community that people feel proud to call home. As a community anchor for some 45 years our customers and the local community have been, and will continue to be, at the heart of everything we do and achieve. Our culture and outlook will link well with the opportunities available in the local area such as the City Deal Investment, Townscape Heritage Initiative monies and the introduction of Glasgow City Council's Thriving Places. We look forward to play a key part in the delivery of all of these.

Customers who feel well informed



Very Satisfied	41.6%
Fairly Satisfied	50.0%
Neither Satisfied nor Dissatisfied	6.9%
Fairly Dissatisfied	1.5%
Very Dissatisfied	0.0%

Customers who are satisfied with their involvement in decisions



Very Satisfied	33.4%
Fairly Satisfied	49.0%
Neither Satisfied nor Dissatisfied	16.4%
Fairly Dissatisfied	0.9%
Very Dissatisfied	0.3%



Development and Investment in our homes

Govan Housing Association possesses a rich history and one of development and innovation. Founded in 1971 under the name of Central Govan Housing Association, Govan Housing Association was the first community based housing provider, leading the way for social housing provision in Scotland.



The Association was initially set up to carry out tenement rehabilitation of 212 flats in the then Taransay Street Treatment Area. Since then, the Association has taken on the ownership and management of some 1,600 properties in the local area and delivered a number of award winning new build developments to assist with the continual development and regeneration of this proud and historic area.

Over the last 18 months the Association has been focussing on an acquisition strategy in the local area. Working collaboratively with Glasgow City Council, the Association has managed to acquire over 80 units across Greater Govan. The focus of this work is to acquire units with common repair and maintenance issues, properties without a factor, properties which are empty and properties with absentee landlords not paying their share of the common repair and maintenance costs.

Over the past 12-18 months the Association has acquired stock valued in the region of £5.6 million and carried out extensive repair works to bring these properties up to the Scottish Housing Quality Standard. All major refurbishment costs are being supported by 50% grant funding from Glasgow City Council. In addition to residential properties the Association has also aimed to acquire commercial properties on main thoroughfares e.g. Govan Road, which have fallen into disrepair and which are suitable for conversion to housing or which lend themselves to potential office space for partners to deliver services from.

During 2015-16, we have also focussed on the completion of our planned investment programme following the results of our Stock Condition Survey. This work has been complemented by a programme of community engagement activities so we can deliver more than bricks and mortar, and help residents to become involved and empowered to influence our decision making processes.

“ Govan Housing Association plays a pivotal role in the implementation of Central Govan Action Plan, as a mainstay supporting the partnership structure whilst also being on the frontline of project delivery. Rooted within the local community, its services ensure that a range of good quality, attractive and affordable housing is available in Govan that supports a balanced, sustainable community.

The Association continues to diversify its services to enable greater community outreach and to offer a wide range of support services that aim to improve the quality of life of Govan residents and boost the local economy, most particularly by providing jobs for local people within the growing Govan Housing Association family. ”

Susan Hanlin, Project Manager – Central Govan Action Plan

Going forward, our planned investment programme will see substantial investment in our homes over the next 5 year period:



£1 million
in boiler replacements



Bathroom replacements
in over 400 homes



Kitchen replacements
in over 450 homes



£3.9 million
in window replacements

The Association is also looking at development opportunities in the area which could help us deliver more high quality new homes. Developing housing to the highest possible quality has been our aim for many years and to continue this we make sure all of our projects meet, and where possible exceed, the increasingly demanding Scottish Building Standards. We also ensure that we surpass the new Energy Efficiency Standards for Social Housing which has an environmental benefit and reduces energy costs for our tenants.

Throughout all of our current and future projects we continue to work with communities to ensure the local views and needs are recognised. This approach will continue to be developed as we move forward and will aim to deliver wider community benefits.

We're continually seeking out new sources of funding and private finance so we can continue to build and meet the changing housing needs of the area, and our residents' aspirations to continue living in Govan.





Finance and ICT

Adding value can only be achieved if we have the financial resources to deliver on our aims and objectives.

