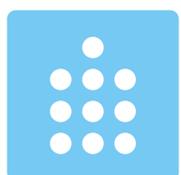


Community Controlled Housing Associations

Still Transforming
Local Communities



GWSF

Glasgow and West of Scotland
Forum of Housing Associations

November 2014



Glasgow and West of Scotland Forum of Housing Associations

Throughout the brochure there are pen pictures and photographs highlighting some of the activities and services our members provide. These are included as examples of the huge variety of work our members carry out in their local communities. If you want to find out more please contact:

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Credits for uncaptioned photographs:

Front cover New build by New Gorbals Housing Association (also with image of Gorbals tenements being demolished and Queen Elizabeth Square - now also demolished).

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Govanhill Housing Association
Williamsburgh Housing Association
Cathcart Housing Association
Wellhouse Housing Association
Reidvale Housing Association





Foreword

Sir Harry Burns

Professor of Global Public Health,
University of Strathclyde
(and formerly Chief Medical Officer for Scotland)

For many years, I have been promoting the importance of asset based approaches and the health benefits that come from people having control over the decisions that affect their lives. Because of this, I am delighted to have been asked to write a foreword for this brochure produced by the Glasgow and West of Scotland Forum, which represents 63 community controlled housing associations.

CCHAs are voluntary organisations which operate in many of the areas of the West of Scotland where social and economic outcomes are poor. They are run by local people and work in discrete geographic areas providing and maintaining affordable housing and, more generally, improving the community and providing opportunities for local people.

CCHAs are a real success story. For more than 40 years, local residents have been responsible for major building programmes, owning and maintaining significant housing and community assets, and taking strategic decisions about creating sustainable communities. Glasgow would look completely different were it not for the initial pioneers (the residents who challenged the wholesale destruction of communities and imagined a different way forward through the improvement of their neighbourhoods) and their successors, who have tirelessly sustained their approach. The landmark Victorian tenements in much of the inner city would not be here – and the streets that people ran and cycled

- **There are over 160,000 people now living in affordable homes owned by members of GWSF**
- **The 1,000 committee members control assets of over £7,000 million and employ over 2,000 staff**
- **They are hugely trusted locally based organisations that have been transforming their communities for more than 40 years**

through during the 2014 Commonwealth Games would have been decidedly less photogenic.

Local residents in CCHAs took control of local assets long before we all started talking about asset based approaches, the Christie Commission, co-production and community empowerment. But there can be no doubt that they demonstrate the characteristics that we now aspire to in Scotland and have been doing this successfully since the early 1970s.

This is a story that is well worth telling. And we can all learn from the powerful change that can come from giving residents the opportunity to take the important decisions about what happens in their area.

A brief history of CCHAs



Housing conditions in the post-war period in Glasgow and the West of Scotland were terrible. Lack of modern facilities, poor sanitation, and disrepair and neglect by private landlords in many traditional tenement areas meant that something major needed to be done.

The approach decided by local and central government in Glasgow was Comprehensive Redevelopment – the wholesale demolition of communities, with people rehoused in new housing in New Towns, housing schemes at the edge of the city, or in new multi storeys and deck access blocks built where the tenements had stood.

The new houses in the peripheral estates provided space and modern facilities – but the concrete structures often suffered from dampness and were hard to heat. More importantly there were few community facilities or shops – and nowhere for all the people new to the area to form social and community networks.

As the demolition and rebuilding of Glasgow continued, local people began to question whether the comprehensive development approach worked at all.

In Govan in 1970, local people working with architectural students showed



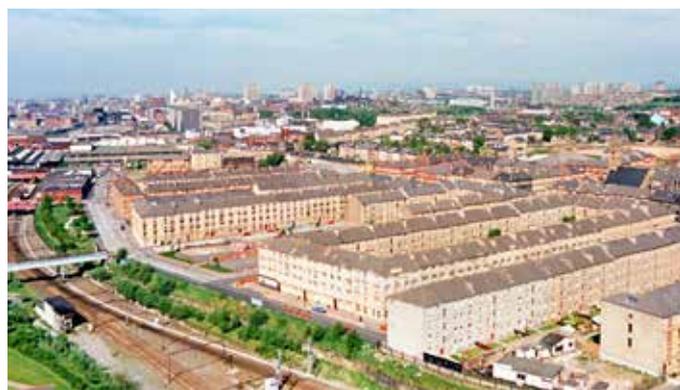
Hawthorn Housing Co-operative – condition of property transferred from Glasgow City Council in 1980s

that it was possible to create a home with modern amenities in the existing tenements. People in areas like Govanhill, Springburn and Dennistoun began to promote an alternative approach, based on retaining the existing buildings – and the existing community. This involved comprehensive improvement including amalgamating flats to create larger units, installing bathrooms and kitchens, major structural improvement, and sustainable improvements to roofs and other common parts of the building.

