



The future is exciting.  
**Ready?**

GOVAN HOUSING ASSOCIATION  
ANNUAL REPORT 2017 2018

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The Management Committee  
wish to thank all those who  
have contributed to the  
ongoing success of  
**Govan Housing Association**

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# Welcome

As I step down as Chair, having been in the position for the past five years, I wish to take this opportunity to record my thanks to the passionate, talented and dedicated Management Committee, Staff Team, Volunteers and Members for the support that I have received during my time in this role.

The last few years have been a successful and busy time for the Association with many changes and challenges due to the ever developing nature of the Scottish housing operating environment. It is however a period which I look back on with great pride and delight over what has been achieved and indeed on how the Association has grown and developed into the great community anchor that it is today. It is with great pleasure that I present this report.

The organisation has grown from strength to strength over the last 5 years. The change process has been led by the Management Committee who has ensured that robust plans and foundations are in place to effectively manage the change and growth of the business. They made sure the regulatory standards and risks were assessed and measured and that strong governance was applied continuously. Most importantly, we worked collaboratively with the staff team to implement the Govan HOME Team subsidiary and with it created the Govan Housing Association Group.

This Annual Report will tell you more about our journey in creating our Group structure. The Govan HOME Team will play an integral role in delivering a range of repair, maintenance and environmental services for Govan Housing Association and hopefully a number of other organisations over the years ahead. I would like to personally thank the Consultants, Partners, Independent Advisors and Staff for joining us on this progressive journey. By ensuring that effective processes were in place they ensured that there was a smooth transition into the Group structure. I would also like to thank the local people for their valued participation and support. They assisted us in improving our services to ensure the new

group structure provided value for money and guaranteed opportunities for training and employment of local people.

There have been many highlights over the last 5 years but I think for me the one that I am most proud of is the awards from Investors in People in 2016. This seen the Association become the first Housing Association in the United Kingdom to receive all three of the highest awards from Investors In People; Investors in People Platinum, Investors in Young People Gold and their new Health and Wellbeing award. This also seen us shortlisted as Best Newcomer and Platinum Employer of the Year in their prestigious annual awards ceremony in London. The awards were all the more pleasing as they were achieved through a great period of growth and change.

As Chair and importantly as a long-term resident and tenant in the Govan area I'm acutely aware of the challenges my neighbours face on a daily basis. I realised very quickly that one of the best ways of responding to these challenges was to get involved. Only by leading from the front are tenants able to have a real say in how their communities take shape in the future.

We have many ways for tenants to get involved: Tenants and Residents Association, Service Scrutiny Panel and the Management Board itself all give tenants a real say in guiding how we manage our services and make decisions.

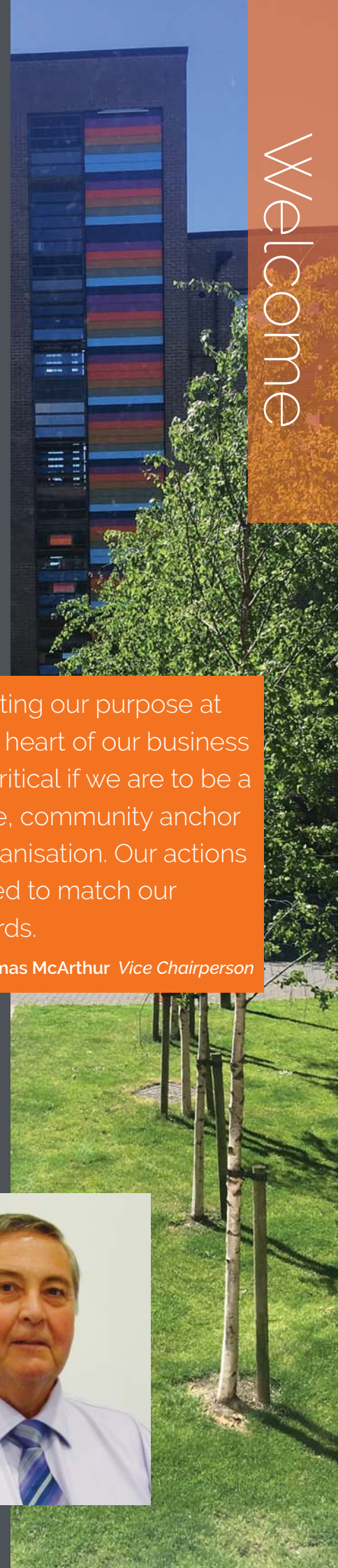
*(Continued on page 2)*

Putting our purpose at the heart of our business is critical if we are to be a true, community anchor organisation. Our actions need to match our words.

**Thomas McArthur** *Vice Chairperson*



Welcome



## Welcome (continued)

Tenants' opinions really do matter and are crucial in shaping the future investment, housing and service delivery decisions that we make.

The opportunity to shape your neighbourhood is there and I would urge tenants from every background to take it. You don't need any special skills or qualifications just a willingness to get involved. The success of Govan Housing Association over the last few years would not have been possible without you. I personally have found my involvement to be very rewarding and something which I will continue to take great pride in over the years to come.

Whilst I think that everyone involved in our work can be satisfied with the progress we have made in achieving our aims, it is also clear from the need for good quality housing and services that we see every day that there can be no room for complacency. We will continue therefore to take a focussed and pro-active approach to providing homes and services that make life better whilst continually seeking improvement in all that we do.

I would like to thank our tenants, partner organisations, contractors and the wider Govan community for their continued effort and commitment to achieving high standards in all that we do – their contribution is both valued and much appreciated. Finally, I would like to thank my fellow Management Committee members for their continued support, commitment and dedication and to our staff for their professionalism in helping to achieve our aims in another successful year at Govan Housing Association.

This report focuses on how we have worked with our tenants over the past year to improve lives and will give you a flavour of our commitment over the next three years.

**Bill Pritchard** *Chairperson*

# Introduction

## from the Chief Executive Officer

2017/18 has continued to be a year of progress and change for our Association, and a year in which we reached new milestones with the implementation of our new repairs and maintenance subsidiary, and with it, the creation of the Govan Housing Association Group structure.

The creation of our new subsidiary, the Govan HOME Team, signals one of the largest projects undertaken by the Association in recent years. However, the journey has been a great one and one which has allowed us to grow as a business and as a team.

The main aim behind our ambitions to set up the HOME Team as a subsidiary of Govan Housing Association was to develop a contractor with a shared vision and ethos about customer service and a belief in the proud heritage and community spirit that Govan possesses. We are delighted that many members of staff in the HOME Team are from Govan and we hope that this continues to grow as we develop and expand as a business.

Training and employability will be key to our objectives through the Community Interest model. We are hopeful that the HOME Team will provide over 50 jobs locally over the next three-year period. Together with this, it is our aim to provide a range of training opportunities through apprenticeships, volunteer placements, training programmes for school leavers, links to Govan High Schools Construction Programme and wider community projects similar to our Operation Modulus and Mini-Modulus programme we delivered previously.

Since the inception of the HOME Team subsidiary, we have put considerable work in to attracting experienced governing body members to support our plans and initiatives. We have found attracting new members to be a simple process with a number of people excited about the opportunity to get involved.

We are confident that our links to the local schools, including representation on our HOME Team Board by Andy Masterson (Former Deputy Head Teacher, Govan High School), will provide a vital opportunity for the Group to deliver employment and apprenticeships to local young people. As part of this link, we are also exploring the potential for a young person from a local school to observe our governing body meetings, where appropriate. We see this as an opportunity to provide young people with an insight into being part of a governing body, but also importantly an opportunity to consider a strong succession plan for our governing bodies across the Group structure.

Housing Associations are regulated by the Scottish Government and Govan Housing Association has a complex network of Regulators that it is accountable to. I am pleased to report that the Association continues to meet all of its regulatory obligations. The Scottish Housing Regulator continues to classify the Association as requiring "Low Engagement" and we are pleased to maintain this status. Our other regulatory bodies, the Financial Conduct Authority, Community Interest Company Regulator and the Office of the Scottish Charity Regulator, had no significant engagement with the Association.

Despite the wide range of activities now being offered by the Association, we still remain first and foremost a housing provider. In May 2017, the Association submitted its Annual Report on the Scottish Social Housing Charter (ARC) and the results continued to show an





We believe that we are stronger together and our partnerships generate collective good for our staff, our customers and our business.

**Fiona McTaggart** *Chief Executive Officer*

improvement across many key areas. Generally, the high performance outputs were maintained and there was improvement in areas which had previously been below the Scottish average. Using our latest performance results and the evidence from our most recent Resident Satisfaction Survey, carried out in late 2017, we will continue to build on our key performance indicators and look to target areas for improvement. The Association will publish the results of our 2017-18 ARC with comparisons in October 2018.

With the impending introduction of Universal Credit Full Service in September 2018, the welfare reform agenda and its impact on household income remains high on the Housing Association's agenda and risk management plans. Consequently, the Association continues to invest significant resources in to our in-house Financial and Community Inclusion Teams to try and support households impacted by the changes and which require additional support. Over the course of 2017-18 our Financial and Community Inclusion Teams grew from two full time members of staff to five full time equivalents. We are delighted with the success of the teams and with the development of our Community Hub which now provides extensive services to the local community over some 60 hours per week. Over 2017-18, we reported over 140 service users per week and 72% of these being with our tenants.

During 2017-18, we were delighted to be approached by Glasgow City Council regarding the historic and prime Water Row site. Over the year we have been working with Collective Architecture to draw up a masterplan for this site. The masterplan will look at the potential for a whole new development at Water Row, including new

housing, community, commercial and leisure uses. Importantly, it will be shaped with and by the local community.

Water Row, a site rich in heritage and character, is one of Govan's greatest assets in regeneration terms and one of the most exciting development opportunities in the city at the present time. We are delighted to be working with Collective Architecture and our Development Consultant, Edwards MacDowell Consulting Ltd, to develop this master plan.

