

## GLASGOW WEST HOUSING ASSOCIATION: COMMUNITY SUSTAINMENT STRATEGY (CSS) 2023-28

### 1.0 FRAMEWORK

- 1.1 GWHA owns 1489<sup>1</sup> residential properties and 108<sup>2</sup> commercial units, and through its subsidiary, Glasgow West Enterprises Ltd, provides factoring services to 596<sup>1</sup> residential and commercial owners who live or work alongside GW tenants in mixed-tenure developments. A combination of improvements to existing stock and new build development has contributed to the physical regeneration of GW's local communities, with the association's role evolving beyond bricks and mortar to encompass a range of "wider role" activities that seek to build on the physical improvements through social, economic and environmental initiatives.
- 1.2 The association recognise that a sustainable community is one that succeeds now, and respects the needs of future generations; one that integrates different house types, sizes and tenures with good links to the surrounding urban fabric, and provides access to a full range of services, facilities and jobs. This Community Sustainment Strategy sets out a framework that captures community strengths and challenges and outlines how GW will continue to work with other key stakeholders to deliver services and initiatives that are relevant to our communities; creating resilience, and empowering people to make a difference, as we strive towards our vision of shaping thriving communities (Appendix 1).

### 2.0 AIMS

- 2.1 To ensure GW's core responsibilities are carried out efficiently and effectively: repairing and maintaining the stock, collecting rent, keeping common areas clean and tidy, letting properties, sustaining tenancies and managing poor behaviour; and, in so doing, optimising opportunities for improved satisfaction, customer engagement and stronger communities.
- 2.2 To outline strategy initiatives that are deliverable, proportionate, supported by tenants, and linked to city and national outcomes.
- 2.3 To ensure engagement with residents to optimise impact.
- 2.4 To create a link to the Community Benefits fund supported by the Procurement Strategy under the key themes of: social, economic and environmental
- 2.5 To focus on eliminating barriers, fostering a sense of belonging with a clear connection between residents and the community; creating opportunities to build positive relationships and leading to desirable, stable, safe sustainable communities.
- 2.6 To develop mechanisms for measuring social impact and regularly review the effectiveness of our activities.

### 3.0 COMMUNITY PROFILES

#### 3.1 Area Profile

- 3.1.1 GW operates within a mature set of inner city neighbourhoods, in the Anderston, Burnbank Gardens, Hillhead, Kelvingrove, Hyndland and Partick communities in the West of Glasgow. The area consists mainly of high density pre-1919 tenemental stock, with few gap sites and infrequent, challenging, development opportunities. From the most high demand private housing in the country to deprived pockets, the area is noted for its diversity; the ethnic diversity is far greater than that of the wider Glasgow area. There is a high demand for all tenures, and apart from some non-traditional housing developments in Anderston and Hyndland, tenure is invisible.

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<sup>1</sup> 31/03/23

<sup>2</sup> 93 lockups, 7 offices and 8 shops

3.1.2 Despite transient pockets, private sector domination (e.g. students) and social housing in the minority, GW's experience is of a fairly settled community. There is relatively low turnover in traditional tenemental stock base and high demand for this stock bucks the City trends. Conversely, there are some sustainment challenges and opportunities in the non-traditional stock. Local services are valued, work accessibility is good and there is considerable neighbourhood and community attachment.

