



STRATEGIC AGREEMENT

2023-2032

Purpose, vision and principles

This Strategic Agreement is between Glasgow City Council (GCC) and Wheatley Group, the parent organisation of Wheatley Homes Glasgow, Loretto Housing and Lowther Homes.

The purpose of this Agreement is to restate our shared commitment to working together for the benefit of Glasgow and its citizens, recognising that greater impact can be achieved through collaboration than by either organisation acting alone. It provides a clear framework for joint working, innovation and long-term partnership to deliver improved outcomes for the city.

Our shared vision is to support vibrant, inclusive and sustainable communities, using the benefits of high-quality housing, services and investment to meet the needs and aspirations of Glasgow's current and future residents.

This Agreement sets out the principles, priorities and governance arrangements that will guide our joint work across key areas of housing, neighbourhoods, regeneration and wider city outcomes. It is underpinned by a commitment to mutual respect, professionalism and transparency, with a shared understanding of our respective roles and responsibilities.

The Housing Emergency declared by Glasgow City Council in November 2023 provides a critical context for this Agreement. Through this partnership, we will align our strategies, share insight and work collaboratively to respond at pace and scale, recognising both the urgency of the challenge and the opportunity it presents to transform housing delivery, strengthen communities and improve outcomes for citizens. By combining our assets, capacity and expertise, we can deliver more together than either organisation could achieve alone.

Key areas of collaborative working

Housing Supply & Regeneration	
Lead officer Glasgow City Council	Lead officer Wheatley
Executive Director - Neighbourhoods, Regeneration and Sustainability	Group Director of Development

We are committed to accelerating high-quality, housing-led regeneration across Glasgow. Our shared aim is to increase the supply of affordable homes, revitalise neighbourhoods, transform long-term vacant derelict land, and deliver place-based regeneration that enables communities to thrive.

This work will align with Glasgow's Local Housing Strategy, the Strategic Housing Investment Plan ("SHIP"), and Wheatley's *Making Homes and Lives Better* 2026-2031 strategy. It will also support the ambitions of Housing to 2040 and the City Development Plan.

Partners will engage with wider opportunities to encourage investment to allow the delivery of strategic opportunities such as Red Road.

Strategic Objectives for Housing Supply and Regeneration

Together, we will focus on delivering:

A. More and Better Homes to tackle Homelessness and improve housing options

- A jointly agreed development pipeline that contributes towards delivering 4,000 new homes in Glasgow between now and 2032. Partners will work together to make the case for resources for Glasgow so that over 3,300 affordable homes are delivered through the TMDF programme and over 700 private homes delivered through coordinated land sales on long-term vacant brownfield land.
- A focus on social rent homes, with complementary mid market rent (MMR) and private tenure where this supports viability, placemaking and market rebalancing.
- A higher proportion of family-sized homes, responding to acute need and homelessness pressures.

B. Transformational Regeneration to build great places

The delivery of regeneration across strategic locations including:

- Wyndford – major estate transformation delivering over 400 new homes and community infrastructure.
- Red Road/Barmulloch – 450 new mixed tenure homes and associated remediation and infrastructure investment.
- Sighthill Phase 3 – completion of the final phase of affordable homes being delivered through the masterplan.
- Cranhill – unlocking large vacant brownfield land (200–300 homes) constrained by environmental factors.

- Milton, Drumchapel, Lochend, and the City Centre – priority areas for co-ordinated investment and master-planning approaches which supports the delivery of new homes and wider economic benefits.

C. Regeneration of Existing Assets

Repurposing and retrofitting existing properties, safeguarding Glasgow's built heritage, and bringing empty homes and non-residential buildings back into productive use.

D. Optimising utilisation of Acquisition Funding

We will work together to agree funding for acquisitions in priority areas and of specific types and sizes. We will continue to streamline our processes to ensure that acquisition funding is utilised effectively across the city to support the housing emergency.

E. Tackling Inequality and Child Poverty

Ensuring regeneration contributes to reducing child poverty, widening housing options, and supporting independent living.

F. Investment and innovation

Attracting new and innovative forms of investment, particularly to support major regeneration activity, into the City to support the strategic objectives of the Glasgow Investment Group. Wheatley will seek to raise at least £220m of private investment to support new build and regeneration activity, leveraging in at least another £125m of into developments by private sector partners.