During 2018-19, we will commission a comprehensive commercial viability assessment to engage a suitably qualified and experienced consultancy team to establish the nature and viability of the commercial development proposed at the Water Row site in Govan. The consultancy team will be required to prepare development appraisals and business cases to support the applications for the development and operating finance (grants and private borrowing) required to establish each venture. This will include a major application for Glasgow City Deal infrastructure funding.

2017-18 has been another important and exciting year for Govan Housing Association. I would like to thank our Management Committee, staff team, tenants, partner organisations, contractors and the wider Govan community for their continued support and contribution to our overarching aim of 'Moving Govan Forward'.

**Fiona McTaggart**  
*Chief Executive Officer*



# Our values

At the core of our business are Govan Housing Association's values. These represent the way we conduct ourselves and how we do business.



# Govan as a Social Landlord

## a spotlight on performance

One of the most distinctive features of Govan Housing Association is the complexity and range of services and activities that it is involved in. However, we remain focussed on our core purpose and first and foremost Govan Housing Association is a registered social landlord, regulated by the Scottish Housing Regulator.

Our core purpose is to provide, manage and maintain affordable housing for people in housing need. Our core service teams are at the heart of this activity and provide an extensive range of activities and functions to assist us in our delivery.

Over the past 12 months, the Association undertook a comprehensive Resident Satisfaction Survey to assess our performance and identify our key areas for improvement. As a whole, the

performance of the Association has increased and we will be reporting to all of our customers in the autumn on our performance in terms of the Annual Return on the Charter (ARC).

A summary of key outputs is provided on the next few pages, highlighting our general performance. By using a "traffic light" system you will be able to see at a glance how we performed compared to our targets and previous years, and also with all Scottish social housing landlords.



Shows improving performance/better than the Scottish average.



Shows stable performance/below the Scottish average.



Shows performance where we need to take action to improve.





# Key Performance Indicators

Performance Indicators	Results 2015/16	Results 2016/17	Current year	Performance compared to last year	Scottish Average 2017/18	Performance versus Scottish Average
			Results 2017/18			
<b>Tenant Satisfaction</b>						
% of tenants satisfied with overall service provided	87%	87%	89%		90%	
% of tenants who feel their landlord is good at keeping them informed about their services and decisions	92%	92%	92%		92%	
% of tenants satisfied with the opportunities given to them to participate in their landlord's decision making	82%	82%	87%		86%	
% of new tenancies sustained for more than one year	79.07%	78.66%	79.13%		88.66%	

We try and get our tenants involved, at whatever level they are comfortable with. In the year we have had tenants completing independently evaluated satisfaction surveys, taking part in events in our Community Hub, participating in consultation events regarding potential new developments, right up to joining our Management Committee.

We value all tenant participation opportunities and through initiatives across our key services areas we will encourage tenants from all backgrounds to engage and feel empowered to make decisions that affect their homes. This is not just vital to our decision making but also our commitment to meeting the objectives and key outcomes of the Scottish Social Housing Charter.

As an Association we recognise that our tenancy sustainment figures need to improve and over the year we have looked at a number of ways to assist tenants to better manage and sustain their homes. During 2017-18, we developed our Financial and Community Inclusion Teams in order to provide first-hand support. In addition to this, we have developed a number of initiatives relating to white goods and the provision of furniture to help tenants to set up their home. We are hopeful that our continued focus in this area will help to improve our performance over the year ahead.





# Key Performance Indicators





Performance Indicators	Results 2015/16	Results 2016/17	Current year		Scottish Average 2017/18	Performance versus Scottish Average
			Results 2017/18	Performance compared to last year		
<b>Quality and maintenance of homes</b>						
% of tenants satisfied with the overall quality of their home	83%	83%	85%		87.9%	
% of homes meeting the Scottish Housing Quality Standard (SHQS)	52.17%	53.25%	53.94%		94.2%	
Average length of time taken to complete emergency repairs (hours)	2.03 hours	1.82 hours	2.15 hours		3.96 hours	
Average length of time taken to complete non-emergency repairs (days)	4.35 days	2.96 days	3.97 days		6.38 days	
% of reactive repairs completed right first time	86.80%	91.80%	81.69%		92.23%	
% of tenants satisfied with the repairs service	98.65%	97.44%	89.88%		92.13%	
% of annual gas safety inspections carried out on time	98.16%	99.67%	99.94%		99.81%	

Repairs, maintenance and improvements are a key component to our business operations and a large proportion of tenant's rents go on making sure all of our properties are secure and safe for our tenants. We perform well compared to other Scottish landlords but remain conscience, particularly in light of our new Govan HOME Team subsidiary that we must remain vigilant in striving for continuous improvement in this area.

A large number of our properties still remain exempt from the Scottish Housing Quality Standard as a result of predominantly the kitchen layouts in our tenemental stock. Despite this we remain focussed on enhancing and improving the standard of our properties.

We continue to perform well in our response times to both emergency and non-emergency repairs. However, we need to work on our Right First Time figures which have declined in the year. This is again something that we will aim to focus on through our Govan HOME Team subsidiary in order to increase our overall satisfaction levels.

# Key Performance Indicators

Performance Indicators	Results 2015/16	Results 2016/17	Current year		Performance compared to last year	Scottish Average 2017/18	Performance versus Scottish Average
			Results 2017/18				
<b>Neighbourhood</b>							
% of tenants satisfied with the neighbourhood management	80%	80%	87%			88%	
% of anti-social behaviour cases resolved within target	98.77%	86.38%	92.48%			87.88%	

Anti-social behaviour and nuisance neighbours can be challenging for local tenants and the wider community. The number of anti-social behaviour cases can vary from one year to the next and when looking at the figures it's important to remember that one tenant can be complained about several times. We have our own dedicated Housing Assistant who focusses on estate management and anti-social behaviour. This enables us to respond and resolves cases as quickly as possible when they arise.

Where very serious anti-social behaviour arises and criminal activity is reported we will pass it to the Police for them to deal with.



Performance Indicators	Results 2015/16	Results 2016/17	Current year		Performance compared to last year	Scottish Average 2017/18	Performance versus Scottish Average
			Results 2017/18				
<b>Value for money</b>							
% of money collected for current and past rent	90.25%	102.1%	100%			99.38%	
% of rent lost through empty properties	1.25%	0.82%	0.68%			0.74%	
Average length of time to re-let properties (days)	28.71 days	19.2 days	18.99 days			30.72 days	
% of tenants who feel that their rent is value for money	72%	72%	76%			83%	



We're a non-profit organisation, so we rely on tenants paying their rent to keep operating effectively and to enable us to invest in our stock. We understand that some tenants can have problems with money and we can provide money, debt and energy advice to help them manage their income and pay their rent. But we need to collect rent – it's what pays for the services we provide and for the investment in the stock to ensure that our homes remain safe and well maintained.

We don't receive any money when a property is empty and there's someone on our list who could be living in it, so we try to ensure that properties don't stay empty for too long. This again is an area where we perform well in comparison to other Scottish landlords and an area that we will look to continually improve in with the addition of the Govan HOME Team.

Demand for our stock varies but we try to keep empty properties to a minimum – we have an agreement with Glasgow City Council to offer a minimum of 25% of our available properties to applicants that the Council has assessed as homeless.

**76%** of Govan's tenants are satisfied with value for money in comparison to the Scottish average of **83%**. We are conscious that we need to keep our rents under review and we will continue to consider this as part of our comprehensive rent restructure which is currently in its second year. Through the restructure process we are continuing to consult tenants so that our rents are affordable, equitable, transparent and consistent. We aim to provide a balance between the level of services provided, the cost of the services, and how far tenants can afford them.

**Getting value for money, while providing good quality homes and excellent services, both now and in the future, is a key business objective of ours.**



People expect businesses to go the extra mile in the communities they serve: to make surpluses, but to do so in a way that benefits the overall community and strives to deliver value for money.

*Baillie John Kane Govan HOME Team Board Member*

Govan as a Social Landlord



# The Govan HOME Team begins...

# “Building the Future, Preserving the Past”

The Govan HOME Team is a new subsidiary of our recently formed Govan Housing Association Group. The Govan HOME Team has been registered as a Community Interest Company, meaning that profits generated will go directly into the communities that Govan Housing Association works with to support social, economic and physical regeneration and improvements.

The Govan HOME Team will play an integral role in delivering a range of repair, maintenance and environmental services for Govan Housing Association and hopefully a number of other organisations over the years ahead. One of the main aims behind our ambitions to set up the HOME Team was to develop a contractor with a shared vision and ethos about customer service and a belief in the proud heritage and community spirit that Govan possesses. We are delighted that many members of staff in the HOME Team are from Govan and we hope that this continues to grow as we develop and expand as a business.

The Govan HOME Team went live in May 2017 and will aim to deliver a high quality repairs, maintenance and environmental service to the residents of Govan and further afield as the service and business grows and develops. The team will be carrying out a range of works, including:

- Reactive and void property repairs.
- General building maintenance.
- Kitchen and bathroom installations.
- Electrical installations and re-wires.
- Cyclical paintwork and common close repairs.
- Landscaping.
- Estate Maintenance.

Some other key factors behind the setup of the subsidiary from the Housing Association's perspective were around cost savings and tax efficiencies which could be achieved by carrying out work in-house rather than outsourcing to external contractors. This is particularly relevant across our planned maintenance programme where substantial savings will be made on kitchen and bathroom replacements over the years ahead. It is these savings that we will endeavour to

This is an exciting and ambitious development for the Govan Housing Association Group and is the beginning of a new chapter for the Association and the communities that we serve. We are looking forward to working with the Board, staff team, partners and importantly the community to make it a real success and to continually work towards our overall mission of 'Moving Govan Forward'.

**Gary Maguire MBE** *Govan HOME Team Chairperson*







*"Being part of both Govan Housing Association and now Govan Home Team has been a fantastic experience for me personally. Not only has it given me the chance to progress with my career but given me the opportunity to be part of a team who will, hopefully, improve and change the homes and lives of the people of Govan."*

**Paul Muir** *Contracts Manager*

invest back into the Govan community through community projects, initiatives and enhancements to our housing properties.

Through surpluses generated by the HOME Team we will endeavour to invest in community projects to ensure that our people and communities 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.