### 3.2 Household Profiles

- 3.2.1 More than a third of GW tenants have lived in the area for more than 10 years and 76% are satisfied with the quality of their home and with the management of their local neighbourhood<sup>3</sup>. 93% of tenants like living in their neighbourhood and 87% expect to still be living in a GW property in 5 years' time
- 3.2.2 Tenants enjoy the benefits of the Scottish Secure Tenancy Agreement, and around 50 tenants retain a preserved right to a registered rent. Rents are assessed as affordable under the SFHA affordability definition, with 100% of GW working households paying less than 30% of their household income on rent.
- 3.2.3 GW households are predominantly single adults (52%) and adult couples (22%), which is consistent with the housing stock profile (58% studio/2apts) and is comparable with the Glasgow City profiles of 43% and 27% respectively<sup>4</sup>. Around 47% of GW tenancies have a male as the head of household, and whilst this increases to 55% in the Blythswood Court properties, the proportion of vulnerable single males within this development has reduced significantly (previously 70%) through the (now concluded) lettings initiative that set out to achieve a more balanced and sustainable community.
- 3.2.4 In terms of the age profile of the GW population<sup>5</sup>, 24% are aged 60+ (with 8% aged 75+), in comparison to the 14% and 6% respectively in Glasgow City; with the highest concentration of GW older residents within the G11/G12 and G20 postcode areas.
- 3.2.5 One quarter of GW households self-identify a long-term health problem or disability (v 20% Glasgow City), with a high percentage of this profile within the Anderston area.
- 3.2.6 In terms of ethnicity, 23% of households are from BAME<sup>6</sup> groups (17% in Glasgow)<sup>7</sup>, with the greatest ethnic diversity in the Anderston area, which is fairly consistent with the 2011 census (27%). 29% of housing list applicants are from a BAME group, and the 42% allocations 2022/23 is a reflection of the severe levels of housing needs experienced by these households.
- 3.2.7 This backdrop of a potentially increasingly vulnerable tenant population with support needs, brings significant challenges for our future service provision, and reinforces the importance for GW in seeking out opportunities for collaborative integration and intervention initiatives supported by multi-agency and multi-dimensional approaches key to tackling exclusion, poverty and optimising tenancy and community sustainment.

### 4.0 FUTURE SERVICES SURVEY

4.1 Robust data from the independent Future Services Survey completed in 2022 has been significant in terms of capturing wide reaching, insightful information on tenant's future service needs, priorities and expectations; and provides a strong baseline for informing community sustainment and social impact strategies/initiatives towards 2028:

<b>Social</b>	<ul style="list-style-type: none"> <li>▪ 72% of tenants regularly stop and talk with people from their neighbourhood and 55% said they could approach someone in their neighbourhood for advice; however only 11% of tenants regularly attend social groups, despite 40% of tenants recently feeling more unhappy/depressed than usual (increasing to 44% in the 65-74 age band and 46% in the Burnbank area);</li> <li>▪ 45% of tenants indicated their health was fair/poor/very poor; increasing to 72% for tenants in the Anderston area (with 83% of these tenants noting that their day-to-day activities were limited and that they had suffered a health problem in the previous 12 months).</li> <li>▪ 40% of tenants eat fruit at least 1-3 days per week; reducing to 35% for tenants in BAME groups;</li> </ul>
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<sup>3</sup> Continuous monitoring 2023

<sup>4</sup> [Glasgow City Council Area Profile \(nrscotland.gov.uk\)](https://www.nrscotland.gov.uk/glasgow-city-council-area-profile)

<sup>5</sup> All GWHA household members (i.e. not just the tenant)

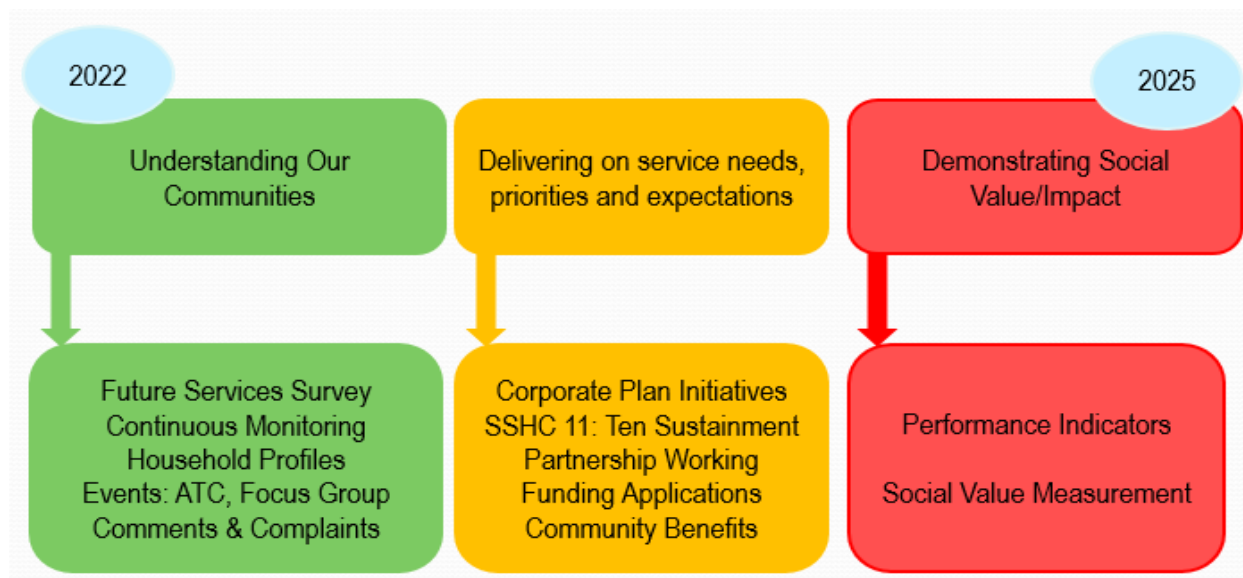
<sup>6</sup> Black, Asian and Minority Ethnic