Joint Development Pipeline

GCC and WHG will maintain a shared 10-year development pipeline, updated annually. This pipeline will set out:

- Site-specific delivery expectations
- Anticipated tenure mix
- Infrastructure or remediation requirements
- Indicative phasing and first completion dates
- Alignment with TMDF assumptions, grant planning targets and WHG's business plans

Place-based Regeneration

A. Transforming Communities: Glasgow (TC:G)

Partners reaffirm their commitment to delivering the TC:G Business Plan and all Transformational Regeneration Areas, with a shared focus on delivering inclusive place transformation at pace. This includes master planning, community engagement, infrastructure planning, coordinated investment across partners while ensuring homes are built at pace.

We will work together to unlock Red Road for Housing Led Regeneration, working collaboratively to deliver a funding solution to both the remediation of the site and new build homes.

B. City Centre Living

Within the GCC City Centre boundary, WHG has over 1,500 social rent homes and over 50 mid-market rent homes across four clusters of homes, Townhead Estate (c.1967), Drygate Estate (c.1965), Salt Marsh (pre-1919) and Gallowgate New Build Cluster (c.2020 – present). We are committed to continuing to work together to unlock the potential within the city centre.

GCC and WHG will prioritise unlocking opportunities within the city centre through:

- Redevelopment of underutilised public sector land
- Consolidation of historic ownerships to enable comprehensive development

C. Neighbourhood Scale Masterplanning

In Milton, Drumchapel and Cranhill, partners will work together to unlock long-term vacant brownfield land for mix tenure housing development. We will use all tools (Land, Funding, Planning Policy and Procurement) available to deliver:

- Mix tenure housing
- Green infrastructure and active travel
- Community facilities and local centres
- Enabling Infrastructure
- Environmental mitigation where required (e.g., protected species at Cranhill)

Progress and Monitoring of Housing and Regeneration

Progress will be monitored quarterly by a Senior Officers Group overseen by the Chief Executives of GCC and WHG and will be reported annually through the Glasgow City Council as part of the Glasgow Housing Strategy update and the Wheatley Homes Glasgow and Wheatley Board.

Measures will include:

- Total new homes delivered, and by regeneration area
- Share of family homes and social rent homes
- Homes delivered on vacant or derelict land
- At least £220m of private investment raised by Wheatley to support new build and regeneration activity, further leveraging at least another £125m into developments by private sector partners.
- Progress on priority regeneration sites (Wyndford, Red Road, Cranhill, Milton, Sighthill)
- % of planning and land release applications processed within agreed timescales

Neighbourhoods	
Lead officer Glasgow City Council	Lead officer Wheatley
Executive Director - Neighbourhoods, Regeneration and Sustainability	Group Director of Housing

We share a commitment to supporting strong, safe and sustainable neighbourhoods where people are proud to live and are able to thrive. We recognise that housing and the surrounding environment are central to the quality, identity and resilience of neighbourhoods, and that long-term, place-based approaches are essential to addressing the interconnected social, economic and environmental challenges facing communities across Glasgow.

Our approach is grounded in partnership working and a shared commitment to aligning housing investment, neighbourhood services, regeneration activity and community engagement. By working together in this way, we can deliver lasting improvements in local places and ensure that neighbourhood change is inclusive, sustainable and responsive to local need.

We also recognise the importance of community involvement and cohesion. Placing residents at the heart of neighbourhood improvement strengthens trust, supports better outcomes and helps build resilient communities where diversity is valued and people feel connected to place.

Neighbourhoods

In practice, this will support housing led regeneration and neighbourhood renewal, building on established approaches such as Transformational Regeneration Areas and wider place-based programmes that bring together housing, public realm, and local services. We will focus our collective efforts on neighbourhoods experiencing the greatest levels of deprivation and inequality, ensuring that regeneration delivers tangible benefits for both existing and future residents.

We are committed to supporting clean, safe and well-maintained neighbourhoods. Wheatley's neighbourhood and environmental services, alongside the Council's wider neighbourhood services, play a key role in maintaining environmental quality, promoting community pride and supporting perceptions of safety. We will continue to work collaboratively to address issues such as cleanliness, environmental quality, antisocial behaviour and the effective management of shared and communal spaces.