We have an ambitious Business Plan which includes business growth and development across our areas of activity. We have plans to continue our development work and carry out further acquisitions as well as make a considerable investment in our homes over the next 10 year period as part of our planned investment programme. This will not be possible if we don't have the financial strength and borrowing capacity to raise the funds to carry out these works.

The ability to raise the required funding is also balanced by our objectives to deliver value for money to our tenants and customers, whilst keeping our rents affordable.

During the year we have demonstrated the ability to progress various aims, such as the following:

- Restricted our rent increases to maintain affordability;
- Developed and expanded our business whilst containing costs;
- Provided cost efficiencies and improved performance.

As a result of the above, the Association continues to be 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 and banking covenants.

For the year ended 31 March 2016, the Association reported a turnover of £7.3 million. This related in the main to the income from the letting of properties which accounted for £5.4 million of this total. The balance remaining related to grants received as a result of acquisition works and monies from other sources such as the Scottish Government in relation to wider action activities.



Key highlights...



Turnover
£7.3 million



Wider Action
Activities
£240k invested



Surplus
£914k

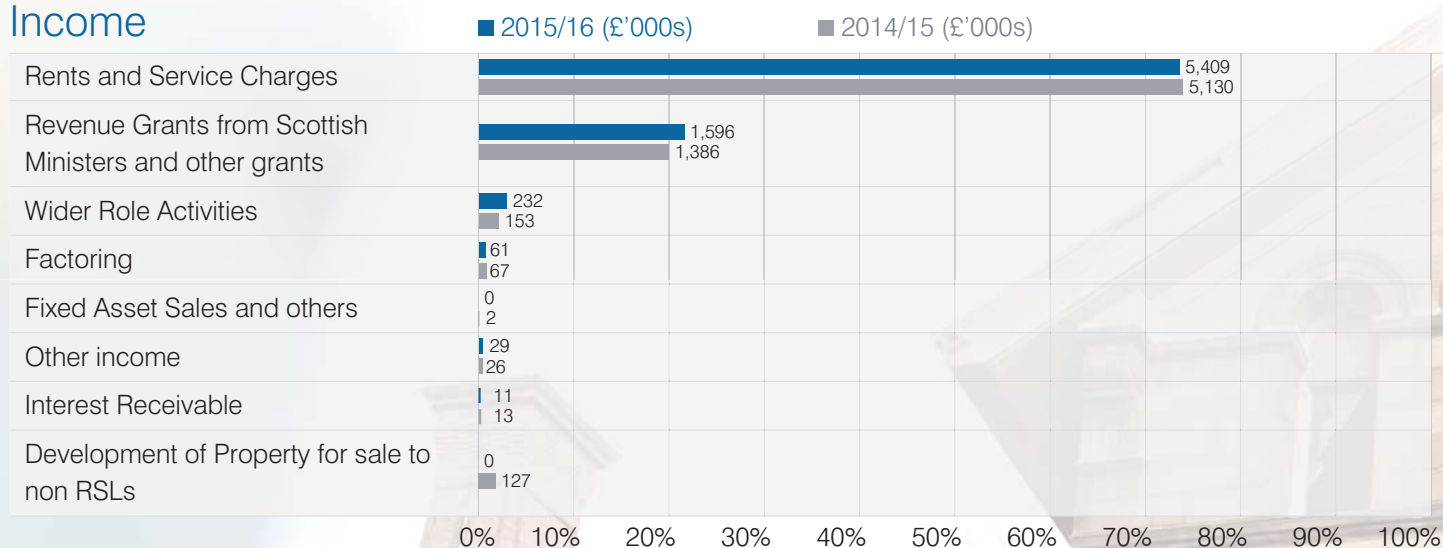


£210k
obtained in
external funding

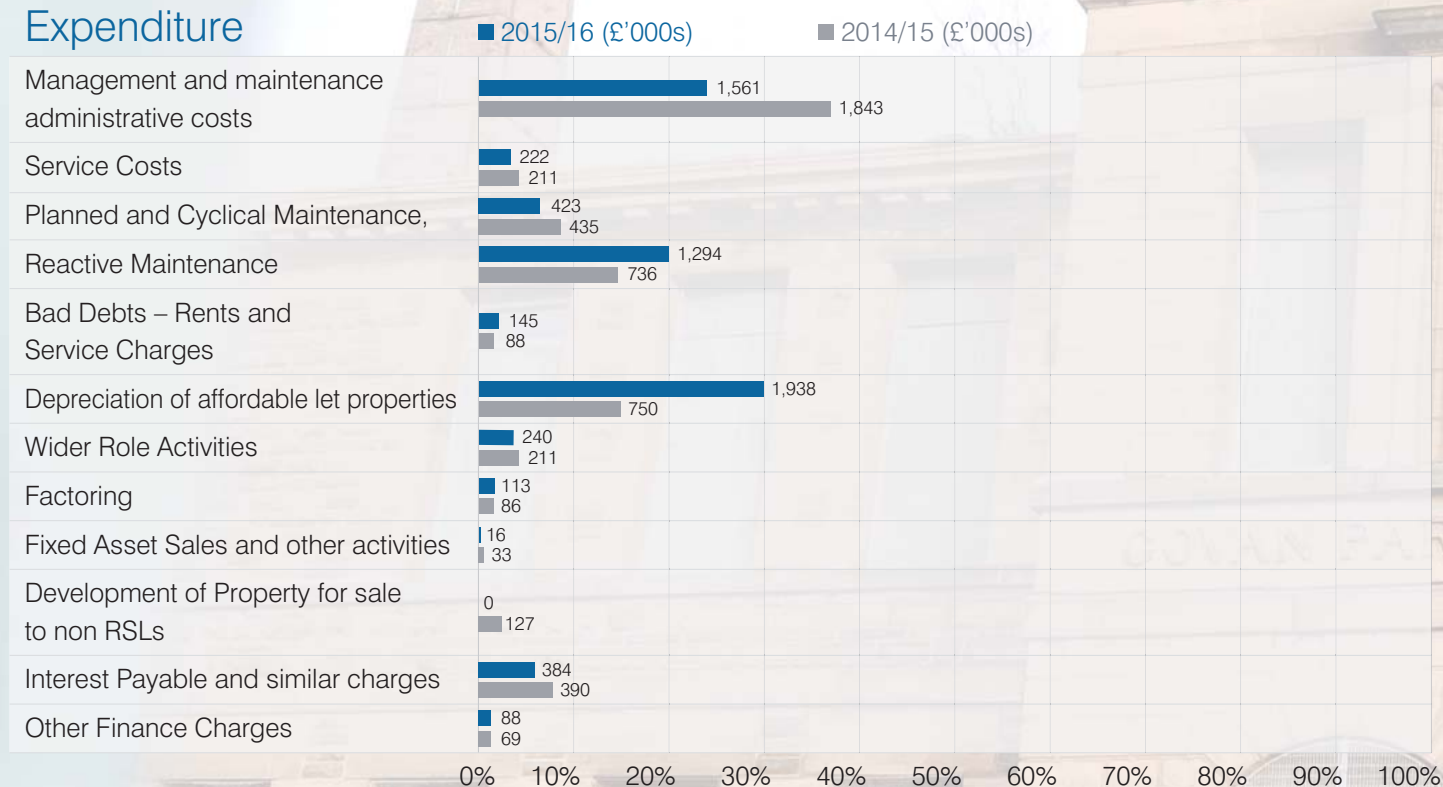


Cash in hand
£4.4 million

Income



Expenditure



It is also worth noting that our accounts to 31 March 2016 have all been restated to reflect the adoption of the Housing SORP 2014 and the new Financial Reporting Standard (FRS) 102.

We live and operate in an environment where there is an increased reliance on information technology. Business improvements and added value has been achieved during the year through the new systems and working practices we have introduced, which enhance services to tenants and improved our business operations.

These improvements will be enhanced further in 2016-17 with the full implementation of our QL-x Housing Management System.

