



# Community Controlled Housing Associations

- Our offer to government
- Our asks of government



**GWSF**

Glasgow and West of Scotland  
Forum of Housing Associations

# Foreword – Dr Kim McKee

Learning about the rich history of the community-controlled housing association movement as an undergraduate student was one of the main influences that shaped my decision to become a housing researcher. I was inspired by the evidence about the benefits to be gained from involving local people in the management and ownership of social housing. And I was excited to read the first-hand accounts of those who had been actively involved in transforming their communities for the better. These were amazing people who worked hard and passionately for the benefit of their local area.

More than 40 years on the contribution of the sector remains strong. As my past research has highlighted (McKee 2015, 2012), CCHAs are one of the shining examples of community anchor organisations in the UK today. Yet this is not always recognised within Scottish or UK localism debates. In addition to providing excellent homes and being well performing landlords, CCHAs' contribution has extended beyond the bricks and mortar of the housing, as this manifesto highlights. Not only are they important intermediaries between local people and other public and voluntary sector agencies, but in the current context of austerity they play a vital role in mitigating the worst impacts of poverty. The many 'wider role' activities CCHAs provide are crucial in helping households and communities cope in this difficult economic context. This includes the real and damaging impact of ongoing UK government welfare reform agendas, which hit low-income people and places the hardest.

This long-standing engagement with social agendas reflects the origins of these organisations as grass-roots and community based. They are driven forward by local people who want to make positive changes in their neighbourhood, and who are willing to invest the time and energy to make that happen. There are many lessons to be learned from the CCHA movement,



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both in the Scottish context and further afield. Not least because the public policy areas CCHAs are engaged with are multiple and varied. This manifesto is an excellent testimony to the added value these organisations bring to their local communities. I hope they continue to deliver this success for another 40 years! But the hard work of their volunteers needs to be supplemented by policy and funding support to enable them to do so in the current period of fiscal austerity, and moving forward.



# Introduction

This manifesto has two key aims. Firstly, to outline our offer to Government by demonstrating how our members' work in their communities already contributes greatly to a number of key policy areas. Secondly, to present our 'asks' to Government; a list of proposals which we see as essential to support CCHAs' crucial work going forward.



GWSF has developed this manifesto in consultation with our members and it reflects their experiences of working alongside local people in their communities for the past four decades. For CCHAs physical, social and economic regeneration in their communities are closely intertwined and they have been pioneers of this holistic approach to regeneration over the last 40 years. CCHAs' 'bottom-up' approach and the services and projects that they operate on the ground can help to meet, or operate in tandem with, bigger picture 'top-down' policy messages and initiatives.

The savings to public sector budgets of CCHAs' prevention and early intervention activities are huge. Our members are keen to work more effectively with the Scottish Government, local authorities where our members are based, colleagues in the NHS, third sector, and other external partners and local people themselves to achieve better outcomes for our communities.

There have been some really positive policy developments over the last few years which CCHAs have welcomed. These include increased funding under the People and Communities Fund, opportunities for CCHAs to develop their community anchor role via the Community Empowerment Act, and restored subsidy rates for new build developments.

At the same time, however, CCHAs' wider role activities have widened even further as public sector budgets have reduced. There is a potential danger that without tangible support, as outlined in our manifesto 'asks', this expanded role will become stretched to the limit, and in some cases, beyond it. This could have extremely negative consequences for communities: and especially for the most disadvantaged communities. Our members' overarching ask, therefore, is that the next Government does as much as it can in terms of continued investment and support for CCHAs over the long term.

The Glasgow and West of Scotland Forum of Housing Associations (GWSF) is the leading membership and campaigning body for local community-controlled housing associations and co-operatives (CCHAs) in the west of Scotland. The Forum represents 68 members who together own around 30% of all RSL housing in Scotland. Our members provide decent, affordable housing for around 85,000 households in west central Scotland and also provide factoring services to around 20,000 owners in their neighbourhoods.

# GWSF's Election asks

Note: A more detailed version of our Manifesto document can be found on our website at [www.gwsf.org.uk](http://www.gwsf.org.uk)



## 1 Investment in new homes

The Scottish Government should work towards an Affordable Housing Supply Programme target of 12,000 new affordable homes per year, with at least two thirds being homes for social rent.

This is consistent with the robust research on national housing need published by *Shelter Scotland*, *SFHA* and *CIH Scotland* in autumn 2015.

A programme of this scale should enable CCHAs to play a full part in the delivery of new homes alongside larger, regional and national housing associations.