<sup>7</sup> Census 2021

<b>Economic</b>	<ul style="list-style-type: none"> <li>▪ Across all ages, genders and ethnicities, tenants were unanimous in prioritising their main concerns as fuel and food costs, in that order;</li> <li>▪ The lack of affordable digital access was identified as a concern by tenants in the Hyndland area, and by tenants in the 55-64 age group;</li> <li>▪ Female tenants in particular were more likely to be concerned about the financial burden of debt (excluding rent);</li> <li>▪ Female tenants; tenants aged 75 years +; and tenants living in the Hillhead area felt less able to decorate and maintain their homes, with the main barriers noted as physical ability, cost of trades and cost of materials;</li> <li>▪ The lack of house contents insurance was more prevalent amongst households in the Anderston area; and amongst male tenant households.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>▪ 45% of tenants enjoy gardening, increasing to 65% in the 16-34 age band, and 57% in the Burnbank area</li> <li>▪ 33% of tenants were worried about being the victim of a crime, increasing to 38% in the 75+ age band; and to 40% amongst female tenants</li> <li>▪ 87% of tenants were not satisfied with bicycle storage facilities, and 91% in age band 35-54</li> </ul>

## 5.0 STRATEGY

5.1 Optimising the positive impact of our activities is central to our Community Sustainment Strategy, and to our vision of *shaping thriving communities*. The results from the FSS and from other engagement measures will inform service delivery, and priority initiatives will be those that seek to enhance the customer experience and social impact. The “wellbeing approach” to the measurement of social value will be furthered explored within the life of the Strategy as the means of demonstrating the impact of our work and the difference we make to individuals and communities.



## 6.0 SOCIAL VALUE

Social value refers to the positive impact a business has on individuals and communities, and it can be measured in terms of economic, social, and environmental benefits. Whilst there are well-developed indicators for comparing financial and operational performance, there are less comparable indicators for measuring social value and few RSLs have adopted formal structures for the assessment of social value. For GW, the opportunity presents through this Community Sustainment Strategy to deliver services and initiatives (e.g. through community benefits) to meet the specific priorities, needs and expectations of tenants as expressed through our engagement measures; and in the process assess the impact of our interventions on individuals and communities.

A formal framework for the measurement of social value, based on the “wellbeing” approach, has been developed by the HACT (Housing Associations Charitable Trust) in partnership with the SFHA, and GWHA will aim to work with HACT to develop a robust structure for monitoring the social value derived from our core and enhanced services, to improve decision-making, and ultimately to demonstrate the positive impact of our interventions in our journey towards shaping thriving communities.