“The association has never seen itself as just a housing organisation. We knew that doing up the houses was not enough – there needed to be improvements in the economic and social opportunities for people in the area”.

Committee Member, Wellhouse Housing Association

Both local and central government enabled this approach in many of the areas where demolition had not yet taken place – and as a result community controlled housing associations began to operate in inner city neighbourhoods across Glasgow and in surrounding towns such as Clydebank, Paisley and Greenock.



Reidvale Housing Association area

Run by people in the local community, they naturally focused not just on the physical improvements in their area but on the other important things for local people – like community amenities, jobs and community care. And, CCHAs also built new housing on gap sites in their area to provide a range of local housing that could not always be provided in the tenements (including housing for older people and disabled people).

The CCHA model proved so effective that the approach was also used in the peripheral estates that had been built in the 1960s and 1970s to replace the demolished tenements with communities taking over run down housing from councils and Scottish Homes in areas like Drumchapel, Easterhouse, Gorbals and Erskine.

In some areas the existing houses were modernised, in many the houses were demolished over a period of time and new housing provided quality homes for people from the local area and others.

Over the last few years, the number of houses owned by CCHAs has grown as a result of 20,000 houses being transferred from Glasgow Housing Association (now part of the Wheatley Group).

By 2014, GWSF members owned 80,000 houses – and a further 20,000 factored owners. It is by far the biggest transfer of assets into community control that Scotland has ever seen.

But much more than this, they have saved, or recreated, communities where people want to live. And they have always been concerned about the wider community and the individuals living there. As this brochure will show, CCHAs have been delivering high quality affordable homes, empowering local people and strengthening their skills, **and** building stronger communities for over 40 years.



Whiteinch and Scotstoun HA's Fore Street project has won many awards

What makes CCHAs different?

CCHAs are a unique approach to sustainable physical, social and economic regeneration. They are the only landlords that are community owned. They are run by democratically elected management committees led by local people who volunteer for the good of their communities.

They provide decent, affordable housing for people on low incomes and they re-invest the income raised from rents in local communities.

They are non-profit distributing companies and are normally charities. All local residents can become shareholders (for a one off payment of £1).

These shareholders elect the management committee at the Annual General Meeting. The management committee is responsible for taking all the key decisions about the business of the CCHA, including strategy and policy, senior appointments, financial management and accountability, and asset management.

The management committee is



accountable to the members of the CCHA and residents more broadly.

All housing associations are regulated by the Scottish Housing Regulator, whose role is to safeguard and promote the interests



Helen Moore is Vice Chair of Reidvale Housing Association and has been on the management committee since 2007.

She said “Reidvale was an area that I had always aspired to live in. There’s a real sense of community in the area and it has always felt like a safe place to stay. The Association itself has great community values. I’ve always felt so fortunate to have an affordable home with a secure tenancy.”

“I joined the Reidvale committee because I wanted to give something back and be responsible for decisions made in my

own area. The experience I’ve gained from being on the committee is invaluable and something that my employer sees as a real advantage too.”

“Affordable housing provided by associations like Reidvale is a real asset to Glasgow. I feel it is so important to raise the profile of the good work that CCHA’s do in their areas - areas where people, like me, have chosen to live and contribute.”



Attendees at the GWSF Summer Conference, 2014

of current and future tenants of social landlords, people who are or may become homeless, and people who use housing services provided by social landlords.

In the early years, residents wishing to set up a CCHA received capacity building support from the (then) Housing Corporation in Scotland. Over the years, CCHAs have created ongoing support mechanisms including EVH (an employers' association supporting management committees in their role as employer), SHARE (a training and development organisation) and GWSF (which represents and campaigns on behalf of CCHAs).

CCHAs have remained agile, local organisations and are able to respond quickly and flexibly to new opportunities. CCHAs operate at a local level – with their offices accessible in the local area. They take decisions that are best for the local area and provide a responsive and efficient service to tenants and other residents. They are the only housing organisations where tenants and residents have the opportunity to make all the important decisions. It clearly works.

CCHAs operate in communities which are clearly defined by the residents. Operating at this local level draws people into engaging with CCHAs because

residents have a strong sense of identity with the area. Having the CCHA office in the heart of the community builds trust, and leads to positive relationships between local people and staff.

The importance of this focus on a particular community is often misunderstood by people not close to CCHAs, who can feel that there are too many organisations. It is important to understand that each local community is different, and has distinct opportunities and challenges. And to understand the huge benefits that come from local ownership, which has to be at this neighbourhood scale.