It should also mean that CCHAs can make a more equitable contribution to the programme in areas where the local authority both controls the housing strategy and is a direct provider of new housing.

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## 2 Forced sale of vacant and derelict land

The Scottish Government should move as quickly as possible to implement measures in the Land Reform (Scotland) Bill on the compulsory sale of vacant and derelict land in urban areas.

Developers and other landowners should not be allowed to hang on to land for years when it is blighting the local community. Local housing associations should be able to bid alongside others to take ownership of and develop the land.

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## 3 Tackling poor tenement housing in the private sector

Funding for tenemental acquisition and improvement should be explicitly encouraged within the Affordable Housing Supply Programme where this brings private housing into social or affordable housing tenures.

Following delays in 2015, the Scottish Government should introduce as quickly as possible its proposed scheme of equity loans for tenement owners.

GWSF's April 2015 report *Our Crumbling Tenements* found that there were nearly 20,000 seriously sub-standard tenement flats in or adjacent to areas covered by our member associations.

The Affordable Housing Supply Programme, and local authorities' management of it, must be sufficiently flexible to enable tenemental acquisition and improvement to be undertaken, as a partnership between associations, councils and the Scottish Government.

The Scottish Government's proposed new equity loan scheme for tenement owners should be introduced as soon as possible as such loans can be crucial in enabling owners to fund their share of communal works.

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## 4 Support for community anchor bodies

The Scottish Government should demonstrate its continued support for CCHAs as community anchor bodies by increasing the amount of regeneration funding directly accessible by local organisations. In particular, the much valued People and Communities Fund should be maximised so that local services developed with and for local communities can flourish.

The Scottish Government should introduce capital development grants for community organisations which wish to provide halls and other facilities requiring capital expenditure.

These calls reflect the fine line between CCHAs on the one hand being an essential tool in delivering the Scottish Government's aims across a range of key strategies and on the other hand being under pressure to use tenants' rent to fill gaps in services no longer being provided by cash-strapped local authorities.

## **5 Keeping housing associations independent**

In conjunction with the housing association sector, the Scottish Government should take all possible steps to reduce the likelihood of the UK Government reclassifying Scottish housing associations as public bodies.

The UK Government's October 2015 reclassification of English housing associations as public bodies has inevitably fuelled fears of a similar reclassification in Scotland.

Housing associations in Scotland are fully independent bodies run by voluntary board members. They need and expect to be able to take independent decisions about their association and how it contributes to the community it serves, and they are and should be accountable to those communities. They are not public bodies in whose day to day affairs governments should be able to meddle.

The independence of housing associations is not an issue over which the Scottish Government has direct control – perverse though that seems, but we believe that together, our sector and the Scottish Government can, if we need to, mount the strongest possible argument for keeping associations independent.

## **6 Ensuring the regulation of housing associations is proportionate**

The Scottish Government should work with GWSF and other bodies to ensure that the overall regulatory burden on housing associations is sensible and proportionate to the actual risks and challenges faced.

The legislation governing the regulatory framework should be amended to make provision for a fully independent appeals process against decisions made by the Scottish Housing Regulator.

The Freedom of Information provisions should not be extended to housing associations without the fullest consideration being given to the impact, particularly on smaller associations.

In any consideration of whether Scottish housing associations are public bodies, any perception that associations are micro-managed by the Scottish Housing Regulator will significantly increase the risk of reclassification as public bodies. Where CCHAs feel that regulation is becoming unnecessarily prescriptive or burdensome we will seek the Scottish Government's support to address our concerns.

The Scottish Housing Regulator's new appeals mechanism from April 2016 cannot be fully independent because the

legislation did not make provision for this. We want to see the law amended at the first available opportunity.

## **7 Raising housing's profile among health and social care bodies**

The Scottish Government should continue to raise the profile of housing among the new joint health and social care bodies and, in particular, the crucial role of preventative services in helping people stay at home for as long as possible.

At a time of financial constraint – particularly on social work budgets – there is always a risk that lower level, preventative services will suffer in favour of acute services. But the longer term savings which come from preventative input at an earlier stage, not to mention the better outcomes for older people and other groups, are now well documented and should be embraced by health and social care authorities.

## **8 Regulation of the private rented sector**

The Scottish Government should establish an independent national body to oversee the regulation of private sector landlords.