Communication with our tenants and customers is an area of continued improvement and going forward into 2016-17 we intend to re-launch our website to provide more information and look at the potential for the introduction of a tenant portal and development of a digital inclusion strategy to complement the works already taking place in our Community Hub through our Get Connected project.



Financial Statements

Statement of Comprehensive Income for the year ended 31st March 2016

	2016	2015	
	£	£	
REVENUE	7,309,136	6,891,244	Income from rents, grants, factoring charges and shared equity sales.
Less: Operating Costs	(5,951,745)	(4,495,696)	Expenditure on employee costs, maintenance, housing management, overheads and shared equity sales.
Operating Surplus	1,357,391	2,395,548	
(Loss)/Gain on Sale of Housing Stock	18,000	(26,221)	Net gain or loss from property disposals
Interest Receivable and other income	10,972	12,893	Interest earned on cash balances
Interest Payable and Similar Charges	(383,553)	(390,350)	Interest and other charges payable on loans and overdrafts
Other Finance Charges	(88,402)	(68,643)	
	(442,983)	(472,321)	
Surplus for the Year	914,408	1,923,227	Amount left from income after deducting expenses

Balance Sheet for the year ended 31st March 2016

	2016	2015	
	£	£	
NON-CURRENT ASSETS			
Housing Properties – Depreciated Cost	63,594,261	62,619,722	What the Association's properties cost
Other Non-Current Assets	1,338,988	1,324,964	Net book value of the Association's premises, vehicles, furniture and equipment.
	64,933,249	63,944,686	
CURRENT ASSETS			
Receivables	677,342	1,112,722	Money owed to the Association
Development Cost of Housing Property	–	586,957	Net expenditure on properties being built for sale
Cash at Bank and in hand	4,417,245	2,695,296	The Associations cash balances at the year end
	5,094,587	4,394,975	
CREDITORS			
Amounts falling due within one year	(2,349,250)	(2,154,180)	Money owed by the Association to others due to be paid within one year
	2,745,337	2,240,795	
NET CURRENT ASSETS			
TOTAL ASSETS LESS CURRENT LIABILITIES	67,678,586	66,185,481	
CREDITORS			
Amount due after more than one year	(12,043,685)	(12,551,195)	Long term loans and overdraft facilities
DEFERRED INCOME			
Social Housing Grants	(46,878,878)	(45,792,471)	What the Government paid towards the cost
Other Grants	(625,570)	(625,769)	
	(47,504,448)	(46,418,240)	
NET ASSETS	8,130,453	7,216,046	
CAPITAL AND RESERVES			
Share Capital	212	213	Represents shares paid at £1 each
Revenue Reserves	8,130,241	7,215,833	Money built up from surpluses achieved
	8,130,453	7,216,046	

Comparative figures have been restated to reflect the adoption of the Housing SORP 2014 and FRS 102.

The Financial Statements were approved by the Management Committee and authorised for issue and signed on their behalf on 28 July 2016.

Govan remembers...

...a look back in time

The history of Govan is truly remarkable and in this year's annual report we wanted to look back at some of this history and share some of the memories via the Govan Reminiscence Group. We have selected the Lyceum Theatre which was opened by Richard Waldon and Ernest Stevens in 1899.

This impressive building situated at the corner of Govan Road and McKechnie Street was designed by architect David Barclay in red sandstone and boasted a round illuminated domed tower 119ft high.