We have jointly identified priority neighbourhoods where coordinated action, targeted investment and strengthened partnership working can deliver the greatest impact for residents and communities. These areas are:

- Wyndford and Drumchapel in the North West,
- Pollok and Govan in the South, and
- Cranhill and Barmulloch in the North East.

By aligning our resources, services and community engagement activity within these locations, we will work together to accelerate neighbourhood improvement and deliver tangible benefits for current and future residents.

We will also align services across the city to jointly tackle persistent problems in our communities, including:

- Collaboration of service delivery and resources- we will align cleansing activity to ensure a targeted approach to local issues.
- Waste management- we will work together to explore innovative solutions to work together to deal with waste management and drive towards a more sustainable model.
- Bulk waste and fly tipping- we will understand this is a joint issue affecting our neighbourhoods and work to tackle this problem together and explore options to align resources for service delivery.
- Green spaces- ownership of land will not be a barrier to ensuring that we jointly maintain the green spaces within our communities. We will align grass cutting services to achieve a high standard of green spaces within our communities.
- Parking control- we will work together to implement joint parking control contracts on Wheatley estates to ensure safety within our neighbourhoods, considering value for money.
- Street lighting- we will identify areas where street lighting is poor and impacts community safety within our neighbourhoods and work together to implement street lighting programmes.
- Keep Scotland Beautiful audit- we will collaborate and share information on our engagement and outcomes from KSB assessments to ensure we are aligned in our approach towards our neighbourhoods
- Pathways- ownership of pathways will not be a barrier to ensuring safe and usable walkways within our communities. We will work together to repair and/or renew pathways, ensuring safe and active travel routes.
- Antisocial behaviour – we will work collaboratively with local authority teams and police partnerships within the Council to ensure our approach and solutions to tackling antisocial behaviour are aligned, combining resources and working in tandem in areas causing concern where appropriate to do so.
- Partnership working – this will be evident at all levels across both organisations with local authority neighbourhood coordinators and counterparts from across the service working closely with Wheatley Neighbourhood Environmental Team colleagues for the benefit of service delivery within our neighbourhoods

Pilot programmes and tests of change will be key attributes of our joint partnership working across all areas of operation as noted above, where both organisations will be willing and open to explore innovative solutions to local issues in terms of obtaining workable outcomes.

Data and insight are fundamental features in helping us understand the picture of how our collective customers feel about the neighbourhoods they are living within and what is most important to them. Sharing data and insight are key factors in ensuring we can see the full picture from our respective organisational perspective and overlaying this to determine what this means from a collective perspective for tackling local issues. It is imperative that solutions are explored and implemented to ensure

seamless data and insight sharing for the benefit of continuing to improve our neighbourhoods and our customers perception of them.

Communities will be placed at the centre of neighbourhood improvement. We are committed to engaging with tenants, residents and community partners to shape priorities, inform investment decisions and co-design local solutions. This includes supporting community participation, local walkabouts and place-based engagement that reflects the needs and aspirations of different neighbourhoods.

Our neighbourhood approach will also support the city's wider ambitions for liveable, inclusive and sustainable places. By aligning housing, regeneration and environmental objectives, we will contribute to neighbourhoods that support everyday living, improve wellbeing and respond to the climate emergency.

New Scots and community cohesion

We are jointly committed to supporting a welcoming and inclusive city where New Scots—refugees and people seeking asylum—are able to settle, integrate and participate fully in community life. This reflects the shared New Scots approach, which promotes early support, partnership working and community-based integration, and recognises the social, cultural and economic contribution that New Scots bring to Glasgow.

Working together, we will ensure that housing and neighbourhood services support inclusive, safe and cohesive communities. This includes providing appropriate housing, access to advice and support, and opportunities for New Scots to connect with employment, education, volunteering and local activities. We will also work with communities and partners to foster mutual understanding and positive relationships between new and existing residents, strengthening community cohesion and reinforcing Glasgow's identity as an open and welcoming city.