Although each CCHA covers a local area, they also collaborate on many issues through formal agreements, informal arrangements and through GWSF. This collaboration gives the best of both worlds, with appropriate local control and effective joint work with others. GWSF represents CCHAs and is the main point of contact for those wishing to engage with all CCHAs.



Young participants getting involved at Northmuir Community Garden Open Day, Pineview Housing Association, Drumchapel

CCHAs also work closely with all the organisations working in their area, including the local council, NHS, Police Scotland, Fire and Rescue Services and a wide range of public and voluntary sector organisations.

High standard affordable homes

‘Housing is important for people and communities. Well-planned, good-quality housing contributes to strong, resilient communities, and promotes economic growth. It can also have a positive impact on the quality of people’s lives. If well planned, it can help prevent additional costs to public sector budgets, such as the health service’.

(Audit Scotland, 2013)

A focus on high standards and efficient maintenance

The initial focus of CCHAs was the poor quality of the houses in their areas – whether this was neglected inner city tenements or run down council houses. Although some very early work involved ‘patch and repair’, it was quickly realised that the long term sustainability and quality of housing was essential to create settled communities. So the standards demanded by CCHAs in their building work – whether rehabilitation, improvement or new build – were very high.

CCHAs carry out emergency repairs right away, respond promptly to routine repairs, and have effective cyclical maintenance programmes to make sure that their houses never fall into disrepair again. One example of the effectiveness of the maintenance systems that are in place is the longevity of the tenement buildings, some of which were improved over 40 years ago – and the substantial future life that these desirable buildings still have.

Example – Saving and maintaining communities

Williamsburgh Housing Association has regenerated many streets of fine tenements in Paisley, providing high quality, attractive and modern housing. The two examples shown here are Seedhill Road and McKeller Street. The work in Seedhill Road (below) included flats for rent by the association (including flats designed for wheelchair users and older people), houses retained by existing owner occupiers and improved as part of a comprehensive approach, low cost flats for new owners and a commercial owner.



More to be done

Although CCHAs have made great progress in transforming the buildings and other physical parts of their local areas, there is a job still to be completed both in the inner city and in peripheral estates. The benefits of fully completing the work would be huge, and CCHAs wish to work with the Scottish Government and local councils

to make sure that an appropriate financial model is in place to deliver this. There would be benefits both for the local area and also in terms of the ability to meet the pressing need for affordable housing in the wider area and to help prevent and tackle homelessness.



Ardenglen Housing Association in Castlemilk has built attractive new houses to replace the poor quality former council housing in the area

Housing for everyone in the community

CCHAs have a strong record of providing suitable accommodation for everyone in the community. This includes specially designed accommodation for older people, disabled people and people with

complex needs. It involves appropriate support - whether in specially designed accommodation or in mainstream housing.



High standard affordable homes

Example - Good housing changes lives



Tony is 26 years old. He witnessed domestic violence and drug abuse and suffered abuse and neglect before being taken into the care

system at the age of 8. He moved from one residential home to another, never able to settle. He left school unable to read or write. Tony very quickly became homeless and involved in offending, leading to prison. At the age of 23 he looked for help from a rehabilitation centre and gradually his life turned round. He has learned to read and write, has qualifications and an interesting and important job. Crucial to helping him change was when he was allocated a house by Whiteinch and Scotstoun Housing Association.

“I love my wee house, it’s clean, carpeted, furnished and it’s the first house I have ever had... it’s not just a house it’s my home.”

“If it wasn’t for the staff at the housing [association], through supporting me with housing benefit forms, bills and the rest, I honestly don’t know how I would have kept my tenancy. The staff there don’t judge me, in fact I feel that they respect me and I can go to them anytime for support.”

Mixed tenure

GWSF members provide 80,000 houses which are rented at affordable rents. They also factor 30,000 flats for owner occupiers. And they have a substantial programme of low cost home ownership.



Example: Housing for rent and sale

Govan Housing Association completed this innovative and creative mixed tenure scheme in Golspie Street in 2012. It contains homes for both rent and sale through the Scottish Government’s New Supply Shared Equity scheme. It has been highly popular with both tenants and owners.



Maryhill Housing Association is building 125 new houses (106 houses for social rent and 19 houses for New Supply Shared Equity) as part of a multi-million development at Maryhill Locks. Working with City Building, a community benefit clause has delivered opportunities for local people including 19 apprenticeships and 8 job starts.

Fuel poverty and environmental action

Associations design housing that is fuel efficient and have developed innovative methods to do this, including the use of geo-thermal heat. But some of the run down stock that was transferred

to housing associations had very poor thermal qualities. Associations are working hard to dramatically improve this to provide warmer homes and lower fuel bills for tenants.