Private landlords are subject to little or no effective regulation of the service they offer. So even when welcome new duties are introduced, such as those relating to tenancy deposits and illegal premiums, enforcement of those duties is patchy and, in many areas, ineffective in protecting tenants. Private landlords effectively access large amounts of public money through the benefit system, further justifying public action to regulate their activities robustly.

## **9 New Scottish Government powers over Universal Credit**

The Scottish Government should move as quickly as it can to bring into force its proposed new powers over the housing element of Universal Credit. In particular, on top of the abolition of the bedroom tax, it should ensure that support with housing costs can be paid directly to social landlords.

The quicker there is a system of payment direct to landlords, on a monthly basis, the more the Scottish Government will be able to limit the damage done by arrears which evidence clearly shows have built up in the early stages of the rollout of Universal Credit.

# Housing strategy and provision

## The policy landscape:

Whilst the Scottish Government’s housing policy has developed much in recent years, the overall direction of its approach stems from the 2011 strategy document *Homes Fit for the 21st Century*:

- ‘Housing is a key part of our physical, economic, and social fabric. Getting housing “right” would contribute to sustainable economic growth to enable all of Scotland to flourish. It would also help us achieve the country’s full potential through better educational and employment opportunities, healthier lives and a more prosperous and equal society.’

## CCHAs provide high quality, affordable new homes:

- With the right support, and working in partnership with the local community and the local authority, CCHAs have always been keen to play a full part in providing new homes as part of the wider regeneration of the area
- When CCHAs provide new homes they do so with an in-depth understanding of the regeneration needs of the area, building to the highest possible standards of quality, focusing too on the surrounding environment and so creating great places to live
- CCHAs are increasingly looking to play a part in working with their partners in central and local government to tackle poor conditions in privately owned tenements and more modern homes bought under the right to buy

## Case study:

### New Gorbals HA – Laurieston

The first phase of New Gorbals HA’s Laurieston development was completed in 2014. This new build project delivered 201 affordable rented homes and incorporated a range of house types, including apartments, maisonettes and terraces. Twenty properties were specifically designed to meet the needs of wheelchair users. Laurieston has won a number of prestigious Scotland and UK wide awards recognising the development as one of the best current examples of architecture in Scotland.



The development is the largest single grant funded housing association development in Scotland, and a further two phases, providing 42 units for social rent, 9 for shared equity and 39 for mid-market rent, are due for completion in summer 2016.

## CCHAs are excellent landlords:

- CCHAs carry out emergency repairs in an average of 2.8 hours, as against 4 hours for other associations and 6 hours for councils
- At 18 days, average relet times for CCHAs are twice as fast as for other landlords
- GWSF associations have average rents of £72.56 against the Scottish average of £77.43
- 92% of stock owned by GWSF members at March 2015 met the Scottish Housing Quality Standard, with that figure set to rise further by the end of March 2016

## Our Election asks:

- The Scottish Government should work towards an Affordable Housing Supply Programme target of 12,000 new affordable homes per year, with at least two thirds being homes for social rent.
- Funding for tenemental acquisition and improvement should be explicitly encouraged within the Affordable Housing Supply Programme where this brings private housing into social or affordable housing tenures.
- The Scottish Government should introduce as quickly as possible its proposed scheme of equity loans for tenement owners.

# Regeneration and place-making

## The policy landscape:

The Scottish Government's approach to regeneration and place-making aims to be a holistic one which seeks to 'join the dots' between its regeneration strategies and its wider social and economic policies. It also emphasises the involvement of local people and communities in successful regeneration initiatives.

- 'Place should not be considered merely a backdrop to our lives but as an agent of change.'
- It is only by putting people at the heart of the process, and working together that we can create places that work.'
- 'The involvement of communities in delivering good places should not be restricted to consultation of their views. For engagement to be meaningful, communities must be participant from first to last.'

[Creating Places – A policy statement on architecture and place for Scotland' (Scottish Government, 2013);

Building a Sustainable Future? (Scottish Government, 2011)]

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## The CCHA contribution:

For 40 years CCHAs have been pioneers of a holistic approach which combines physical, social and economic regeneration of their communities by:

- Transforming the physical fabric of their neighbourhoods by providing good quality affordable housing and improving existing stock
- Continuing to maintain the physical environment of their neighbourhoods through the upkeep of buildings and surrounding areas
- Working with local people who govern CCHAs to take forward regeneration strategies which build on their unique knowledge and experience
- Acting as community anchors in their neighbourhoods, providing myriad wider role projects and services which address a range of issues including: health and well-being; community engagement; training and employability; financial and welfare advice; and social isolation
- Bringing added value to statutory and voluntary services

## Case study:

### Cadder Housing Association's new community centre



(artist's impression)

Cadder HA in north Glasgow worked in close consultation with its community to plan and build a new £3m community centre, which is due to open in April 2016. It will provide a range of activities, events and services which were identified through the consultation process and which consequently informed the centre's design. Cadder's residents will now have a state of the art community facility on their doorstep to meet their needs, wants and aspirations.