Progress and Monitoring of Neighbourhoods

Progress will be monitored quarterly by a Senior Officers Group overseen by the Chief Executives of GCC and WHG and will be reported annually through the Glasgow City Council [TBC] and the Wheatley Homes Glasgow and Wheatley Board. The key measure will be:

- Customer satisfaction with the condition of the neighbourhood

Homelessness, Health and Social Care

Lead officer Glasgow City Council

Lead officer Wheatley

Chief Officer, Health and Social Care Partnership	Group Director of Housing
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We recognise housing as a critical enabler of positive outcomes for individuals, families and communities across Glasgow. Through this Agreement, Glasgow City Council and Wheatley Group commit to working together to ensure that housing, support and services are aligned to deliver lasting benefits for the city and its citizens.

Our partnership approach is founded on close strategic and operational collaboration, shared insight and a clear understanding of our respective roles. This enables us to respond effectively to complex and interconnected challenges, and to maximise the impact of our collective expertise, assets and resources.

We are committed to working in partnership to ensure that homes continue to meet people's needs over time and support independent living, dignity and wellbeing, recognising that stable and appropriate housing underpins wider social, economic and health outcomes.

Homelessness

Glasgow City Council and Wheatley Group are committed to a housing-led approach to preventing and alleviating homelessness, aligned with Glasgow's response to the Housing and Homelessness Emergency and Temporary Accommodation Strategy. This includes fulfilling Ask and Act duties, ensuring early intervention and effective assistance for those at risk of homelessness. Our shared objective is to reduce reliance on temporary and emergency accommodation and support people to move as quickly as possible into settled, permanent homes, with the right support to sustain tenancies.

We will work together to increase the supply of settled housing available to homeless households through a combination of new build development, acquisition of additional homes, and the refurbishment of empty properties to bring them back into active use. These approaches will support a sustained reduction in the use of hotels, bed and breakfast accommodation and other unsuitable forms of temporary housing.

Wheatley Group will continue to allocate a high proportion of available homes to homeless households, recognising the critical role this plays in relieving pressure on temporary accommodation. This includes homes used for temporary accommodation being converted into permanent tenancies, supporting faster routes into settled housing.

We will continue to provide support and housing options to households who come to the city looking for a new home.

Both organisations are committed to improving matching and pathways into housing, working closely to ensure households are offered homes that best meet their needs and circumstances. Strengthened joint working will support improved tenancy sustainment, reduce repeat homelessness and deliver the ambitions of rapid rehousing in Glasgow. This includes a shared commitment to Housing First which is integral to achieving positive outcomes for individuals with complex needs, offering stable accommodation as a foundation for further support.

Health and social care

Glasgow City Council and Wheatley Group are committed to enabling and supporting people with health and social care needs, recognising the role that appropriate housing plays in supporting independence, recovery and quality of life. Through this partnership, we will combine our expertise, resources and innovation to improve outcomes for individuals and communities across the city.

We will work together to develop bespoke housing and care solutions that support people to move from long stays in hospital into settled homes within the community. This includes a shared focus on supporting individuals who experience delayed discharge, enabling people to sustain tenancies and participate as active citizens. We will work collaboratively to support a defined cohort of people with particularly long hospital stays to transition successfully into appropriate community-based housing.

In addition, we will continue to deliver and expand housing options for identified social care groups, including older people and those with complex or changing needs. By aligning housing provision, adaptations and support services, we will help reduce avoidable time spent in hospital and ensure people can access homes that meet their needs at the right time.

This work will be underpinned by close partnership working with health and social care services, a shared commitment to prevention and early intervention, and a focus on delivering sustainable, person-centred outcomes.

Progress and Monitoring of Homelessness, Health and Social Care

Progress will be monitored quarterly by a Senior Officers Group overseen by the Chief Executives of GCC and WHG and will be reported annually through the Glasgow City Council and Health and Social Care Partnership Integrated Joint Board and the Wheatley Homes Glasgow and Wheatley Board. Measures will include:

- % homeless lets as compared to annual request by Homelessness Services
- Number of acquisitions completed
- At least 350 properties converted from temporary accommodation to permanent accommodation
- At least 350 properties allocated to Housing First
- Number of homes refurbished and restored to the available housing stock
- At least 8,000 homeless people/families provided with a home by Wheatley 2032
- 5,000 people being helped to continue living independently in their homes through our adaptations partnership thereby helping reduce delayed discharge by 2032

Tackling Poverty and Inequality and Increasing Opportunity for all	
Lead officer Glasgow City Council	Lead officer Wheatley
Head of Corporate Policy and Governance	Group Director of Communities

As Community Planning Partners, Glasgow City Council and Wheatley Group share a strong commitment to tackling poverty and inequality and to increasing opportunity for individuals, families and communities across Glasgow. Reducing child and family poverty is the single shared priority of the Glasgow Community Planning Partnership, reflecting both the scale of need in the city and the importance of coordinated, long-term action and shared system leadership.