Example - Eco Project, Linwood

Linstone Housing Association has undertaken a large scale insulation project for 1,500 houses in Linwood. The £10.2m project is one of the largest scale insulation projects in Scotland, with residents set to save around 20% on their heating bills, with greenhouse gas emissions reduced too. The project is funded through ECO funding from energy companies, the Scottish Government and the Housing Association.



Top quality service

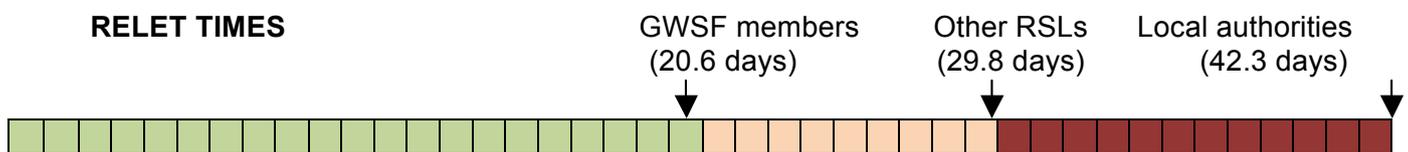
Community controlled housing associations in Glasgow and West of Scotland are efficient, effective and highly valued. They provide their service users with a top quality service.

This is clearly evidenced through the recent Scottish Housing Regulator reports on performance in relation to the Scottish Social Housing Charter. A GWSF report comparing the performance of CCHAs, other RSLs and local authorities found that CCHAs performed better than others across the board.

CCHAs are more efficient:

- they take **far less time** to re-let properties
- they lose only **0.6%** of their income due to empty homes

CCHAs pass this efficient way of working on to communities, through charging lower than average rents. Average rents are over **£6 cheaper** when compared with other Registered Social Landlords in Scotland.



CCHAs provide a service communities want:

customers are more satisfied with the service they get compared with other RSLs and local authorities

customers are much more happy with

the opportunities they get to participate

CCHAs resolve more antisocial behaviour cases on target, when compared with other RSLs and local authorities

Example: Keeping the area clear of bulk refuse

Milnbank Housing Association (MHA) has a partnership with Glasgow City Council which allows the association to clear bulk refuse from the area quickly. This has made a real difference to residents.

“This service delivered by MHA is great. Since MHA have taken over this service the area looks much nicer and cleaner. There is no longer bulk lying about in the streets as the bulk is placed in the backcourts and uplifted on a weekly basis by MHA. Our backcourt areas also look great as the bulk is being lifted on a regular basis.”

Charlotte Conway, Corsock Street



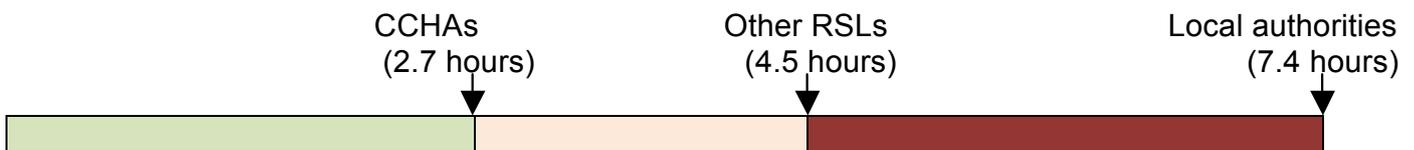
Top quality service



CCHAs provide top quality housing and maintain it well:

- a **higher proportion** of their stock meets the Scottish Housing Quality Standard (89%) when compared with other RSLs (88%) and local authorities (84%)
- they **respond far more quickly** to both emergency and non-emergency repairs
- they get **more repairs right** first time
- they have **higher satisfaction levels** with repairs

Responding to emergency repairs



Overall, CCHAs perform better than average for all measures in the Charter relating to customer satisfaction, housing quality, repairs, antisocial behaviour, relets

and voids, and rent collection and arrears. It is clear that CCHAs provide a top quality service, which is both efficient and highly valued by their customers.

Example: Rewarding tenants

nghomes has a tenant reward scheme, designed to acknowledge the part that responsible tenants play in paying their rent on time, helping sustain investment in their homes, and contributing to making North Glasgow a great place to live. The tenant reward scheme includes Good Neighbour Awards, free insurance for over 60s, gardening competitions, and rewards for tenants who manage their tenancy in line with their tenancy agreement, or who end their tenancy in compliance with ng homes procedures.



Creating sustainable communities



CCHAs work in areas that have some of the biggest economic and social challenges in Scotland. All CCHAs do much more than provide affordable housing.