## 7.0 COMMUNITY BENEFITS

7.1 For the purposes of procurement, Community Benefits are defined as contractual requirements relating to training and recruitment, or the availability of sub-contracting opportunities, or opportunities which are otherwise intended to improve the economic, social and environmental wellbeing of the public body’s areas, in a way which is additional to the main purpose of the contract in question. Examples may include:

**Social:** Jobs, Work Experience, Training, Apprenticeships and Mentoring

**Economic:** Use of SMEs/Social Enterprises/Voluntary Sector, community consultation, young person engagement and community sponsorship

**Environmental:** Community improvement projects, resources for community environmental initiatives and physical infrastructure

7.2 In furtherance of this objective, a method statement is required from tenderers outlining how Community Benefits will be delivered in all procurement, without cost to the association. As a general rule of thumb, Community Benefit initiatives will represent a minimum 2% of the contract value (excepting Frameworks which may specify other arrangements). The following principles will apply where GW lead the procurement process:

- a) Community Benefit expectations will be clearly defined in procurement documents
- b) The measures will be proportionate to the contract and, where applicable, linked to the “subject matter” of the contract
- c) Initiatives will be capable of measurement

7.3 Where a financial contribution is made (in preference to the contractor directly delivering the agreed initiatives), this sum will be ring-fenced within GW’s Community Fund for the delivery of initiatives that improve the economic, social and environmental wellbeing of GW’s communities; in particular initiatives that seek to address the priorities identified by tenants through the Future Services Survey and/or other engagement measures (section 5.0).

7.4 Where targeted recruitment and training (TRT) is the agreed Community Benefit (in GW-led procurement), the tenderer will be expected to outline proposals that take account of the following principles:

- a) For each £1m in contract value, a minimum 78 person weeks of employment for a trainee recruited from a source agreed by GWHA.
- b) The equivalent of 26 person weeks per £1m in contract value available as unwaged work experience opportunities for people provided by an organisation that has undertaken appropriate pre-work preparation and risk assessment.
- c) Proposals to assist achievement of appropriate qualifications, with arrangements for on-site training, assessment and recording where relevant.

- d) Commitment to trainees to pay at least the industry norms, with terms and conditions of employment that are at least equivalent to workers with equivalent skills and experience.
- e) Measures for the management and monitoring of TRT commitments

The Tenderer will also be expected to confirm commitment to:

- a) Provide GW with a TRT Performance Statement within 4 weeks of completion of each 13 week period following implementation of the contract
- b) Review the remuneration of trainees in line with their experience and productivity
- c) Within 13 weeks of appointment, provide GWHA with evidence of a Local Employer Partnership, or an equivalent agreement, to recruit people who are disadvantaged in the labour market.
- d) Notify agencies nominated by GW for each vacancy, including those with sub-contractors, with candidates identified by these agencies to have an equal opportunity in the selection process.

Where appropriate, the placement of trainees may be within GW's offices.

## **8.0 REVIEW**

Progress against the Strategy will be reported via the SSHC mid/end of year reporting.

	CONTEXT <sup>9</sup>	GWAH STRATEGY				
	Key Aspects of a Sustainable Community	Role/Influence	Challenges/Risks	Existing Strategies/Policies	Initiatives (e.g. delivered to date)	Impact Assessment <sup>10</sup>
<b>PHYSICAL<sup>8</sup></b>	Housing and other facilities of the appropriate tenure, size, scale and density which are sustainable and which individually and collectively meet different needs over time.	Providing good quality, energy efficient housing.  Affordability key driver for Rent Policy.  Alternative tenure opportunities.	Rationing –v- marketing  Affordability  Economy  Ageing population	Asset Management (including Disposals/ Acquisitions framework) Design Guide/Spec EES/EPCs <sup>11</sup> SHQS Housing allocations Pol Anti-social Behaviour Pol Void Standard Car Parking Policy Rent Policy Service Engagement Strategy Community Relations Unit partnership (ASB +) Concierge services (security patrols +) ¼ LA Cleansing Meetings Back-court bulk uplift Garden/Back court maintenance Communal cleaning Estate Man visit schedule Development Funding Plan/ appraisal Housing needs analysis Stage III Adaptations	Community Meeting Facilities  Annual GCGG Awards Garden Grant Initiative  G3 / learn to Grow  EE Light bulbs  O/O investment programme roll-out  Development Projects feasibility:  Bulk uplift / bin replacement / waste management strategies  Stock Sustainability (ad-hocs)	Suitability/promotion. Successful GW led events.  + Encourages resp/interest - Creates conflict +/- Resource management  + Creative use of spaces + Healthy eating/awareness - Attracting volunteers  + EESSH compliance - Availability / use + Protecting stock Resource management/ complaints / front-funding
	A safe and healthy local environment with a network of safe and well-designed streets, public and green space.	Information/advice sign posting.  Innovation in house design.  Valued estate services.	Welfare Reform  Funding/procurement  Fuel Poverty / cost of living crisis			
	Good public and other transport infrastructure both within the community and linking to urban, rural and regional centres.	Effective partnerships with LA service providers  Local Housing Strategy/ Strategic Housing Investment Priorities  Planning representation directly and/or via Community Council Meetings.  Supporting funding bids	External service decisions (policing, refuse collection, street lighting)			