We recognise that poverty is multi-dimensional and closely linked to housing, health, employment, education, digital access and place. Addressing it effectively requires a whole-system, place-based approach, built on collaboration across public services, the third sector, communities and anchor organisations. Through this Agreement, we commit to aligning our strategies, resources and influence to maximise collective impact, with a strong emphasis on prevention, early intervention and inclusive growth.

We also recognise the importance of evidence-led practice, learning and adaptation. By sharing insight, data and lived-experience learning, we will strengthen our understanding of what works and use this to inform longer-term public service reform that improves outcomes for families and communities.

Working with partners across the city, we will align housing-led activity with wider Community Planning, health and family support approaches to address the root causes of poverty and inequality. This includes supporting access to stable and affordable housing; improving routes into employment, training and learning; strengthening financial inclusion; and tackling digital exclusion—particularly in communities experiencing the greatest disadvantage.

A key mechanism for delivery will be the use of Demonstrations of Change. These place-based initiatives bring partners together to test new ways of working with families and communities, focusing on removing practical barriers that contribute to poverty—such as access to childcare, language support, health services and sustainable employment. Demonstrations of Change enable partners to work differently across organisational boundaries, using whole-family and community-led approaches to improve outcomes.

Learning from Demonstrations of Change will be shared across the Community Planning Partnership to inform service redesign, better alignment of resources and the scaling of effective approaches. We will share relevant customer and citizen insight to understand the impact of the services we provide across the city. Wheatley Group's role as a community anchor organisation, including through its housing services and wider community investment activity, provides long-term presence, stability and reach within communities, complementing the Council and Health & Social Care Partnership's strategic leadership on poverty reduction.

We will work together to harness and maximise the opportunities from the private sector through targeted work with Business in the Community that supports anti-poverty approaches.

Together, we will continue to pursue a coordinated, outcomes-focused approach that reduces inequality, increases opportunity and supports children, families and communities to thrive across Glasgow. We will deliver feminist urbanism principles in new development and regeneration to support safety, accessibility, and belonging.

Progress and Monitoring of tackling Poverty and Inequality and Increasing Opportunity for all

Progress will be monitored quarterly by a Senior Officers Group overseen by the Chief Executives of GCC and WHG and will be reported annually through the Glasgow City Council and the Wheatley Homes Glasgow and Wheatley Board. Measures will include:

- Support 3500 employment or training opportunities for the citizens of Glasgow
- 400 Modern Apprenticeships (including via City Building Glasgow)
- Reduce the number of families and children living in poverty, as recorded in GCC child poverty dashboards.
- 40,000 citizens supported to maximise income through financial wellbeing initiatives

City Building Glasgow

Lead officer Executive Director – City Building Glasgow

Wheatley Group and Glasgow City Council are joint owners of City Building (Glasgow) (CBG). As a jointly owned organisation, CBG is a key delivery partner in supporting the objectives of this Strategic Agreement and plays an important role in the economic development, resilience and prosperity of the city.

City Building (Glasgow) will contribute to shared city outcomes by:

- supporting the response to the housing emergency through the refurbishment of empty homes, enabling homes to be brought back into use more quickly for homeless households;
- developing and sustaining the capacity and capability to deliver new housing supply, including through new build construction;
- creating and sustaining high-quality jobs, apprenticeships and training opportunities for the people of Glasgow;
- supporting a just transition to net zero, including reducing carbon emissions through housing investment and construction activity;
- protecting and enhancing Glasgow's built heritage, supporting civic pride and the local economy; and
- enabling reinvestment and business growth, increasing the scale and scope of works delivered through CBG where this supports joint priorities.

RSBi, Skills, Training and Employment

We jointly recognise RSBi as an important supported business and delivery partner, with a distinct role in providing manufacturing, storage and related services while delivering wider social value through employment, training and skills development. RSBi operates as a commercial organisation with a clear social purpose, supporting the objectives of both organisations by combining efficient service delivery with opportunities for people who may face barriers to employment.