97% deliver employment and training initiatives

97% promote financial inclusion

94% provide community services

88% provide services for older people

81% act as community anchors

CCHA activities are led by communities; designed to meet the community's needs; and delivered with communities. These local relationships mean that CCHAs are well placed to act as 'community anchor' organisations, which the Scottish Government is committed to supporting.

“The Scottish Government recognises the critical role that community controlled housing associations can play in delivering a wide range of better outcomes in our neighbourhoods.”

Derek McKay, MSP, Minister for Local Government and Planning, May 2013

CCHAs focus their work on prevention and early intervention. Their work is the perfect fit with the overarching national focus on preventing problems at an early stage. The work of CCHAs can contribute greatly to policy areas like:

- **Reshaping Care for Older People**
- **Health and Social Care Integration**
- **Community Empowerment**
- **Community Asset Based Approaches**
- **Community Safety**
- **Tackling Inequalities**
- **Health and Wellbeing**

If this work was not being done, then there would be higher costs for many other organisations – such as councils, the NHS, Police Scotland and Job Centre Plus.

CCHAs work together

The vast majority of housing associations (more than 80%) collaborate on wider activities. Associations regularly work collaboratively to develop and deliver projects, and many are part of local partnership organisations or umbrella groups, for example Drumchapel Community Ownership Group, Easterhouse Housing and Regeneration Alliance and the Inverclyde Housing Association Forum. Some associations share staff and services, such as welfare rights and tenancy support services, with an example being the welfare rights and tenancy support team operated by the FLAIR associations in Renfrewshire.

Health and Community Care

CCHAs contribute greatly to the health and wellbeing of their communities.

Firstly, CCHAs provide good quality housing. Good housing supports good health. Warm, dry homes and access to green space improve wellbeing. Adapted and accessible homes – with or without support services – help people to live in their communities for longer. Good quality homes with good repairs services and other support reduce stress and poor mental

health, vastly improving quality of life.

CCHAs also play a major role in enabling people to continue living at home, beyond providing the ‘bricks and mortar’. They contribute greatly to the Reshaping Care for Older People agenda, which focuses on flexible, community based support. Many of the services CCHAs provide are focused on preventing admission to hospital and care homes, enabling older people to live in their own homes for longer.

CCHAs provide a wide range of services, including:

- **community alarms**
- **telecare clinics**
- **surgeries**
- **respite care advice**
- **stair cleaning**
- **snow clearing**
- **lunch clubs**
- **social events**
- **handyperson services**
- **Care and Repair**
- **sheltered and amenity housing**

Example: Supporting isolated older people

Southside Housing Association provides a range of community based services for isolated older people in all types of housing. Services include community activities in a range of newly established local bases, morning welfare telephone calls and individual support by appointment as well as providing sheltered housing. These services aim to reduce isolation and promote opportunities which improve health and wellbeing. This could be attending an easy exercise class, gardening or being assisted to attend



a medical appointment. The project encourages independence and promotes positive relationships. SHA also manages Glasgow Care &

Repair across the city for home owners and partner housing associations’ tenants. Feedback from older people using these services has been positive.

Creating sustainable communities

Health and Community Care

CCHAs also play a key role in supporting the health and wellbeing of community members of all ages. They organise activity to tackle health issues, reduce social isolation, build confidence and self esteem, and bring community members

of all ages together. They provide childcare, transport and food services and organise sports, arts, cooking, gardening and recreation activity. This has a significant impact on the health and wellbeing of individuals and communities.

Example: Reducing isolation and building confidence

Led by Cassiltoun Housing Association, the Stables Studio is a creative programme for the over 50s based at the renovated Castlemilk Stables. It was set up to combat the problem of social isolation among older Castlemilk residents. Participants in this inclusive and welcoming programme have not only benefited from opportunities to broaden social networks; they have also seen improved mobility and dexterity, improved

mental health, a reduction in depression, reduced levels of smoking and alcohol consumption and an increased sense of self confidence. As a result, local GP practices now routinely refer people to the Studio.

“We are all very supportive of each other... If someone is unwell or feeling down, we look after each other.”



Stables Studio participants



Castlemilk Stables, renovated by Cassiltoun Housing Association, in which Stables Studio is based

Example: Supporting positive mental health

Queens Cross East Housing Support Project provides emotional and practical assistance to people experiencing mental health related issues. It has a team of staff who provide support in budgeting, shopping, hygiene, form filling, keeping appointments, tackling isolation, support from other agencies, and accessing training and education. It also delivers classes on cooking and sewing, and organises social trips and activities.



Employment and Training

CCHAs are major purchasers of services locally. CCHAs have considerable spending power, particularly in relation to their house building, improvement and maintenance programmes. They can use this to achieve employment and training opportunities for local people, through:

- encouraging contractors to use local apprentices - which almost a third of CCHAs already do; and
- requiring local employment and training opportunities through local labour clauses when buying goods and services.