We are serious about turning our vision into reality and providing excellent quality repairs, maintenance and environmental services that make a positive impact on people and communities. This focus really signals the future direction of the Govan Housing Association Group, one that is genuine about customer service, which is committed to ensuring that residents get the best possible deal, the highest quality products and most importantly ensures that we provide an exceptional service that puts our residents and the wider community central to everything that we do.

## Where did it all begin?

The creation of the HOME Team has been a lengthy and detailed process. Our initial options appraisal process which began in May 2016, consisted of approximately 30 Govan Housing Association employees being interviewed, together with market

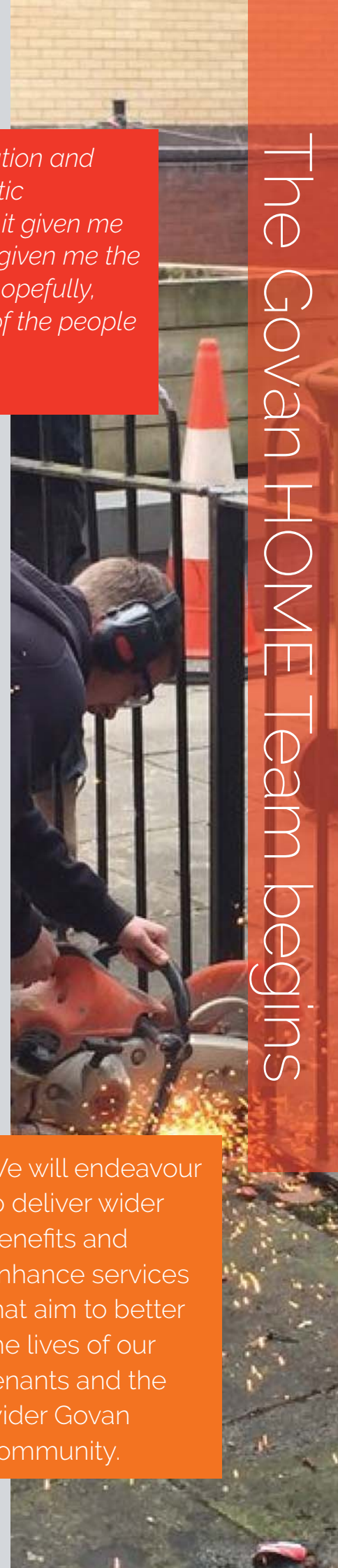
research of various sectors and models used. This found that there was an almost universal support for an extended Govan HOME Team and development of the existing Direct Labour Organisation which had served the Association successfully for many years. Despite requiring substantial work to expand the existing service provision, the benefits available to the Association were extensive and will see the Association well-placed to secure financial savings as well as enhancing the Groups ability to offer employability and regeneration opportunities to the local community. In addition to this, the Association staff identified over 22 additional services as potential diversification opportunities for moving forward.

The HOME Team is also expected to create several further benefits including the ability to:

- Provide a wider range of services to tenants and other service users which will assist the Association to achieve optimised results in relation to the Scottish Social Housing Charter.
- Increase satisfaction levels amongst service users.
- Control the delivery of our reactive and planned repairs service.
- Generate profit or surpluses, which can be applied for the purposes of the group.
- Create tax efficiencies.
- Create community employability benefits to a number of local residents.

We will endeavour to deliver wider benefits and enhance services that aim to better the lives of our tenants and the wider Govan community.

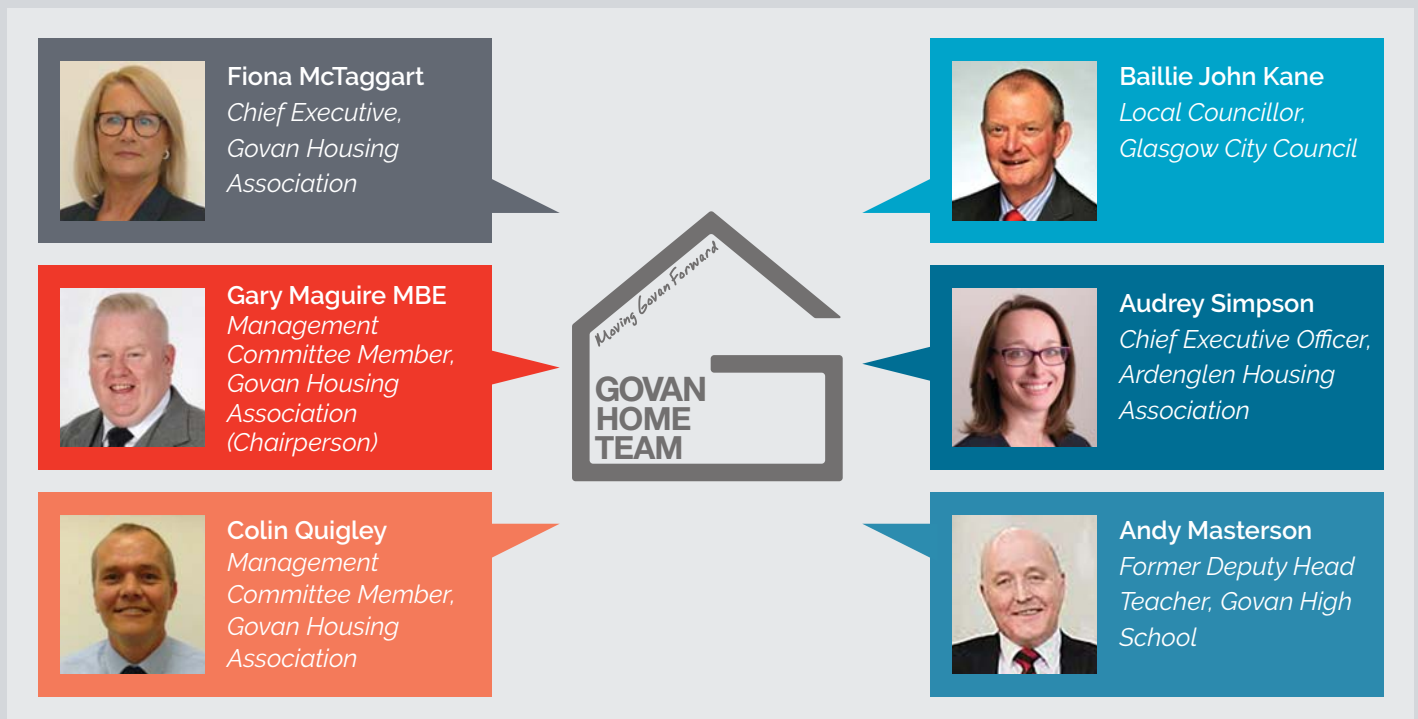
The Govan HOME Team begins



# Governance and Operational Management

The Management Committee and staff team of the Association appreciate fully that the environment that Registered Social Landlords are operating in is as challenging as it has ever been. In light of this, one of the fundamental aims of the Govan HOME Team C.I.C is to provide a mechanism for addressing and managing some of these risks that are now ever so present across the housing sector. We are hopeful that the Community Interest Model being utilised for the new subsidiary will present a multitude of opportunities and provide the Group with a foundation to explore and tackle some diverse, localised issues that affect our tenants and the wider community on a day-to-day basis. We are also hopeful that our now Group structure will enable us to further instil ourselves as a strong, trusted, community anchor organisation and partner locally.

Over the past year we have put time and effort into attracting suitably skilled and experienced governing body members to take forward this new venture. We have found attracting new members to be a simple process with a number of people excited about the opportunity to get involved. The following members make up the governing body of our new Govan HOME Team C.I.C:



We are confident that our links to the local schools, including representation on our governing body by Andy Masterson (Former Deputy Head Teacher, Govan High School), will provide a vital opportunity for the subsidiary to deliver employment and Apprenticeships to local young people as it establishes itself in the local community. As part of this link, we are also exploring the potential for a young person from a local school to observe our governing body meetings, where appropriate. We see this as an opportunity to provide young people with an insight into

being part of a governing body, but also importantly an opportunity to consider a strong succession plan for our governing body of both the subsidiary and Govan Housing Association.

Training and employability will be key to our objectives through the Community Interest model. We are hopeful that the HOME Team will provide over 50 jobs locally over the next three-year period. Together with this, it is our aim to provide a range of training opportunities through apprenticeships, volunteer placements, training programmes for

school leavers, links to Govan High Schools Construction Programme and wider community projects similar to our Operation Modulus and Mini-Modulus programme we delivered previously. We are delighted to be able to announce today that 12 of the staff team currently employed in full time permanent contracts by the HOME Team have come through successful training programmes and placements that have been supported by the Scottish Council for Voluntary Organisations, Glasgow Guarantee, the Scottish Government and the Wheatley Pledge.



# Employment and Training

As part of our commitment to the local area, the HOME Team will support the creation of some 50 jobs locally over the next 3 year period and will provide a variety of routes into employment and training for people of all ages through the provision of:

- Permanent employment contracts which pay a minimum of the Glasgow Living Wage and offer attractive conditions of service.
- Trade and business apprenticeships and the opportunity to obtain industry recognised accreditations.
- Volunteer placements for people of all ages.
- Training for all employees and volunteers to allow them to carry out their work safely and to empower them to enhance their skill levels and with it their career aspirations.
- Traditional skills training so as to build a local workforce which is competent in maintaining and preserving the rich history attached to our tenemental stock.

We are extremely grateful to a number of key partners who have assisted us in making this work possible;

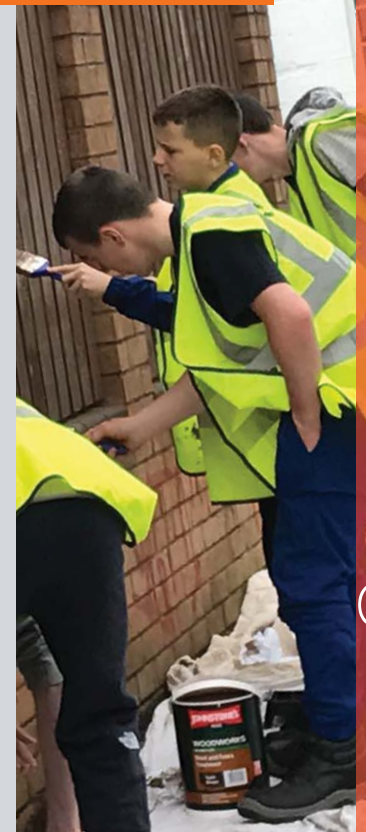
- Scottish Council for Voluntary Organisations.
- Scottish Government.
- Central Govan Action Plan.
- Govan High School.
- Wheatley Pledge.
- Community Safety Glasgow.
- Glasgow City Council.