A Community Centre Users Group and a Youth Committee have been established to support and inform the activities and events on offer. The Association has received funding of £2.5m, with the Big Lottery and Scottish Government being the main funders, plus further funding to enable Cadder to employ a Centre Co-ordinator who will work with both groups to ensure that the centre meets the community's needs and is vibrant, viable and sustainable.

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## Our Election ask:

- The Scottish Government should move as quickly as possible to implement measures in the Land Reform (Scotland) Bill on the compulsory sale of vacant and derelict land in urban areas.

# Health and wellbeing

## The policy landscape:

Nine National Health and Wellbeing Outcomes provide an over-arching policy framework for nurturing health and wellbeing in Scotland. The notion of individuals being able to stay in their own homes and communities whilst being supported to live healthy lives is at the heart of the national Health and Social Care Integration strategy.

- ‘Health and social care services should focus on the needs of the individual to promote their health and wellbeing, and in particular, to enable people to live healthier lives in their community.’
- ‘People, including those with disabilities, long term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.’

[‘National Health and Wellbeing Outcomes: A framework for improving the planning and delivery of integrated health and social care services’ (Scottish Government, 2015)]

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## The CCHA sector contributes by:

- Contributing to strategic planning for quality housing across tenures and life-stages
- Arranging and undertaking adaptations to the home
- Providing people with information and advice on their housing options, welfare and money advice, advocacy support and befriending services, and signposting people to other services, including health and social care services
- Providing combined housing with care or support services operating on a variety of different models (including sheltered housing and core and cluster models)
- Providing local, personal and preventative services including: Care and Repair services; ‘handyperson’ services; stair cleaning; snow clearing; garden maintenance; services to reduce isolation and to improve physical health and mental wellbeing
- Building capacity by providing opportunities for local people to participate by being on the board of their local association or by being involved in wider activities



## Case study:

### Community Connectors: improving connections with and for people over 60, and their carers, in Glasgow (Queens Cross HA, Shettleston HA, Southside HA)

Community Connectors supports older people and their carers to identify and address barriers to living well, and supports them to access local services, facilities and activities.

The service opened for referrals in 2015 and is funded by the City’s Health and Social Care Partnership. The



Community Connector teams are based in three CCHA ‘hubs’ and can take referrals for tenants and others in the areas covered by each association.

The approach reflects the fact that many different types of support are required to help older people, and that their carers live healthy, fulfilling and independent lives, both in a preventative sense and following periods of ill health. Crucially, it recognises that older people want information and services which they can access easily in their communities.

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## Numbers - our recent survey found:

- 14 members provided 64 services which improved local people’s wellbeing
- 22,795 people participated in these services

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## Our Election ask:

- The Scottish Government should continue to raise the profile of housing among the new joint health and social care bodies and, in particular, the crucial role of preventative services in helping people stay at home for as long as possible.

# Community empowerment and engagement

## The policy landscape:

The Scottish Government's strategy for community empowerment and engagement focuses on supporting communities to do things for themselves, and placing people and communities at the heart of the planning and delivery of services.

- 'Where communities are empowered we would expect to see a range of benefits; local democratic participation boosted; increased confidence and skills among local people; higher numbers of people volunteering in their communities; and more satisfaction with quality of life in a neighbourhood.'
- 'Better community engagement and participation leads to the delivery of better, more responsive services and better outcomes for communities.'