By investing in the workforce and machinery, we will create sustainable production methods and use increased business development opportunities to grow the customer base whilst preserving supported business status.

We reaffirm our joint commitment to ensuring RSBi operates on a sustainable, value-for-money basis, while maximising its social and economic contribution. This includes providing longer-term certainty of future work and maximising opportunities linked to investment in existing homes and buildings where RSBi can add value.

Alongside this, we recognise the strategic importance of City Building (Glasgow)'s apprenticeship and training programme as a key mechanism for developing the future workforce. The programme supports inclusive employment, responds to skills shortages across construction and related trades, and creates pathways into sustained employment for local people.

Both organisations are committed to strong governance, oversight and continuous improvement of the apprenticeship programme. This includes clear strategic alignment, improved transition from apprenticeship into employment, and a focus on long-term sustainability and value for money.

Working together, we will seek to ensure that resources and investment are retained in Glasgow for the benefit of the city and its residents, including through collaborative

funding bids and proposals that advance shared priorities. We will also support the delivery of a pipeline of new build homes through City Building (Glasgow), linking housing delivery with training, employment and skills development opportunities. Where appropriate, we will share resources where this clearly supports joint strategic objectives and delivers demonstrable benefit.

Progress and Monitoring of City Building Glasgow

Progress will be monitored quarterly by a Senior Officers Group overseen by the Chief Executives of GCC and WHG and will be reported annually through the Glasgow City Council, City Building Glasgow Board and the Wheatley Homes Glasgow and Wheatley Board. Measures will include:

- Satisfaction with the repair service (GCC and Wheatley customers)

Climate Emergency & Sustainability	
Lead officer Glasgow City Council	Lead officer Wheatley
Executive Director - Neighbourhoods, Regeneration and Sustainability	Group Director of Housing

As key partners in Sustainable Glasgow we are jointly committed to responding to the climate change and supporting a just transition to a low-carbon, sustainable city through the City's Climate and Adaptation Plans.

We will embed principles of sustainability and circularity across our housing, regeneration and construction activity, maximising environmental benefits and reducing waste.

We will work collaboratively to support the delivery of low-carbon heat and energy infrastructure, including the development of local heat networks and renewable energy solutions that benefit residents across all tenures. We will work together to optimise the potential for success of heat networks development.

Together we will identify and maximise opportunities to use land, assets and investment to support renewable energy generation and wider climate objectives.

Progress and Monitoring of Climate Emergency & Sustainability

Progress will be monitored quarterly by a Senior Officers Group overseen by the Chief Executives of GCC and WHG and will be reported annually through the Glasgow City Council and the Wheatley Homes Glasgow and Wheatley Board. Measures will include:

- Reduce Carbon emissions from Wheatley Homes

City Strategic Resilience	
Lead officer Glasgow City Council	Lead officer Wheatley
Director of Communications and Corporate Governance	Group Director of Communities

We are uniquely positioned to strengthen the city's strategic resilience through our long-standing partnership and complementary roles in the city. We will work together to develop our individual Strategic Resilience Frameworks to strengthen our requisite

capabilities, offering mutual benefits in our approach to Business Continuity and Crisis Management Planning.

We will enhance our collective ability to anticipate, withstand and respond to stresses that affect Glasgow's communities whether arising from public health emergencies, climate impacts or system wide service disruption. This shared approach recognises that resilience is not solely an organisational function, but a place-based capability that is strongest when built collaboratively across housing, communities and public services.

Status of this Agreement

This document provides a framework of areas where GCC and Wheatley Group will work together to deliver Glasgow's Housing Strategy and wider City objectives. The agreement is non-binding and not a legal document, however by agreeing it, GCC and Wheatley are expressing a joint commitment to delivering better housing related outcomes.

At a strategic level, we will **monitor** the delivery of the outcomes of this agreement through a Senior Officers Group overseen by the Chief Executives of GCC and WHG. We will review the Strategic Agreement every five years in alignment with Glasgow's Housing Strategy.

Signed (Leader of GCC & Chief Exec GCC)

Signed (Chair Wheatley Group
& Chief Exec Wheatley Group)

Date

Date