CCHAs are also important local employers. They can create in-house employment and training opportunities as

part of their service delivery. In Glasgow and West of Scotland:

56% offer training opportunities

56% offer jobs for local people

44% offer in-house apprenticeships

44% offer employment and training advice

Broadly, each year CCHAs in Glasgow and West of Scotland provide training opportunities for over 1,000 people, including about 300 apprenticeships. They provide support that results in more than 100 people a year moving into sustainable employment.

Example: Creating employment opportunities

Cadder Housing Association established its in-house direct labour team in 2005 to undertake landscaping, environmental and general maintenance works to its common areas and open spaces in Cadder. A key feature of Cadder's in-house service is its work in providing long term unemployed people with opportunities of training and work experience, qualifications and apprenticeships. In the period since 2005, the Association has provided more than 350 training and work experience placements and 31 modern apprenticeships, mainly in estate caretaking, but also in other skills. Almost half of their trainees and apprenticeships have moved on to sustainable employment. There are high levels of tenant and owner satisfaction for the upkeep and maintenance of Cadder.



Creating sustainable communities

Employment and Training

Much of the work that CCHAs do on employment and training involves building on close relationships with local organisations and contractors. For example, CCHAs work with:

- **local schools** – providing extended work experience, helping with interview techniques and CVs
- **voluntary organisations** – to encourage them to provide training and employment opportunities for local people
- **contractors** – encouraging them to provide training and work opportunities for young people, including using community benefit clauses
- **equalities organisations** – to provide support into employment and training for those who may face particular barriers
- **local colleges** – providing placements and work experience for students within CCHAs, and securing training places for local people
- **social enterprises** – to build skills around being a business, and encourage social enterprise and entrepreneurship.

Example: Creating employment opportunities

Glen Oaks Housing Association is working in partnership with the social enterprise Workingrite, to offer young people aged 16 to 18 workplace experience, with a decent weekly training allowance of £90 per week. The project gives young people access to training, further education and jobs. This initiative runs from 2013 to 2015, and aims to offer 60 young people work placements with local employers, accompanied by mentoring support. The project is funded by the Scottish Government, Glen Oaks and local employers.

“Glen Oaks believes that we will only regenerate our community if we also try to improve the quality of life for all our residents. This includes giving our young people a helping hand to boost their employment prospects.”

Elaine McShane, Glen Oaks Housing Association Chairperson



Community Facilities

CCHAs are experts in developing and managing facilities. They make a huge difference to communities through creating new community premises, and taking responsibility for managing these. Together, CCHAs in Glasgow and West of Scotland provide community premises used by over 55,000 people a year.

These premises provide a focal point for communities, helping to strengthen local groups and networks and build community connections. With CCHAs' commitment to community empowerment, new premises are developed and managed jointly with communities - to suit local needs.

CCHAs are involved in many different community premises:

- **community centres**
- **nurseries**
- **childcare facilities**
- **health facilities**
- **one stop shops**
- **hubs**
- **sports facilities**
- **office space**
- **cafes**
- **libraries**
- **commercial workspaces**
- **conference facilities**
- **shop units**



Example: Community facilities

Ferguslie Park Housing Association's subsidiary company, the New Tannahill Centre, is responsible for the management of a £5 million multi-faceted community centre, providing community and commercial uses, including a library, nursery and health centre.

The centre also has its own dedicated space for the provision of advice and

community support.

The community was intensively involved in creating a new community garden outside the centre, based on community views. This provides a focal point for community activity, and can be used to carry out activities and events. It is estimated that around 4,000 people benefit from the centre each year.



Gala Day at Tannahill Centre

Creating sustainable communities

Financial Support

CCHAs in Glasgow and West of Scotland provide welfare and financial advice to over 25,000 people each year. Almost all CCHAs are involved in activity to promote financial inclusion within their communities.

CCHAs provide financial support through:

- **welfare advice**
- **money advice**
- **credit union development or management**
- **signposting to other support**
- **working jointly with Citizens Advice Bureaux**
- **providing space for advice surgeries**
- **developing community banks**
- **providing financial literacy support**

Many CCHAs directly employ staff to provide advice and support. Others work in partnership with other organisations who specialise in financial support. Over a third of CCHAs support local credit unions, including through providing space for surgeries and helping develop the organisational capacity of credit unions.