[Explanatory Note to Community Empowerment (Scotland) Act 2015]

## The CCHA contribution:

CCHAs have been 'doing' community empowerment and engagement for 40 years by -

- Providing training, and skills-building courses and volunteering opportunities
- Working to build capacity with individuals and groups (e.g. lone parents, young people, and people returning to work)
- Reaching out to people who feel socially isolated and providing opportunities to participate in local activities and feel more connected
- Consulting with local people about development plans and use of local assets, and working with local people to create community spaces which everyone can use (e.g. community gardens, allotments)
- Developing and managing local community facilities, e.g. community centres and hubs, nurseries, one-stop-shops, cafes, commercial workspaces)

## Case study:

### Cassiltoun HA - Castlemilk Park

Castlemilk Park is a Commonwealth Woodland within the Castlemilk housing estate on the outskirts of Glasgow. It is owned by Glasgow City Council who, along with Cassiltoun HA, Glasgow HA, the Jeely Piece Club and the Forestry Commission have come together to form the Castlemilk Park Partnership. Since June 2010 the

Partnership has been consulting with the local community to find out what people saw as both the problems with the Park and the potential opportunities there might be to use and regenerate the area.

The Partnership has transformed the woodland from a no-go area that was in decline to a community asset. In 2012 the Association employed a Community Woodland Officer, who has worked with the community to deliver a wide range of activities throughout the year.

## Numbers - our recent survey found:

- 21 CCHAs owned a community hall/hub and 13 of them also managed those facilities
- 685 services were provided to 35,783 people in these facilities
- 262 community events were organised during 2014/15 by 25 CCHAs
- 27,852 people attended these events through 10 CCHAs (an average of 106 attending each event)

## Our Election asks:

- The Scottish Government should demonstrate its continued support for CCHAs as community anchor bodies by increasing the amount of regeneration funding directly accessible by local organisations. In particular, the much valued People and Communities Fund should be maximised so that local services developed with and for local communities can flourish.
- The Scottish Government should introduce capital development grants for community organisations which wish to provide halls and other facilities requiring capital expenditure.



# Tackling poverty and inequality

## The policy landscape:

The Scottish Government's approach to tackling poverty and inequality underpins a range of policy areas. It is focused on the range of barriers, behaviours and determinants which contribute to poverty and inequalities, and on identifying where the most significant impact can be made.

- 'The causes and effects of poverty and inequality are complex and multi-dimensional, and require a range of interventions and responses. These must address the underlying causes of poverty, not just the symptoms. Poverty is about much more than a lack of income.'
- 'Creating greater prosperity and fairness is a shared national endeavour. Only by working in partnership with the wider public sector in Scotland, the third sector, trade unions, businesses and communities, will we be able to create a society where the benefits of economic growth are shared more equally and where future economic growth is stronger and more sustainable.'

[Scotland's Economic Strategy (Scottish Government, 2015); Child Poverty Strategy for Scotland (Scottish Government, 2011)]



## The CCHA contribution:

- The geography of deprivation in Glasgow and the west of Scotland is closely matched to the neighbourhoods where CCHAs are based
- CCHAs help to sustain their neighbourhoods and tackle the root causes of poverty, poor health and inequality
- They do so in many ways, including the provision of high quality, energy efficient housing with affordable rents, and by delivering a whole range of locally based and easily accessible services, for example around employability and money/welfare rights advice

## Case studies:

### Cunninghame HA - Citrus Energy tackling fuel poverty

Citrus Energy is a social enterprise subsidiary of Cunninghame HA. As well as providing commercial energy consultancy and procurement services, a domestic energy switching service and a voids service, Citrus operates a 'Lemon Aid' service, funded by the Scottish Government's People and Communities Fund and other local funders.

'Lemon Aid' is focused on alleviating fuel poverty and helping those most in need to deal with energy issues. This includes metering issues; grant sourcing; debt reduction; self-disconnections; changing meters from pre-pay to credit; advocating on billing issues; and referring to ethical partners. In 2014-15 Citrus sourced £267,489 in energy efficiency funding and £171,801 in arrears reduction grants for service users. Citrus has recruited 35 unemployed people to fill trainee and full-time staff positions.

### Govanhill HA - welfare rights and money advice

Govanhill HA's welfare rights service has helped local residents access an estimated additional £1.9m in annual income from benefits and tax credits, with 1,000 people having used the service since it was established in 2014. The service was set up to help local people meet the challenges of welfare reform by providing advice, developing financial literacy and budgeting skills, reducing household energy consumption and signposting to local support services. Advice is given on the full range of benefits, and also provides representation for people who wish to appeal decisions relating to incapacity benefit, income support and employment support allowance.

## Numbers - our recent survey found:

- 17,281 people used financial inclusion and support services through 25 CCHAs
- It's estimated that over £15.6 million (an average of £917 per service user) has been accessed as a result of these CCHAs' support

# Training and employability

## The policy landscape:

The Scottish Government's employability and skills strategy is focused on overcoming barriers that might prevent individuals from being work-ready, and from getting and keeping a job. Volunteering opportunities are also considered to be crucial as a means of increasing skills and chances of employability.

