



The GHA experience

More Than Housing

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29 May 2013



Better homes, better lives,
a better Glasgow

The journey begins – 7 March 2003

Europe's largest stock transfer



85,000 homes transfer from Glasgow City Council

- Legally-binding tenant promises
- Local empowerment guaranteed
- £1.2 BILLION investment - Every home modernised by 2013
- £700m private finance



A troubled past



A temporary organisation, set up to be dismantled

- No agreed purpose or direction
- 63 cultures, agendas and brands
- Poor performance
- Paralysed by controversy, broken stakeholder relationships and a stalled Second Stage Transfer Programme



- Our Wider Action programme ran alongside our £1.2b investment programme
- To deliver opportunities for our tenants and their families
- £30m spent in the last 8 years
- Over 650 Community Projects supported in our local communities

- Community Benefit Clauses now integral part of our Procurement process
- Over 2000 new job opportunities created from our investment programme
 - Over 650 new apprenticeships
 - 530 training places
- 73% of new jobs/training places went to Glasgow residents

- Community Janitors Programme – delivering environmental services
 - 1570 training places supported
 - 52% moving on to employment
- Modern Apprentice Programme
 - 103 in last 3 years
 - 70% live in bottom 15% most deprived neighbourhoods
 - Skills Development Scotland, large employer of the year 2010

- Older Persons Programme – Silver Deal
 - Free Handyperson Service – 97% satisfaction
 - Free Activity classes – 110 per week
 - Dedicated advice service - £1.2m in last 15 months
- Young Lives Programme
 - Over 6500 young people each year
 - Enhanced activities in local communities
 - Accredited Learning



- Record Tenant satisfaction
- 4,337 jobs created since transfer
- Additional £1bn levered into UK economy

The Journey to excellence



- New Board, new Executive Team, new leadership
- Customer-first focus
- Staff empowered to 'Think Yes'
- Innovative service delivery
- Relationships and reputation mended
- IIP Gold – May 2013





- The Academy
- Quality Scotland – best business 2011
- Employee Satisfaction 85%

Where are we now...?



- Wheatley Group - a new parent
- Rooted in local communities, contributing to national outcomes
- New funding opportunities
- From better homes...to better lives



- Be clear about 'the offering'
- Consensus
- Keep your promises – tenants, staff and stakeholders
- Excellent Services are what matter – more important than form, structures or asset ownership
- Make empowerment and engagement REAL
- Clarity of Vision, Strength of Leadership
- Embrace change – but do it quickly



We've come a long way, and learned a lot!