In June 2016, Govan Housing Association became the first Housing Association to achieve Investors in People Platinum Accreditation; Investors in People Health and Wellbeing Award and Investors in Young People Gold Accreditation.

As a result the Association was nominated by the Investors in People team as Best Newcomer in November 2016 and this has been followed up with the Association being shortlisted for the prestigious Platinum Employer of the Year Award (50 to 249 employees) for 2017. To demonstrate our group wide commitment to our employees, in 2018-19, the Govan HOME Team will also be assessed against the Investors in People Framework.

We will pay a minimum of the Glasgow Living Wage and offer attractive conditions of service.

Develop a contractor with a shared vision and ethos about customer service and a belief in the proud heritage and community spirit that Govan possesses.



The Govan HOME Team begins

The Govan HOME Team will support the creation of some 50 jobs locally over the next 3 year period.



*"I enjoy working for Govan Home Team because it has changed my outlook on life. I never believed I would have ever been given an opportunity like this and I am really grateful."*

Alan McCormack Labourer

# Managing our Assets to meet local need

This year we have continued to review our approach to asset management, which included the implementation of our Govan HOME Team subsidiary and which will include the commencement of a stock condition survey. Both of these together will allow us to plan for the future using robust data to inform investment planning.

To support our new approach we are in the process of introducing our new QL-x system which will incorporate a roll out of hand held technology for front-line staff and trade operatives. Our key focus is on ensuring that we protect our existing housing assets as well as develop our stock to meet local need.

The implementation of the Govan HOME Team has required us to undergo a fundamental service review to ensure we provide value for money for our customers. We are confident that our business plan for the new subsidiary will deliver a range of efficiencies which will build as the

business model develops and evolves.

Customer satisfaction with our repairs service has dropped in 2017-18 but this was to be expected with the great amount of change which has occurred. This will continue to be closely monitored to ensure that we get back to the levels that we previously held and importantly that we sustain that level.

Continuous improvement is part of our strategy and in the future we aim to further improve our repairs services to tenants and other customers, together with the range of services we provide and add enhanced value for tenants.

## Keeping our Customers Safe

In late 2016 we moved to a 10 month gas safety check programme which has produced excellent results. As a result of this approach, our gas safety compliance figures have continually increased year on year and are now reported at 99.94%. This is up from 98.16% in 2016 when we first implemented the 10 month programme. We are hopeful that in 2018-19 we can achieve full 100% compliance.

82%

Satisfaction levels of tenants moving into their new homes in 2017-2018 (up from 79% 2016-2017)

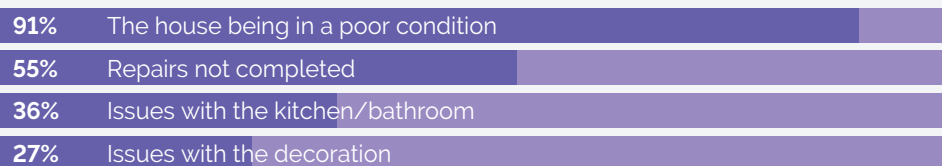


## Housing Standards

Over 2017-18 we have put a large focus into our re-let standards for our housing stock. We appreciate that people want to move into their allocated property and have it feel welcoming, safe and secure.

We have seen a small increase in our tenant satisfaction levels of tenants moving into their new homes.

**Tenants who had moved in during the last year and were dissatisfied with the condition of their home noted the following key areas of dissatisfaction:**



We will aim to address these matters fully through effective work with our Govan HOME Team subsidiary and the development of a void standard during 2018-19.



44.93  
days

Average Time to complete  
Medical Adaptation



Customer satisfaction with our repairs service continues to be closely monitored during a period of great change with the implementation of our Govan HOME Team.

**Tom McLeod** *Head of Property Services*

## Medical Adaptations

We want to ensure that tenants feel comfortable in their homes and that their homes meet the personal needs. As such each year we have a budget allocated by Glasgow City Council to carry out medical adaptations to tenants homes.

During 2017-18, we received a total of 33 applications and completed 29, costing in the region of £80k.

## What you feel is important?

Vital to the success of our property services is the need to obtain essential tenant feedback in order to support our business decision making and investment. During 2017-18, we had a full Resident Satisfaction Survey carried out. In this tenants and owners provided feedback on areas that they felt required more focus and which were important to the local area.

The main improvements that tenants believe would enhance their home are:



39% window upgrades



18% back court improvement



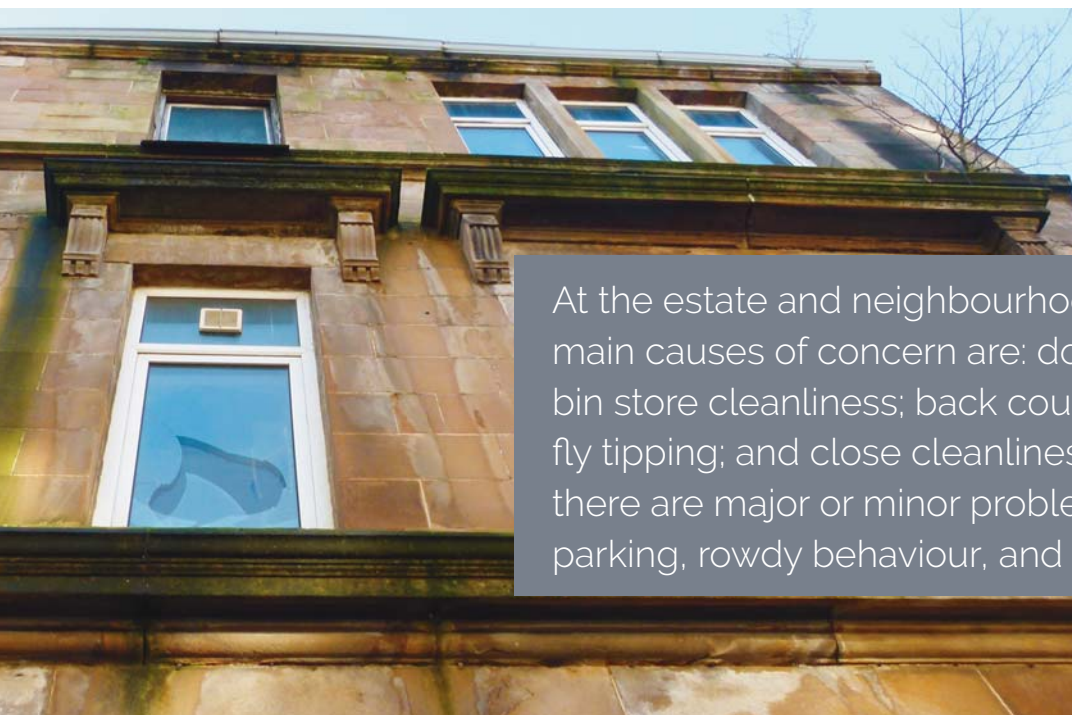
16% bin shelter/area improvement



16% kitchens



16% bathrooms



At the estate and neighbourhood level, tenants' main causes of concern are: dog fouling; bin store cleanliness; back court maintenance; fly tipping; and close cleanliness. In addition, there are major or minor problems locally with parking, rowdy behaviour, and disruptive youths.

Managing our Assets to meet local need

# Providing Excellence in Housing Services

**Housing:** With the ever-changing housing environment it is vital that we never lose sight of our core purpose and our need to support our tenants through considerable change.

Over the past 12 months, Govan Housing Association has performed well as a social landlord but we are conscious that this needs to improve.

We have provided some key performance statistics in relation to our housing service. However a focus on outputs ignores the range of internal and external challenges that Govan Housing Association and our customers have faced over the past year and which also lie in the years ahead.

## A Strategy for Ibrox

Over the year we have been developing a holistic partnership with Glasgow City Council to develop a focussed strategy on the Ibrox area of our stock. The Ibrox area is largely dominated by pre-1919 tenement stock. Over the past few years the condition of the housing stock has given cause for concern. Low property values and a concentration of private rented flats in the area has added to the problems within the tenement stock now

exhibiting signs of poor property condition, property management issues and environmental blight caused by non-functioning back courts and refuse disposal issues etc.

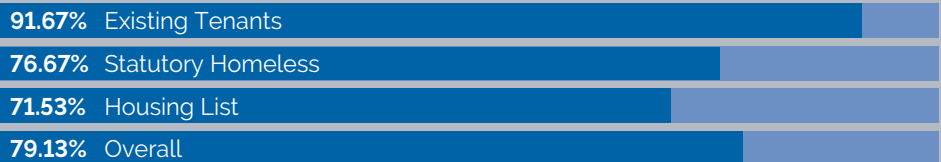
An acquisition strategy is being developed with the Council for future years and Ibrox/Cessnock has been identified as one of the Council's priority areas as the aim is to earmark acquisition monies for priority areas where an agreed partnership strategy is in place.