Example: Welfare rights service

FLAIR provides a welfare rights advice project for tenants and residents of five CCHAs in Renfrewshire. It is led by Linstone Housing Association and also involves Arklet, Bridgewater, Paisley South and Williamsburgh. It has been running successfully since 2007, growing steadily over this period. It now employs four staff to deliver the service. It helps tenants with all applications for benefits, supports benefit challenges and provides representation at appeals. In total, more than 4,000 tenants have been referred to the service, with over £1m in actual backdated benefits secured for clients. Almost £3m of anticipated benefit gain has been achieved – which assumes tenants keep the benefit payments they have secured for a further year.



Example: Financial support



Easthall Park Housing Co-operative, in partnership with housing associations in Govan, has established a Community Bank and Welfare Rights Initiative. The banks, located in Easthall Park and Govan Housing Association's offices, allow members of the community to set up easy and safe bank accounts and 'super savings accounts' and receive welfare advice. Since opening a year ago, 248 residents (over 30% of all residents) in Easthall have been supported. This initiative has also provided training and apprenticeships for local people.

Looking forward

CCHAs have always been adept at responding imaginatively to new opportunities – while keeping a focus on their core business of providing, managing and maintaining houses. The current focus on community led regeneration was recently reinforced when Nicola Sturgeon, the then Deputy First Minister and local MSP, said at the opening of the first phase of the Laurieston Regeneration Area that “the

best regeneration is always community led”.

As local community anchor organisations, CCHAs have embraced the development of social enterprise and the opportunities for working with other Third Sector organisations. One example is the Hub in Govanhill, where operational staff from a wide range of organisations meet daily to share intelligence and decide priorities.

Example – Community anchor role

Wellhouse Housing Association developed the Hub, which provides offices for both the Association and Connect Community Trust (an independent development company established by Wellhouse HA). The Trust provides a wide range of community services from the Hub including employability and training, childcare and services for young people. Wellhouse HA also works with residents to improve happiness and wellbeing. Participants receive a practical self-help toolkit and a personal advisor, and are supported to think, write and talk about things



that have gone well in their day. This has had excellent results. An evaluation showed that all participants felt their wellbeing had improved significantly; feelings of depression had decreased; and many had changed their behaviours and goals.



CCHAs are also increasingly connecting into formal community planning structures and are providing a local focus as trusted locally based community anchors. Partnership work with council departments, the NHS, the Police and others has always taken place, but the focus on reshaping public services and engaging communities in the design

and delivery of services has led to this intensifying.

The organisations that work with CCHAs in Glasgow and West of Scotland value them highly. In a 2013 survey, public sector organisations felt that CCHAs were operating as effective community anchors, providing local leadership, community empowerment, local knowledge and credibility.

Ardenglen HA Kite Flying Festival, Castlemilk



Looking forward

The priorities for the immediate future include:

- embedding the community anchor role and establishing effective work with all the public and third sector agencies working in local areas
- tackling vacant and derelict land – there is still far too much in Glasgow and the West of Scotland
- getting the balance of regulation right – CCHAs value independent regulation but this must be proportionate and fair
- mitigating the effects of welfare reform and fuel poverty – building on the huge effort already put into this
- playing a full part in supporting the reshaping of care for older people in the community, in the context of health and social care regulation
- driving a local prevention agenda – which is completely in tune with the direction of central and local government policy.

Forty years ago no-one could have envisaged the impact that CCHAs would make. The expectation is that CCHAs will continue to develop over the next 40 years, responding to new policy initiatives and opportunities. But they will always be working in and with communities on a daily basis, continuing to understand the skills, strengths, needs and experiences of local people.