<sup>8</sup> Housing and Environmental

<sup>9</sup> Developed from CIH document published for Joseph Rowntree Foundation

<sup>10</sup> Social , Economic, Environmental

<sup>11</sup> Energy Efficiency Strategy; Energy Performance Certificates

	CONTEXT	GWAH STRATEGY				
	Key Aspects of a Sustainable Community	Role/Influence	Challenges/Risks	Existing Strategies/Policies	Initiatives (delivered to date)	Impact
<b>SERVICE<sup>12</sup></b>	Effective engagement and participation by local people, groups and businesses, especially in the planning, design and long-term stewardship of their community, and an active voluntary and community sector.	Promoting GWAH in community Enterprise initiatives via GWEn Providing opportunities for participation Being inclusive Conduit for sign-posting/ accessing services	Establishing effective networks Commitment from partners Local resources/ opportunities Social exclusion	Equalities / EQIA <sup>13</sup> s Housing needs Analysis Participation (RTOs/ CP/CTF/ATC/AGM) <sup>14</sup> MC Membership Service quality Guarantee Anti-poverty Strategy Procurement Strategy Rent Reward Scheme  Transport/Creche at Events Interpreting Services Community/meeting facilities  Monthly site surgeries Elderly/Vulnerable Checks In-house benefits advice Money advice partnership (DALMAC/CAB) Fuel Poverty referrals Politician Briefings Website/Newsletter info  Community benefit contracts/partnerships  Employment /training opportunities	Bookworms / Children's activities via newsletters Festive Gifts / Christmas in Anderson Keys to Learn (T sus) Work/student placements Action for Children "Youth Build"  Concierge Apprenticeships Community Resilience: Heart Start. Rent Alignment: restructure in place End March 2020 BWC Local Lettings Initiative O/O: AGS option Support Provider Agreement Rent Reward Scheme: Home contents insurance Elderly/Vulnerable Checks UC trusted partner status Save with Rent scheme in partnership with GCU: GHEAT partnership	Improved literacy skills, awareness of GWAH Support creative skills, encourage participation. Gifts to older/vulnerable tenants. GWAH relevance to community. Economic value, work opportunities, Partnership with GCC. Life support skills in the community Affordability More sustainable gender & economic mix. Promote factoring service. Fire safety. Sustaining tenancies Financial inclusion Alleviate fuel poverty
	Good quality local public services for all age groups, including education and training opportunities, health care and community facilities, especially for leisure.	Effective/innovative partnerships Strong leadership to respond positively to change Encouraging use of GWAH community/meeting facilities				
	A diverse, vibrant, creative local culture, with a sense of place, extending beyond the immediate home to the wider community and surroundings.	Supporting funding bids Participation in Community Council Meetings Input to key City/national issues via Glasgow and West of Scotland Forum and Scottish Federation of Housing Associations				
	A flourishing local economy to provide jobs and wealth.					
	The right links with the wider regional, national and international community.					

<sup>12</sup> Education, **Health** and Economy

<sup>13</sup> Equalities Impact Assessment

<sup>14</sup> Registered Tenant Organisations; Consumer Panel; Committee Training Forum; Annual Tenants Conference; Annual General Meeting