This strategy will also identify the challenges that remain to be overcome in

18.99 days

Time taken to re-let properties

## Tenancy Sustainment



395

Applicants on our Waiting List

24.4%

% of Lets to Section 5 Referrals



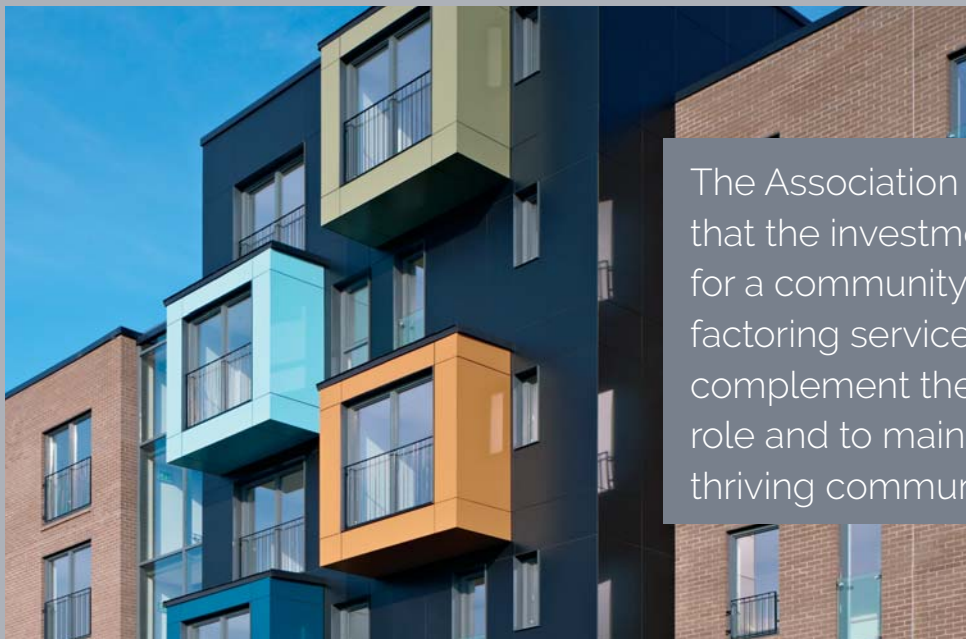
39.81%

Tenancy offers refused during the year

4

Number of court actions  
(3 for unpaid rent and 1 for Anti-Social Behaviour)





The Association strongly believes that the investment and support for a community controlled factoring service is critical to complement the social landlord role and to maintain safe and thriving communities.

terms of not just the physical regeneration but also the social and economic regeneration which is required in order to revitalise the area and ensure that it is sustainable and thriving in the future. The strategy will establish a longer term funding commitment; clarify the role and significance of partner agencies across varying sectors and their accountability to the community. Importantly, this strategy will implement effective, value for money, community focussed and driven solutions which will bring about positive and real change and long lasting, sustainable improvement and pride in this rich, historical area.

## Quality Factoring Services

The Association currently offers factoring and property management services to approximately 680 owners across the Govan area. The Association strongly believes that the investment and support for a community controlled factoring service is critical to complement the social landlord role and to maintain safe and thriving communities.

Over 2017-18, the Association has been working to enhance the factoring

service and has grown the team to support the services that we wish to offer as we move forward. Going forward into 2018-19, the Association will be taking steps to “rebrand” its factoring activities so that existing and future customers are clearer about their service provider and what is on offer.

The growth and development of the factoring service will come through a number of channels:

- Proactive targeting of closes where Govan Housing Association has ownership of some properties.
- Close partnership working with Glasgow City Council on their strategy for the Ibrox and Cessnock area.
- Proactive and innovative marketing of services in key neighbourhoods where Govan Housing Association already has ownership.
- Close communication and engagement with current and future owners to ensure that we are providing services that they require.
- Greater digitalisation of services and development in the methods for payment.

Year on year we are hopeful that we can increase our factored units by approximately 30.



# Delivering Services

so that people and communities thrive

The Association is committed to delivering an outstanding customer service and treating all customers with fairness and respect. As part of this we are committed to ensuring that customers and the wider community that we serve are given the opportunity to thrive.

Understanding our customers is a priority. We have developed our Community and Financial Inclusion Teams during 2017-18 to involve, empower and support our tenants in a number of different ways, helping us to improve our product and service offer.

This year we were delighted to grow our Community and Financial Inclusion Teams from two full time staff members to five. In this section of our Annual Report, we will celebrate some of the teams success over the year and provide you with details of some of the great work that is being undertaken locally.

## Community Hub

It has been a busy year for our Community Inclusion Team, with the growth of the team complimenting the expansion of our diverse programme in The Hub and an

increase in participation from tenants and the wider community.

The aim of The Hub is to offer a safe space for local people to get support and advice and create opportunities to participate in a programme that covers key themes such as; education, integration, health & wellbeing, digital and financial inclusion and social inclusion.

Our programme includes; The Breakfast Club, offering free breakfast every weekday morning from 9-10am, pensioners group, woman's group, men's group, cooking class, free community meal, Mini Modulus Project, ESOL classes, support group for parents or carers of children on the Autistic Spectrum as well as evening provision of a youth drop-in three

evenings per week, Narcotics Anonymous evening drop-in and pop-up events and workshops. Our Digital Hub offers three digital drop-in sessions, one-to-one support, a digital lending library, a series of digital learning workshops and events, employability support and advice and a financial inclusion drop-in service.

The Hub programme was funded through the Scottish Government's People and Communities Fund (PCF), which also included partnerships with Preshal Trust to deliver digital learning, Gilded Lily to deliver woman's social enterprise training, Sunny Govan Radio to support the delivery of Glasgow University's Activate Course, StreetCones and Aberlour Youth Point to support the delivery of the Mini

A highlight has been the introduction of The Breakfast Club. It is a very simple idea but it has been critical for some people. The atmosphere is great, with one resident saying, "It's almost like sitting for breakfast with your family."





Delivering Services...



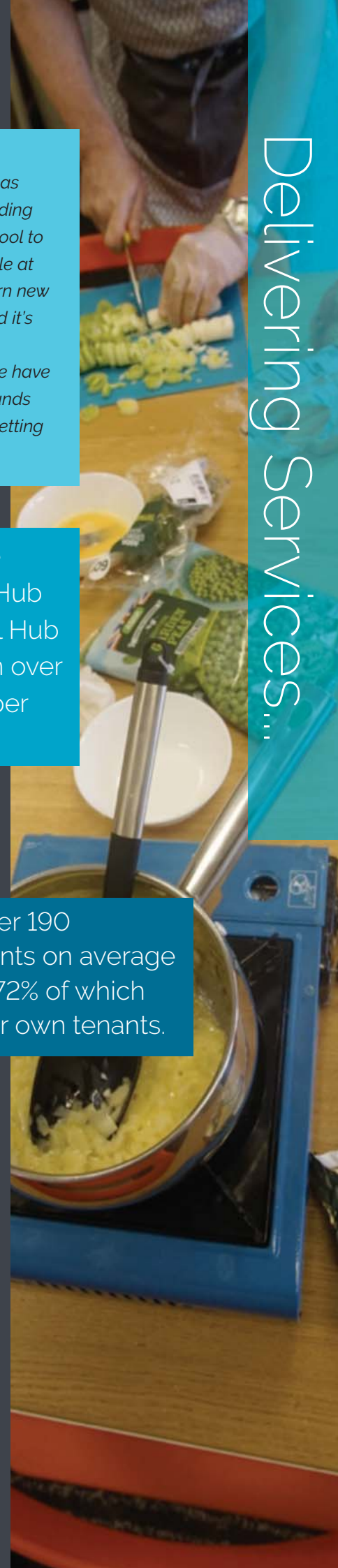
Ryan Davidson, Community Inclusion Officer said:  
*"It's been a fantastic year. The model we have used at The Hub has really created opportunities for people in Govan and the surrounding areas. We've been able to use The Hub as a great engagement tool to build relationships, increase people's confidence, deal with people at crisis point and offer a safe place for people to socialise and learn new things. We've given ownership of the space to the community and it's really worked.*  
*Govan is a very diverse community and I think the programme we have created reflects that. We have people from all different backgrounds and people of different abilities using the space together, each getting something different from it."*

Modulus Programme and funded our first ever Digital Inclusion Worker to deliver Govan Housing Association's Digital Strategy. The overall cost of the project was £80k, which we successfully applied for through the PCF funding stream.

These partnerships were successful in delivering the outcomes and outputs for the funders and achieving the aims and objectives of the project. Highlights of these include: 8 people completing the Activate Course, 4 of which went on to further education, the Mini Modulus research trip to Belfast, The Operation Modulus Programme with Community Safety Glasgow which resulted in 6 local people gaining employment with our subsidiary company Govan HOME Team, establishing our community meal on Wednesdays and increasing the number of partners who were delivering from The Hub.

During the year, The Hub and Digital Hub were open over 60 hours per week.

We had over 190 engagements on average per week, 72% of which are with our own tenants.



Starting with the Association in January and setting up the Financial Inclusion Service has been a fantastic experience, working in a vibrant innovative environment, getting the opportunity to further our own development whilst building a valuable service for tenants within the Association. Working in the team and as part of the broader housing management team to serve the tenants of Govan has been challenging and inspiring, with me enjoying every second.



Michael Fraser *Financial Inclusion Officer*

## Financial Inclusion

For an increasing number of people money is becoming very tight with their income not stretching far enough to meet their essential living costs. In recognition of this in January 2018 we launched our own Financial Inclusion Team. This enhanced service will provide assistance to our tenants and the wider community in a variety of ways to try and mitigate the effects of Welfare reforms, and the impending implementation of the Universal Credit System. Our service is free,

confidential and flexible, dealing with a wide range of support.

The implementation of the new team reflects the Association's strong commitment to the continual development of our tenant support services. We are confident that this service will ensure that local residents obtain high quality support in maximising their income and growing their financial capability.

Our priority will be to continue to support customers through the challenge of Welfare Reform, mitigating the risks it brings to both them and our business.

## Maximising Income

Our in-house Financial Inclusion Team will also support some of our most financially vulnerable customers, offering help with claiming benefits, budgeting and consolidating debt.

## Digital Inclusion

Over the year we have developed our Digital Inclusion Hub and provided greater access to IT provision for our customers within our offices.

£530k

Financial gains for customers

Over 300

customers referred to our team for money and debt advice

6.56%

Gross Rent Arrears in 2018, down from 7.16% in 2017





We are focussed on delivering a comprehensive Digital Inclusion and Participation Strategy which empowers local people and which assists people in securing their tenancy and better equipping them for employment and the welfare benefit systems.