Example: Gorbals Thriving Place

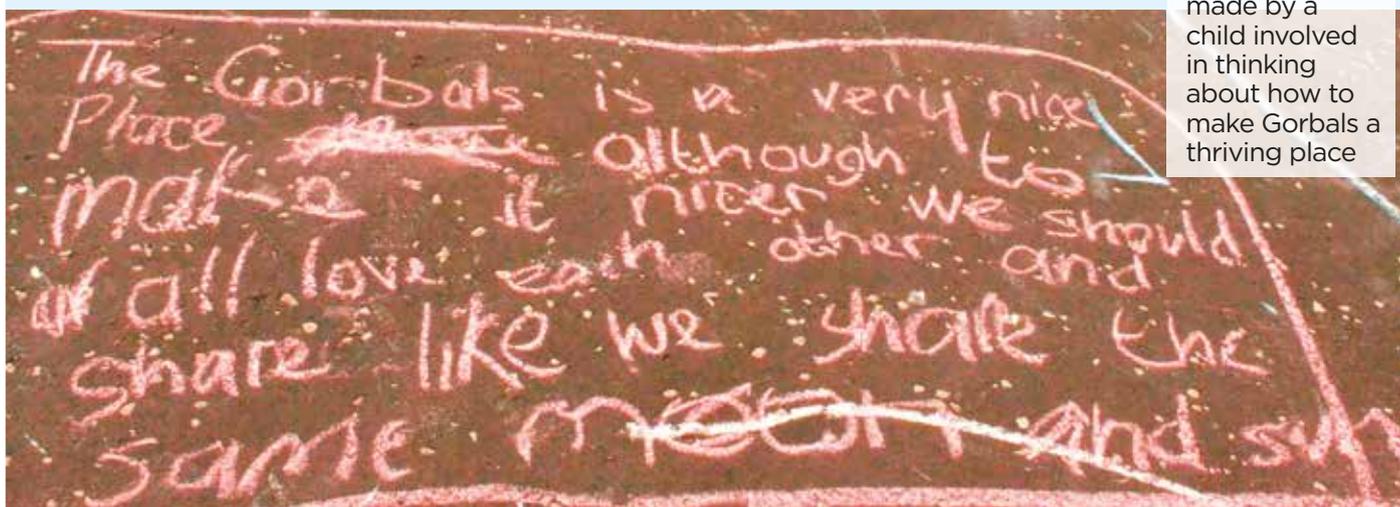
New Gorbals Housing Association has led the world class physical regeneration of Gorbals. But, with its local community planning partners, it was concerned that social and economic regeneration had not been as effective. For example, there are particularly high levels of child poverty and very low life expectancy for men. Gorbals was selected in late 2013 as one of the first three Thriving Places in Glasgow. Thriving Places is a key part of Glasgow's Single Outcome Agreement and is expected to lead to a transformation in the way that the public sector, voluntary sector and community work together to make areas better.

New Gorbals HA has been designated the community anchor to be at the heart of bringing together the work of the public and voluntary sectors with the community. The work is based on:

- a long term approach (up to 10 years)
- changing how resources are used locally
- focusing on community capacity building and empowering communities
- an asset based approach.

Early progress has been good in terms of work between public and voluntary sector organisations. A community engagement strategy is being developed.

One of the comments made by a child involved in thinking about how to make Gorbals a thriving place



GWSF member details (at Nov. 2014)

Member	Stock*	Member	Stock*
ANCHO	647	Lochfield Park HA	458
Antonine HA	339	Maryhill HA	2962
Ardenglen HA	958	Milnbank HA	1657
Arklet HA	361	Molendinar Park HA	499
Ayrshire Housing	1429	Muirhouse HA**	460
Barrhead HA	886	New Gorbals HA	2454
Blairtummock HA	744	North Glasgow HA	5412
Bridgewater HA	851	North View HA	669
Cadder HA	651	Oak Tree HA	1693
Calvay HA	828	Paisley South HA	1181
Cassiltoun HA	989	Parkhead HA	1439
Cathcart & District HA	561	Partick HA	1700
Charing Cross HA	510	Pineview HA	536
Cloch HA	1348	Prospect Community Housing**	883
Copperworks HC	272		
Cunninghame HA	2302	Provanhall HA	492
Dalmuir Park HA	654	Queens Cross HA	4217
Drumchapel HC	476	Reidvale HA	907
Dunbritton HA	706	Rosehill HC	945
Easthall Park HC	693	Ruchazie HA	214
		Rutherglen and Cambuslang HA	829
Elderpark HA	1218	Shettleston HA	2257
Faifley HA	340	Southside HA	1813
Ferguslie Park HA	789	Spire View HA	553
Gardeen HA	255	Thenue HA	2573
Glasgow West HA	1493	Tollcross HA	2168
Glen Oaks HA	1249	Trafalgar HA	301
Govan HA	1442	Wellhouse HA	763
Govanhill HA	2304	West Whitlawburn HC	643
Hawthorn HC	316	Whiteinch and Scotstoun HA	1289
Hillhead HA 2000	805	Williamsburgh HA	1618
Linstone HA	1566	Yorkhill HA	470
Linthouse HA	1115		

*Based on total lettable self-contained units

**Associate members based in Edinburgh



Glasgow and West of Scotland Forum of Housing Associations

Information about GWSF publications relevant to this brochure:

1. **Scottish Social Housing Charter performance 2013/14**, GWSF, 2014
2. **Wider role - Key facts about CCHAs**, GWSF, 2014
3. **More than bricks and mortar**, ODS Consulting, 2013
4. **Reshaping care for older people**, ODS Consulting, 2012
5. **No place like home** (film about CCHA services for older people), GWSF, 2012
6. **Community controlled housing organisations and regeneration**, Dr Kim Mckee, St Andrews University, 2011



These are children enjoying Big Noise Govanhill, the second Sistema programme in Scotland. Supported by Govanhill Housing Association and Govanhill Community Development Trust, the aim is to transform the lives of young people through music.

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