- 'Increasing the opportunities for individuals to develop and use their skills as best they can is not just as a strategy for increased efficiency and improved economic performance. It is also an effective way of improving the satisfaction and security of work and promoting the health and well-being of individuals and the fabric of communities.'
- 'Volunteering can play a key role in improving skills and employability and it should result in progress towards a recognised qualification or standard whenever possible.'

[Skills for Scotland: Accelerating the Recovery and Increasing Sustainable Economic Growth (Scottish Government, 2010)]

## The CCHA contribution:

CCHAs support the training and employability agenda in a range of ways, including -

- Providing apprenticeship opportunities and encouraging contractors to use local apprentices
- Employing local people directly, and including employment-related community benefits clauses in contracts
- Providing training opportunities to help build up skills, including 'softer' skills like confidence-building and communication skills
- Working with a range of partners, including local schools and colleges, third sector organisations, social enterprises and local authorities
- Providing a range of volunteering opportunities



## Case study:

**EHRA (Easterhouse Housing and Regeneration Alliance) - Modern Apprenticeship Programme**



Housing Minister Margaret Burgess is welcomed to GWSF's 2015 conference by three apprentices from EHRA's modern apprentice programme.

EHRA is an alliance of the eight independent, community-based social housing providers in Greater Easterhouse. Twelve young people have completed EHRA apprenticeships since the programme began in June 2008.

The apprentices are given the opportunity to work towards an SVQ in Business Administration whilst gaining on-the-job experience of working in a CCHA. Funding support has come predominantly from Glasgow City Council's Commonwealth Apprentices Initiative and Glasgow Guarantee along with the Scottish Government's People and Communities Fund.

## Numbers - our recent survey found: Employability

- 129 apprenticeships were provided by 20 CCHAs
- 348 work placements/training programmes were provided by 21 CCHAs
- 411 local people were employed by 19 CCHAs
- 222 local people found employment as a result of training or apprenticeships through 22 CCHAs
- 263 local people went on to further or higher education because of training or work experience through 13 CCHAs

## Volunteering

- It's estimated that 798 volunteers support the work of 29 CCHAs – including management committee members
- An estimated 32,641 volunteer hours are provided to 19 of the CCHAs (553 volunteers with an average of 59 hours per volunteer)

# Social enterprise

## The policy landscape:

The Scottish Government strategy on social enterprise aims to support all types of social enterprises so that they can help to widen opportunities for individuals and communities and also play a greater role in the design and delivery of services.

‘The purpose of the Scottish Government’s £1m Social Entrepreneurs Fund is to ultimately build capacity, capability and financial sustainability in the third sector, ensuring a strong and active third sector reaches its potential and makes a key contribution to the national outcomes of the Scottish Government.’

[The Social Entrepreneurs Fund - From Ideas to Action (Scottish Government, 2008)]

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## The CCHA contribution:

CCHAs contribute to the social enterprise agenda by setting up social enterprises themselves (often through subsidiaries) and by supporting local people or groups to do so. The CCHA contribution includes the provision of -

- A whole range of social enterprises which provide many different services including: community amenities; arts and sports; childcare; training and employment; environment and recycling; catering and hospitality
- Volunteering, training and employment opportunities for local people
- Business development and support to local people or local organisations to set up and sustain social enterprises
- Hosting social enterprise organisations on CCHA premises often rent-free or for a ‘pepper-corn’ rent

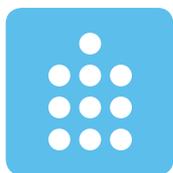
## Case study:

### Shettleston HA - Upkeep



Upkeep was set up by the Association in 2005 to carry out estate caretaking work – close and backcourt cleaning. It started with 7 staff. It now has around 70 staff, still delivering the same estate caretaking but adding a full maintenance (including voids) and landscape gardening service. Having services delivered by an ‘in house’ team saves on VAT and allows for gift aid of profits to the parent association. More importantly it provides local employment and allows the Association to be flexible and responsive across a range of services.

Shettleston has subsequently set up a further subsidiary, Upkeep Recycling, to manage furniture and other kinds of recycling, including four furniture shops and one white goods shop.



**GWSF**

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**We would like to thank all of our case study contributors. Thanks to other members who also provided photographs.**

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Cover page (bottom) - Spire View HA  
p.2 (bottom) - Reidvale HA  
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