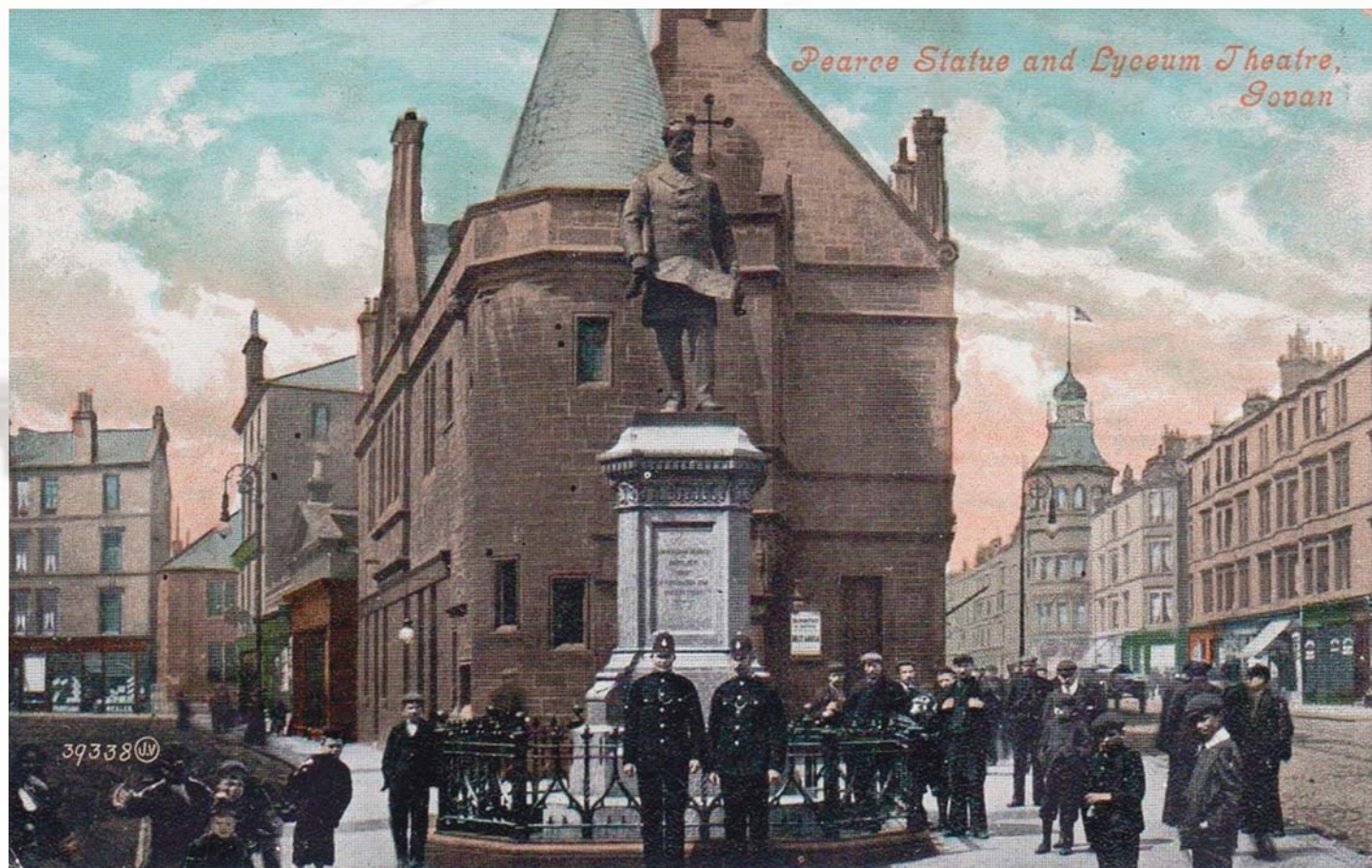
The interior of the theatre was decorated in an elegant Italian renaissance style with gilded fittings, crimson and gold walls, seats that were upholstered in a plush copper-coloured material and richly coloured heavy curtains hung between openings. The lavish theatre and music hall could accommodate 3,130 people within two tiers of galleries, pit, balcony, stalls and dress circle. The theatre also had 4 spacious and sumptuously decorated and expensive private boxes which cost £1 11s 6d, for other seating areas prices ranged from 6d for the gallery up to 2s 6d for the dress circle.



The theatre which also had a 19 table billiard hall in the basement opened on Tuesday 14th November 1899 to a packed house, the first production was the opera Carmen by the Carla Rosa Company, directed by T.H. Friend with Jessie Brown playing Carmen, the assistant director J.H. Oakden was himself an actor and now also the acting manager of the Lyceum Theatre.