Our current digital works include:

- Development of a Digital Forum.
- Digital Drop-in Services.
- One-to-One Support.
- IT Classes.
- Digital Lending Library.
- Employability.
- Satellite Drop-In Services.
- Digital Learning in our Supported and Sheltered Accommodation.
- School Coding Event.

We successfully gained £3,000 of funding to create a mobile cinema, offering free cinema nights across Govan and running a Govan Film Festival in March 2018.

We currently work in partnership with Unlock Employment, Momentum Skills and Jobs and Business Glasgow. At present we are averaging over 50 users per week and we are offering digital support services over 29 hours per week.

## Understanding Our Customers

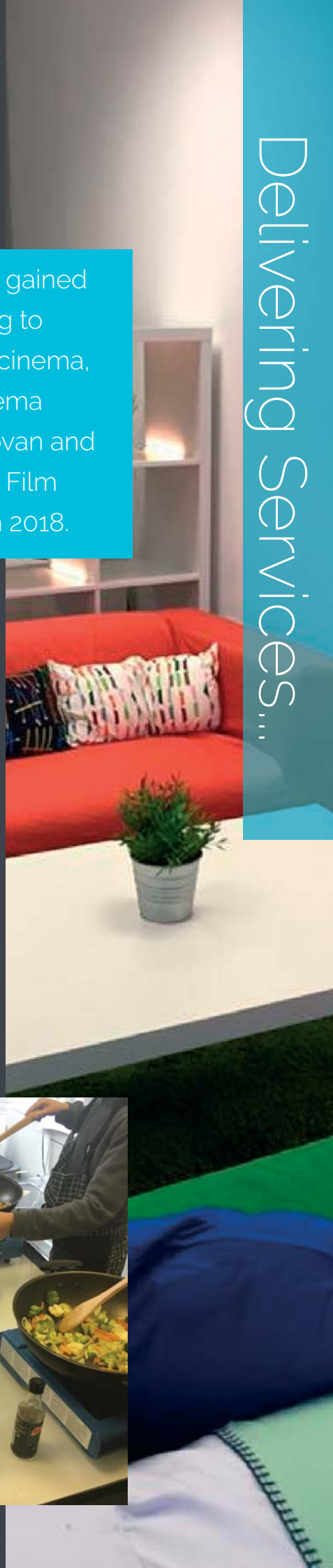
We have been collecting customer profile data for all of our customers. This will not only be used to help us understand our customers and tailor our services, it will also help us to plan for future housing costs.

## Working in Partnership

Local partnerships are really important when delivering services to customers. We regularly work with a range of local and national partners to ensure our customers are supported, feel safe and secure in their home and the wider community.

Through our work we continue to try and secure external funding to support us to expand our services. We also aim to encourage people to take pride in their community, think of ideas on how to keep local areas safe and tidy and deal with issues which are being raised locally.

Delivering Services...





# Project Highlights 2017- 18

## Luath Street Festival



## Luath Street Festival

The Association was approached by one of our tenants in Luath Street to help organise a street party for the residents. After weeks of planning the event finally went ahead on Saturday 3rd June 2017.

The event was a tremendous success with people of all ages and backgrounds attending and participating in the activities such as t-shirt printing, street games, sand pit, ceramic tile making, jewellery making and Glasgow Museum's mystery box. There was live music from local favourites the Govan Allsorts Choir, Paul O'Brien, Mohsen Amini and Craig Irvine, The Apparells, Foggy City Orphan and Dirty Love Club.

Tenant and organiser Paul Macalindin said: *"This has been such a great day. I've got to meet so many of my neighbours that I've never spoken to before."*

The Luath St Party was funded by Govan Housing Association and Central Govan Action Plan.

## Walking Group

During 2017-18 we started our walking group on a Tuesday afternoon and it is continuing to grow with numbers on the rise week on week. We've been doing the weekly health walks since February 2018 and include routes around Govan, Bellahouston Park, Elder Park and over to the West End via the Clyde Tunnel Walk Way and the Govan Ferry. We've also started a photography project on our walks too!



## Walking Group



## Mini Modulus







## Govan Loves Christmas



## Mini Modulus and Operation Modulus

A diversionary and educational programme aimed at detached and vulnerable young people in partnership with Street Cones, Community Safety Glasgow, Police Scotland, Strathclyde Fire & Rescue, James Seaman Outdoor and Central Govan Action Plan.

During 2017-18, we have continued to develop this programme and linked it in to wider diversionary activities, work experience, volunteering and a trip to Belfast to experience differing cultures and backgrounds.

The Mini-Modulus programme complemented the wider Operation Modulus programme with two of the younger people obtaining employment with our Govan HOME Team and a further 3 young people also obtaining employment as Labourer/Estate Caretakers through a partnership approach with Community Safety Glasgow and Community Jobs Scotland.

## Govan Loves Christmas

On Wednesday 6 December 2017 we held our third Govan Loves Christmas event. This event is really building year on year and is one that we are particularly proud of. We are also thankful to all of the partner agencies that help make this a truly magical day for the whole community.

This year over two thousand people attended the event where we had fantastic craft stalls, food stalls, carnival rides, pony rides, Santa's Grotto, rickshaws, performances from the local school choirs and the Govan Schools Drum and Pipe Band who played a fantastic set as we switched the Christmas Lights on.

It was a great event and we can't wait until next year to do it all again.

Delivering Services...



# Investing in our Performance and Vision

## Strengthening Performance Building for the Future

Over the year we have continued to develop our financial models in line with our Business Plan which includes business growth and development across our key areas of activity.

We have ambitious plans to continue our development work and carry out further acquisitions as well as make extensive investment in our homes over the next 10 year period.

To ensure that our business plan is affordable we have performed stress testing on our business plan which includes the top risks on our risk register, to give the Management Committee assurance that we understand our risks and can respond appropriately should potential risks occur.

As a Group we have responded well to challenges within the sector and we continue to have a strong robust business plan that will ensure we have adequate resources both now and into the future. We continue to be a strong business with turnover in excess of £8m and 100% covenant compliance.

Our Govan HOME Team subsidiary showed a strong performance against their income and growth targets in their first year of operating. The HOME Team showed a turnover of £1.35m, operating surplus of £25k and cash reserves of £281k, exceeding the expectations of the Group.

## Financial performance

The financial statements have been prepared using the Statement of Recommended Practice ("SORP") for Social Housing Providers 2014.

## Statement of Comprehensive Income

The turnover of £8.051m relates mainly to the income from the letting of properties which accounts for £7.734m of this total. The balance of income of £0.316m relates to support activities, factoring income, grant funding from sources such as the Scottish Government, Glasgow City Council and People and Communities Fund.

**Total Operating Expenditure was £6.952m, consisting of:**

Service Costs	£0.213m
Management and maintenance administration costs	£2.140m
Reactive Maintenance	£1.376m.
Planned and Cyclical Maintenance, including Major Repairs	£0.524m

Bad Debts – rents and service charges	£0.101m
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Depreciation of affordable let properties	£2.009m
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In addition to our normal operating expenditure, we had Other Operating Costs which equated to £0.581m (2017: £0.475m). These costs were in relation to our wider role activities, provision of our factoring service and other adhoc activities involved in the general day-to-day service delivery of the Association.

Being well governed and financially strong

**£816k**  
Surplus

**£8.051m**  
Turnover

**100%**  
Covenant Compliance



## Govan Housing Association Limited

Statement of Comprehensive Income for the year ended 31st March 2018	2018	2017
	£	£
<b>Revenue</b>	8,050,661	7,835,720
Operating Costs	(6,951,831)	(6,333,399)
<b>Operating Surplus</b>	1,098,830	1,502,3321
Gain on Sale of Housing Stock	63,998	26,983
Interest Receivable and Other Income	8,862	9,169
Interest Payable and Similar Charges	(352,171)	(362,152)
Other Finance Income/(Charges)	(3,147)	(80,155)
	(282,458)	(406,155)
<b>Surplus for the year</b>	<b>816,372</b>	<b>1,096,166</b>
Other Comprehensive Income	-	-
<b>Total Comprehensive Income</b>	<b>816,372</b>	<b>1,096,166</b>

## Govan Housing Association Limited

Statement of Financial Position as at 31st March 2018	2018	2017
	£	£
<b>Non-current Assets</b>		
Housing Properties – Depreciated Costs	63,358,946	64,643,209
Other Non-current Assets	1,545,245	1,323,093
	64,904,191	65,966,302
<b>Investments</b>		
Investment in subsidiaries	1	-
<b>Receivables:</b>		
Amounts falling due after more than one year	275,000	-
<b>Current Assets</b>		
Receivables	969,208	1,058,662
Cash at bank and in hand	4,855,603	5,072,294
	5,824,811	6,130,956
<b>Creditors:</b>		
Amounts falling due within one year	(2,359,907)	(2,719,299)
<b>Net Current Assets</b>	3,464,904	3,411,657
<b>Total Assets less Current Liabilities</b>	68,644,096	69,377,959
<b>Creditors:</b>		
Amounts falling due after more than one year	(11,037,937)	(11,499,271)
<b>Deferred Income</b>		
Social Housing Grants	(46,924,600)	(47,963,711)
Other Grants	(638,584)	(668,352)
	(47,563,184)	(48,652,063)
<b>Net Assets</b>	<b>10,042,975</b>	<b>9,226,625</b>
<b>Equity</b>		
Share Capital	196	218
Revenue Reserves	10,042,975	9,226,625
	10,042,975	9,226,625

Investing in our Performance and Vision



As a business we are developing our financial planning to support our ambitious and exciting plans. Our financial strength and strong governance are what will support us through these exciting times.



Emma Shields *Finance Manager*

## Statement of Financial Position

Housing Properties are demonstrating additions of £0.746m in the year, of which the majority of this balance relates to properties purchased through close working with Glasgow City Council to acquire stock in the Ibrox area. The Association received support from Glasgow City Council (Development and Regeneration Services) to acquire these, previously owner-occupied or privately let properties. The remainder of this balance related to major repair costs to existing properties which were capitalised in line with the component accounting guidelines and related to major works required to bring the acquisition properties up to the required standard and in line with the Scottish Housing Quality Standards. A number of these properties were acquired in a major state of disrepair and as a result required new kitchens, bathrooms, full re-wires and central heating systems.