Among the dignitaries in the audience was the Provost of Govan, James Kirkwood who along with Richard





Waldon and Ernest Stevens addressed the audience in the interval with Richard Waldon stating that they had "equipped Govan with a temple of the drama".

Carmen ran at the Lyceum until 31 December 1899, in their time at the Lyceum the Carla Rosa company also performed Maritana, Trovatore, Tannhauser, Faust and Bohemian Girl.

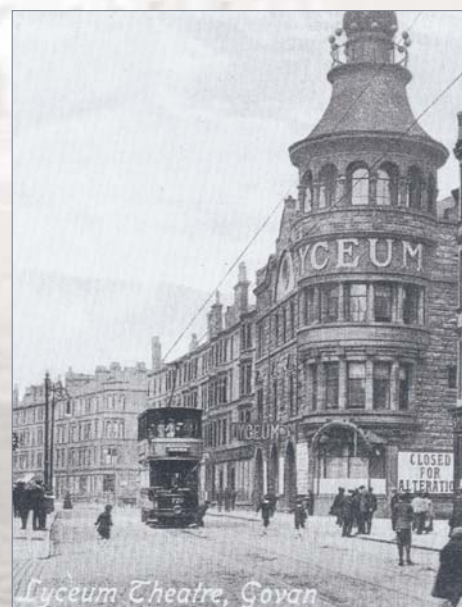
The Lyceum Theatre presented a variety of entertainment, such as; musicals, plays, pantomime and farcical comedy sketches. Richard Waldon also owned many other Glasgow theatres including The Pavillion, in 1902 he became sole owner of the Lyceum Theatre when his partner Ernest Stevens retired.

It is thought the Lyceum Theatre could have also started showing movies as early as 1902, just 6 years after the first public film shows in Glasgow,

Edinburgh and London. In the first decade of the 20th century the popularity of cinema was growing rapidly, in Govan roller skating rinks and warehouses were converted into cinemas, such as the Govan Cross Picture Palace in Helen Street, Ibrox Picture Palace on Lendel Place and Green's Picturedrome on Summertown Road. The first purpose built cinemas in Govan were the Govan Cinema on Govan Road (1913) and the Elder Cinema on Rathlin Street (1916).

In 1909 the Lyceum Theatre was closed for refurbishment and redecoration and also possibly for alterations due to the Cinematograph Act (1909) requiring all cinemas to have separate fireproof projection rooms, in August 1909 the theatre reopened as cine-variety with the Franco-British Picture Company now showing movies, among the first movies shown were, La Tosca, Mount

Blanc, and The Rise and Fall of Napoleon, the Lyceum continued to present a mixture of variety theatre and cinema until 1923 when it was purchased by Caledon Pictures Limited and converted to a dedicated full-time cinema. *continued over...*



At 2am on 25 October 1937, smoke was seen coming from the roof of the Lyceum Cinema and the fire brigade were alerted. The son of Harry Stewart, an employee of the nearby Elder Cinema, managed to save the movies from the building, as the fire took hold the entire fire fighting force of Glasgow attended. Surrounding tenements were evacuated as a wall collapsed on McKechnie Street, narrowly missing firemen. Luckily no one was killed, however the impressive red sandstone building built only 38 years earlier was burned to the ground.

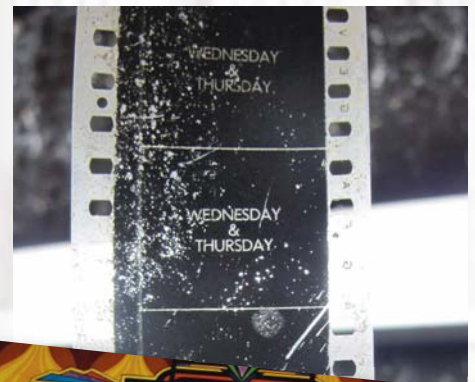
A new building to replace the cinema was needed, a grand purpose-built cinema that could reflect the new golden age of the movies of the 1930s and 40s.