Our other Tangible Fixed Assets have also increased in the year with the

majority of this balance relating to the re-implementation of our QL-x Housing Management system.

The debtors balance at the year end is £0.969m of which the gross rent debtor equates for £0.350m. The former tenant arrears have a provision for bad debt based on the value of the debt with current tenant arrears being provided for based on the age of the debt currently in effect. Also included in the debtors figure at the year end is a balance which relates to the Social Housing Grant accrued in relation to the acquisitions carried out towards the year end. All monies in relation to this balance have been received post year end.

The cash in hand at the year-end is £4.856m.

## Surplus for the year and transfers

The results for the year are shown in the Statement of Comprehensive Income. The surplus made in the year of £816,372 (2017 - £1,096,166) has been transferred to the Association's revenue reserve in full.

## Cash Flows

The net cash inflows from operating activities were £0.725m. The principal cash outflows were operating costs and investment.

## Financing and Liquidity

The Association continues to hold a £2.5m revolving credit facility which remains undrawn but which are immediately available for drawing should they be required. During the year no additional short or long term borrowing was required.

The 2017/18 cash flow was managed so that the Association would fund the current year's activities with no borrowing required. Going forward into 2018/19, as the investment programme progresses and results of the stock condition survey become evident, the Association may consider the use of additional loan finance to support large scale investment programmes. In addition to this, the Association are currently exploring some substantial new build development opportunities which will require the need to obtain additional loan finance.



## Capital Structure and Treasury Management

The Association's operations are funded on the basis of a 30 Year Business Plan which has to be reviewed annually. The funding is driven by a loan facility provided by our main lender, The Royal Bank of Scotland and grants provided by the Scottish Government. At the 31 March 2018 the Association had £2.5m in undrawn loan facilities which are immediately available for drawing should they be required.

The Association also has in place an active treasury management function, which operates in accordance with the Treasury Policy approved by the Management Committee. In this way the Association manages its borrowing arrangements to ensure that it is always in a position to meet its financial obligations as they fall due, whilst minimising excess cash and liquid resources held. As set out in our Treasury Management Policy and Practices, Committee receive six-monthly reviews of treasury management operations.

The Association, as a matter of policy, will maintain a mixed portfolio of fixed and variable interest rate borrowing with no more than 50% of borrowings exposed to variable rates. At 31 March 2018 the Association has a mix of 51% long term fixed and 49% variable rate finance.

An updated Loan security valuation was carried out in 2017 by Jones Lang Lasalle and based on the current rent strategy and market valuation, the 392 properties held as security for the current loan profile were valued at £20,287,000 subject to tenancies. The previous valuation carried out in 2014 was for £19,210,000, demonstrating an increase of £1,077,000. Given that the valuation of outstanding balances on the Association's loans equate to £10,489,295 there is comfort that the Association's recent valuation meets the requirement that this value is not less than 125% of its indebtedness to the Bank, and therefore no changes to the security package is required.



Investing in our Performance and Vision





# Community and History

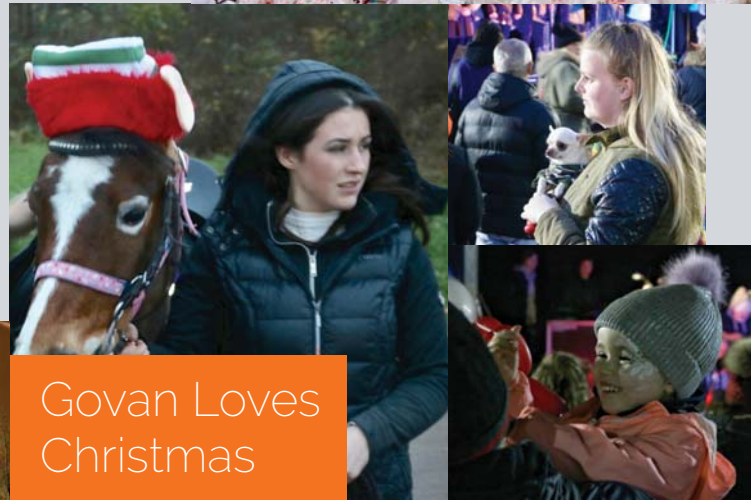
One of the greatest parts of our work in Govan is the great people and the history that they cherish and take great pride in.

The Association continues to commit substantial resources to community development and support. Govan Housing Association believes that strong and vibrant communities are an essential part of our success as a housing association and the revenue and capital funding that it commits to communities is an essential complement to its involvement as a strong and trusted community anchor organisation.

Every year the Association commits a budget of £30,000 to support a range of programmes, activities and initiatives in the local community. In addition to this we attract substantial funding from the Scottish Government, Local Area Partnerships and other funders to support community work.

One of our largest contributions to the community each year is through our community events. Each year, the Association commits to delivering our Summer Fun Day and Govan Loves Christmas. Both of these events have grown from strength to strength in recent years and they are now significant events on the Govan calendar that we are very proud of.

The importance of these events is immeasurable. They provide a sense of cohesion, break down social isolation, encourage participation and give a sense of community. We are hopeful that they will continue to grow from strength to strength for years to come.



Govan Loves Christmas



Summer Fun Day





# Govan Remembers

The community of Govan is built on history and the pride that the local community take in the areas rich heritage is refreshing and energising.

This year we wanted to continue to showcase the rich history of Govan and have included some interesting historical facts from our very own Management Committee and key Govan Reminiscence Group Member, Colin Quigley.

## Dr. John Aitken (1838-1880)

*Physician & Surgeon (L.F.P.S.G. M.D.) Member of Glasgow Medico-Chirurgical Society*

Many people pass the (Govan Baby) fountain at Govan Cross and probably give little thought to the man it honours, Doctor John Aitken, who was born 15th June 1838 in Govan. His parents James Aitken and Janet (Jessie) McGillivray ran the Stag Inn on Govan Road in the heart of the village. In 1859 he opened a chemist shop (*J. & A.M. Aitken*) at 1 Arthur Place (*523 Govan Road*) with his brother Archibald.

The following year he graduated from the University of Glasgow and practiced at his surgery at Arthur Place until 1867 when he moved his surgery across the road to 558 Govan Road. In 1864 the village of Govan became a Burgh, and at a meeting on the 29th August 1864, the newly appointed Commissioners of the burgh, proposed both Dr. Aitken and Dr. Barras as candidates for Police Surgeon and Medical Officer for Health for Govan Burgh and after a vote, Dr. Aitken was appointed to the posts. For his salary of £15 sterling per year, he had to attend cases at the police station and attend to police constables. Despite his duties as burgh doctor and running a busy practice, for many years he also served as Medical Officer for the Drumoyne and Ibrox Collieries.



Dr. Aitken lived at 7 Buckingham Square on Copland Road until 1871 when he moved to Albert Cottage also on Copland Road. In total Dr. Aitken served the people of Govan for 21 years, 16 of these years he spent serving the burgh and saw it grow from a population of 8000 in 1864 to 46000 in 1880. For his hard work over these years, the people of Govan presented Dr. Aitken with a silver medal and horse and carriage *"for his kind and unremitting attention to the poor in their hour of need"*, (the silver medal is currently on display at

*Fairfield Heritage Centre*). Dr. Aitken died of bronchial pneumonia in Govan and was succeeded at his surgery at 558 Govan Road by Dr. John Haddow and as Police Surgeon and Medical Officer for Govan Burgh by Dr. James Barras.

Almost immediately after his death, a committee was formed to raise the money by public subscription for a fitting memorial to the Doctor and the "Aitken Memorial Fountain" at Govan Cross was unveiled on 3rd May 1884. The inscription on the memorial reads: *"Erected by the inhabitants of Govan in affectionate remembrance of John Aitken M.D. who died 11 March 1880, aged 41 years"*.



# Munitions Girl who never lost time

Despite the high popularity of women's football during the war, when 20 year old munitions worker Lizzie Robinson stepped out onto Ibrox football Park in front of a cheering crowd of 60,000, it was not to play in a woman's football match, rather the crowd were there to see a public investiture by King George V, the first of its kind in Scotland.

During the war, King George V visited the battlefields on many occasions to boost the morale of the troops and the public at home. Also recognising the importance of munitions and shipbuilding to the war effort, he also visited the major centres of munitions and ship production in Britain, such as Clydeside where he toured in September 1917.

The King visited many of the Clydeside shipyards, workshops and munitions factories, including the Govan shipyards, where he met and spoke to male and female workers.

At the public investiture at Ibrox on 18th September 1917, King George V conferred honours on local dignitaries, war medals were given to soldiers, and widows and mothers collected posthumous awards on behalf of their husbands and sons who were killed in the war. One of the highlights was the presentation of the Victoria Cross to three soldiers; LCpl. Samuel Frickleton (NZ Rifle Brigade), Pvt. George Macintosh (Gordon Highlanders), and Pvt. Harry Christian (Kings Own), who was carried on in a hospital stretcher in blue hospital pyjamas to receive his Victoria Cross.

Govan girl Lizzie Robinson, a munitions worker at the nearby Cardonald National Projectile Factory (NPF), was very popular among the crowd when



*Lizzie receiving her medal from King George V*

she stepped up the gangway at Ibrox Park, dressed in her khaki munitions overalls and net hat. Smiling, she halted in front of the King. As he pinned the medal on and spoke to the "public's favourite" Lizzie, the crowd applauded and cheered for 3 to 4 minutes, among the cheering soldiers and civilians were 5000 munitions workers, many from Cardonald NPF who cheered the loudest.

Lizzie Robinson was the first woman to be awarded the "Medal of the Order of the British Empire". Lizzie received the newly created civilian honour for distinguished service and devotion to duty, in recognition of her remarkable time-keeping record at Cardonald NPF. Working 7 days a week from 6am

until 5.30pm and every two weeks on night shifts from 5.30pm to 6am, she had not lost time through a whole year, and had often worked

18 hours a day at high pressure. Lizzie's feat is possibly all the more remarkable due to the high turnover rate of the female employees at Cardonald NPF, no doubt caused by the long hours worked there. Lizzie was also honoured by her workmates in the letter 'L' in the song "Cardonald Alphabet" published in a 1919 souvenir booklet of Cardonald National Projectile Factory:

*'E is for Everyone - that's you and me'  
'Our work's to provide shell size 8in HE'  
∴ H are the 'Hows' which our boys with a yell,  
Send across to the Huns - 'Lads, let's give them....  
∴ L is for Lizzie who ne'er lost a minute,  
Did you notice the 'Bulletin'? Her photo was in it'*

At the time of the investiture Lizzie was living in a tenement flat in Alma Street, Govan with her parents where she was born in 1896. Her father Andrew worked as a labourer for the Clyde Navigation Trust and her



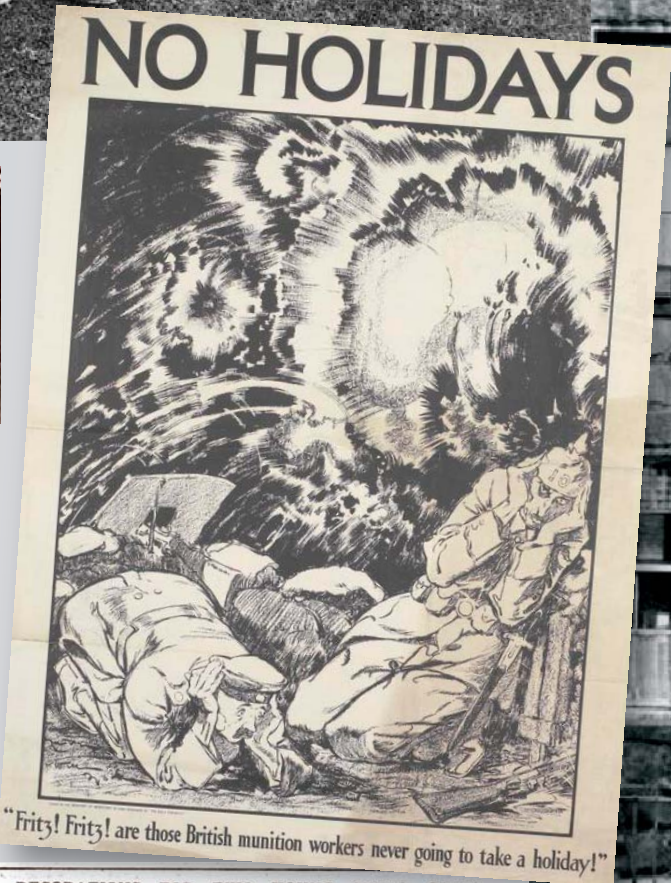




**MUNITION GIRL WHO NEVER LOST TIME.**  
**The King Presents Her with Empire Medal.**

mother, Maggie Law, had moved to Govan from County Antrim in the early 1890s. Sadly, the infant mortality rate in industrial areas like Govan was high and the 1911 census shows that 5 of the 9 of Edward and Maggie's children had died by then. Lizzie, one of the families lucky survivors, started working at Cardonald NPF when it first opened in March 1916 or soon afterwards. Before the war, Lizzie was employed as a message girl for a laundry and was typical of many thousands of girls who left employment in domestic services industry to go work in the better paid munitions factories.

After the war in 1921, Lizzie married a local shipwright, Charles Wilson and they set up home together in nearby Burndyke Street, where the couple had at least 9 children. Lizzie was still living in Govan at the time she died at the Southern General Hospital on New Year's day in 1966, aged 70.





# Developing and Investing in Homes

Investing in our housing stock is a major factor in making Govan an area where people want to live, work and call home. Over the last year we have made progress in our development ambitions and in improving our existing stock.

## What we have completed...

### Kitchen and Bathroom Replacement Programme

With the implementation of the HOME Team during 2017-18, we began our comprehensive kitchen and bathroom replacement programme.

The programme got underway in September 2017 and during the year we replaced 62 kitchens and 73 bathrooms at a cost of £247,000. Due to the savings being made through use of the Govan HOME Team, we were able to offer tenants their choice of flooring.

The initial phase of this programme has tackled part of Govan Road and Howat Street. We will be continuing with this programme within our pre-1919 tenemental stock on an annual basis in partnership with our Govan HOME Team subsidiary.



Kitchen before



Kitchen after



## Working towards the Energy Efficiency Standard for Social Housing 2020

Over the year we have been actively working towards developing our plans to meet the EESSH 2020 requirements. This is challenging in some of our pre-1919 tenemental stock but we are confident with our investment plans that we can meet the requirements and provide greater energy efficiency for our tenants.

During 2017-18, we had a total of 315 Energy Performance Certificates completed on our stock. From our latest data we are confident that over 83% of our stock is meeting the standard in its current condition. However, we are aware that we must not be complacent and are taking steps to work with energy companies and consultants to ensure that we implement effective modern technologies and that our investment is focussed on where it is most needed to meet the EESSH Standard by the deadline of December 2020.

## What we're working on...

### Window Replacement Programme

During the year we have been working with our consultants; Brown and Wallace and Peter Drummond Architects to devise plans for our comprehensive window replacement programme.

This programme will see the replacement of all single-glazed windows across Central Govan over the next two years. Included in this will also be the replacement of the common close windows in order to upgrade the close standards across our stock. This piece of work will impact over 800 homes and will cost in the region of £10million.

### 883 Govan Road

During 2017-18, we carried out a tender process to appoint a suitably qualified contractor to carry out comprehensive repairs to our listed tenement at 883 Govan Road. Stewart and Shields Ltd were appointed and will begin works in September 2018.

This project is costing approximately £1million and is receiving grant from Govan Cross Townscape Heritage Initiative and Govan Conservation Area Regeneration Scheme totalling £370k towards the Association's contribution.



# What we're working on... (continued)

## Masterplan in development for Water Row

We are working collaboratively with Central Govan Action Plan and Glasgow City Council to draw up a masterplan for Govan's prime riverside site at Water Row. The Masterplan will look at the potential for a whole new development at Water Row, including new housing, community, commercial and leisure uses. It will be shaped with and by the local community.

Water Row, by dint of the site's rich heritage, distinct character and first-rate riverside location, is one of Govan's greatest assets in regeneration terms and one of the most exciting development opportunities in the city at the present time.

Development offers the potential to re-establish a positive relationship between Govan and the river it grew from and to create a lively focal point for Govan as a popular riverside town within the city. An appealing mix of residential, community, commercial and leisure uses will put Water Row at the heart of Govan's community life. The waterfront hub will become a magnet for visitors as well as a key business location at the centre of the proposed West End and Waterfront Innovation District, helping to unleash new enterprise and activity to regenerative effect.

Development will seek to capitalise on the site's many unique assets for the benefit of the Govan community,

including its rich history, unsurpassed water front location, exceptional surrounding historic buildings, nearby visitor attractions at Govan Old and the Riverside Museum, and the planned Govan-Partick footbridge to be brought forward via the Glasgow City Region City Deal.

Water Row has had little use for decades, being the former site of the Harland and Wolff Shipyard which was closed and demolished 40 years ago. Now the Masterplan will bring forward plans for new housing, business and leisure space and an exemplar district heating scheme using renewable energy technology that sources heat from the River Clyde.

Work on the Masterplan got underway in November 2017, with draft site layouts expected to be ready by late summer 2018. It is anticipated that Govan Housing Association will provide over 200 homes on the site with a mix of mid-market rent and social housing. The first phase of development is expected to start in late 2019 and cost around £17million to build.



Consultation Event







Potential waterfront model



Developing and Investing in Homes



# Our People

To better help people and businesses prosper, our transformation begins with our employees. We aim to be one of the best Housing Associations to work for, to be able to attract and retain the best talent.



If anything gives us the faith in our future, it is the passion and commitment of our Management Committee and Staff Team.

**Natalya Macholla**  
*Deputy Chief Executive.*

In 2016-17, the Association achieved Investors in People Platinum, Investors in Young People Gold and the Investors in People Health and Wellbeing Accreditation. In doing so, we became the first Housing Association in the United Kingdom to hold all three of these prestigious and coveted awards.

Achieving the award is one thing but maintaining and retaining it is the challenge. To support this we are developing a people management strategy focussed on six key areas:





## 79 Employees

 **67% Men**

 **33% Women**

<b>37 yrs</b>	average age
<b>9.48%</b>	staff turnover
<b>4.91%</b>	days lost to staff sickness

We have a strong track record of developing talent and supporting people to be the best they can be. This is all part of our workforce planning, ensuring we have the right people with the right skills to deliver an outstanding level of service to our customers. All staff have played a part in helping us to build stronger and more vibrant communities and we are very proud of the difference they have made.

## Govan Housing Association Board Members

(as at 31 March 2018)

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	
Ms Karen Russell	
Mr Gary Maguire MBE	
Mr Colin Quigley	
Ms Alison Martin	



William Pritchard



Thomas McArthur



Georgie Hay

## Govan HOME Team Board Members

(as at 31 March 2018)

Mr Gary Maguire MBE	<i>Chairperson</i>
Baillie John Kane	
Mr Colin Quigley	
Mr Andrew Masterson	
Mrs Audrey Simpson	

## Executive Management Team

(as at 31 March 2018)

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



Fiona McTaggart

## Senior Management Team

(as at 31 March 2018)

Tom McLeod	<i>Head of Asset Management</i>
Fiona McLauchlan	<i>Head of Housing</i>
Arlene Robertson	<i>Head of Corporate Services</i>
Roger Dulin	<i>Head of Finance</i>
Banji Omoniyi	<i>IT Manager</i>
John Cannell	<i>Maintenance Manager</i>
Emma Shields	<i>Finance Manager</i>
Michelle McColl	<i>Performance and Compliance Manager</i>



Natalya Macholla

Our People



**Auditors**  
Alexander Sloan

**Bankers**  
Royal Bank of Scotland

**Solicitors**  
TC Young  
Brechin, Tindal, Oates

# Moving Govan Forward

## Govan Housing Association

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

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Property Factor Registered Number PF000200