The new 2,600 seat cinema was designed by Charles J. McNair and cinema architect Henry F. Elder in a "streamline moderne" design which emphasised the curving forms and long horizontal lines of the art deco style, a striking contrast to the surrounding sandstone tenements with its five tall back-lit, glass-block windows and a wide curved corner entrance with five broad doors that stand on both McKechnie Street and Govan Road. The interior was no less

impressive with a mural running around a circular entrance hall, at the centre of which hung a striking light fitting above an island ticket box, from which art deco patterns radiated in the terrazzo floor. The auditorium with its stalls and balcony was decorated in blue, pink and lilac and the screen was fronted by a 40ft wide proscenium and 12ft deep stage.

The Lyceum, Govan's latest suburban super cinema was opened on the 19th December 1938 by the then Lord Provost Paddy Dollan who said that it was "a magnificent resurrection". The cost of a ticket ranged from 5d to 1s and the booking of the movies were performed by A. B. King, who chose on the first night to run the comedy movie "We're Going To Be Rich" starring Gracie Fields & Victor McLagen.

The Lyceum for decades was one of Glasgow's most popular cinemas, a place that still holds warm memories for many people in Govan, whether it be as kids, skipping in through the fire escape to the Saturday matinees or as adults, crying at the latest weepies such as; "Madame X" and "Imitation of Life" or watching the latest summer blockbusters, such as the movie "Grease", so popular with Govan's teenagers it ran for nine weeks.





In 1974 after the death of owner A.B.King the Lyceum was sold to County Properties who converted it to cinebingo, the stalls became the County Bingo Social Club and the balcony area a 480 seat cinema, the circular art-deco entrance hall was partitioned by a wall providing separate entrances for the cinema and the bingo, the circular island ticket box was pulled over to the cinema side where the artdeco mural was replaced by a mural of Disney characters and the mural on the bingo side was just painted over.

In 1981 the cinema portion of the Lyceum closed down, with the bingo hall operating until 2006 when Gala Bingo bought over the properties of County, Gala announced that they would rebrand and refurbish all the properties however after more than 100 years of the Lyceum entertaining the people of Govan, Gala closed it down later that year.

In 2010 local businessman Asif Choudhury bought the Lyceum which even today still has many of the original features and art-deco fittings, however after ten years of closure the category B listed building has seen far better days, the much loved art-deco building which is also on the Building at Risk Register is in danger of being lost to the people of Govan forever, over the decades the Lyceum has evolved from variety theatre to cinevariety to cinema to cine-bingo before ending its days as a bingo hall, we hope that the Lyceum will be once more resurrected to once again entertain the people of Govan.



We would like to thank the Govan Reminiscence Group for the content of this article. We would also like to credit Scottish Cinemas.org and Govan Hidden Histories, © T S Beall 2013 and © Robert Pool 2011. We are very grateful for their support in preparing this article and for the photos of this great historical landmark.

Our People

Our aim is to be an Employer of Choice. At the heart of this is our focus on delivering organisational improvements which will have a direct and positive impact on our staff engagement, wellbeing and performance.

Our recent success in becoming the first Housing Association to be awarded Investors in People Platinum, Investors in Young People Gold and the new Health and Wellbeing award through anonymous online questionnaires confirms that our staff feel that Govan Housing Association is a good place to work, they like the people and diverse range of service we provide.

Investors in People is the most successful framework for business improvement through people in the UK. In gaining accreditation at Platinum level, we believe that our solid foundation of good practice is demonstrated. We hope that our true commitment to the training and development of our staff is also illustrated.

The Investors in People Health and Wellbeing Award illustrates that as an employer we have recognised the importance of employee health and wellbeing and we have taken measures

to ensure that it is not only at a high level, but through the Award, also measurable. The Investors in Young People Gold award demonstrates our desire to continually and effectively recruit, develop and retain young people. We believe it establishes Govan Housing Association as an employer of choice for young people and testifies to our effective Youth Employment practices.

Improving communication with staff is an area we have prioritised during the year and we are beginning to see the benefits and added value of this with staff more involved in the business decisions and more able to influence the strategy.

In the year we applied to be a Glasgow Living Wage employer and aim to sustain this into the future. In recognising that staff have various commitments which could impact on their ability to work, we have various family friendly policies and flexible working arrangements in place to support this.



“Congratulations to Govan Housing Association on becoming the first housing association to achieve Investors in People Platinum accreditation alongside the Health and Wellbeing award and Investors in Young People Gold accreditation”. To achieve one of these is a fabulous achievement but to achieve all three is outstanding and a real mark of the high esteem in which Govan Housing Association hold their people. We are seeing a new generation of Investors in People organisations setting higher levels of achievement in how they choose to manage their people. Govan Housing Association is leading the way in the housing sector, and their commitment to their people should be an inspiration and a challenge to everyone.”

Peter Russian, Chief Executive of Investors in People Scotland



We operate within a continually changing environment and during the year we undertook a Management Structure Review, where Heads of Service were further integrated into the Senior Management Team to ensure all our services and activities were fully recognised in our overarching Business Plan and Strategies.

We have also been developing our proposals for Governing Body Members and in the year carried out a full training needs analysis of our Management Committee Members. We also welcomed new members to our Management Committee; Gary Maguire MBE, Alison Martin and Colin Quigley. We are confident that these changes will further strengthen our Governance arrangements in the future and bring the expertise required to meet the ever-changing needs and challenges the sector presents.

As at the end of March 2016, the Management Committee of Govan Housing Association had 11 Members with a wide range of skills, knowledge and experience. It was however with great sadness that Management Committee Members and Govan Housing Association staff said goodbye to Anne Irvine in May 2016 who sadly passed away. Anne was a popular and dedicated member of the Management Committee and had served for over 20 years through periods of considerable change, development and improvement. Anne will be sorely missed by all of her colleagues and friends.

Govan Housing Association Board Members

(as at 30 August 2016)

- | | |
|----------------------|-------------------------|
| Mr William Pritchard | <i>Chairperson</i> |
| Mr Thomas McArthur | <i>Vice-Chairperson</i> |
| Miss Georgina Hay | <i>Secretary</i> |
| Mrs Alice Connelly | |
| Mr John Hendry | |
| Mr John Flanagan | |
| Ms Karen Russell | |
| Mr Gary Maguire MBE | |
| Mr Colin Quigley | |
| Ms Alison Martin | |



William Pritchard



Thomas McArthur

Executive Management Team

(as at 30 August 2016)

- | | |
|------------------|-------------------------------|
| Fiona McTaggart | <i>Chief Executive</i> |
| Natalya Macholla | <i>Deputy Chief Executive</i> |



Georgie Hay

Senior Management Team

(as at 30 August 2016)

- | | |
|------------------|-----------------------------------|
| Tom McLeod | <i>Head of HOME Team</i> |
| Fiona McLauchlan | <i>Head of Housing</i> |
| Arlene Robertson | <i>Head of Corporate Services</i> |
| Roger Dulin | <i>Head of Finance and ICT</i> |
| John Cannell | <i>Head of Maintenance</i> |



Fiona McTaggart

Auditors

Alexander Sloan

Bankers

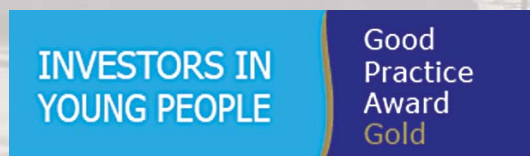
Royal Bank of Scotland

Solicitors

TC Young



Natalya Macholla




Creating homes, shaping communities, changing lives

Govan Housing Association

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Email: general@govanha.org.uk
Website: www.govanha.org.uk

 [facebook.com/govanhousingassociation](https://www.facebook.com/govanhousingassociation)

 [@MovingGovanFwd](https://twitter.com/MovingGovanFwd)

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Property Factor Registered Number PF000200

