

Strategic Agreement between



2023- 2032

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This **agreement** is between Glasgow City Council (GCC) and Wheatley Housing Group (Wheatley) - the parent organisation of Wheatley Homes Glasgow, Loretto Housing, Lowther Homes and Wheatley Care.

The purpose of this strategic agreement is to restate our commitment to working jointly for the benefit of Glasgow and its citizens. This is especially the case where to do so will deliver more than can be achieved through the efforts of either organisation on its own. Therefore, this agreement is a commitment to work collaboratively to find solutions, try new and innovative ideas and ultimately deliver better outcomes for Glasgow.

Our shared vision is to deliver vibrant communities, using the benefits of high-quality housing and services to meet the needs and expectations of Glasgow's current and future residents.

We are committed to the delivery of Glasgow's Housing Strategy and the aims outlined in the Scottish Government's policy *Housing to 2040*.

We **work together in an environment of mutual respect and professionalism**, understanding our respective roles and learning from our experiences to deliver benefits for both organisations and the citizens and service users we represent. We will share information and work collaboratively to achieve our shared vision for the city.

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Key Areas of Collaborative Working

Housing Supply & Regeneration

We will work collaboratively to:

- Increase the supply of affordable housing and accelerate the pace of new build in Glasgow. This is an area of priority for us where we will work collaboratively to deliver more quality homes in the city to meet housing need and demand. We will work together to develop new models of housing delivery, embracing innovation, piloting new ideas, facilitating land transfer and the use of brownfield land to deliver regeneration outcomes.
- Develop a programme for existing property to bring empty properties (whether residential or repurposing of non-residential) into effective use, to meet housing need and increase housing options, and to facilitate improved management, factoring and maintenance of buildings and neighbourhoods. A key priority will be to safeguard the city's built heritage with a particular focus on pre1919 tenemental housing and the repurposing of heritage buildings to housing where possible.
- Deliver transformative housing-led regeneration through collaboration with communities as a core principle.
 - o This includes a renewed commitment to the delivery of the entire TRA programme, directed by Transforming Communities: Glasgow (TC:G) comprised of Glasgow City Council, Wheatley Group and Scottish Government.
 - o Refreshing our commitment to finding solutions to deliver increased housing options within the city centre.
 - o Development of proposals with communities, and the delivery for priority regeneration areas are outlined in the Appendix: Joint Commitments.
- The involvement and participation of residents and tenants remain central to the development and delivery of housing-led regeneration in the city. We are committed to the involvement of tenants and residents in the development of housing plans from the outset and in the housing services they receive, as well as supporting the capacity building of tenants and residents to engage, either individually or through the development of representative groups.

Homelessness, Health & Social Care

We are in firm agreement that addressing the most acute form of housing need, homelessness, remains a priority for us in both meeting the Council's statutory duties and in creating better outcomes for households in the city.

We are committed to enabling and supporting health and social care groups and we will work together to ensure our joint expertise and innovation helps to achieve the best possible outcomes for residents.

Glasgow has a proud tradition of supporting people seeking asylum and refuge from danger and conflict overseas. We are committed to providing welcome and protection to these

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households, to offer support and to be responsive in finding housing solutions to emerging needs as global events and circumstances lead households to come to the city looking for a new home, whether temporarily or permanently.

Climate Emergency & Sustainability

We are committed to ensuring a just transition to a net zero Glasgow by 2030 and enabling the city to address the global climate and ecological emergency by supporting the delivery of Glasgow's Climate Plan. Sustainability will be a fundamental principle permeating all of the collaborative work we undertake and will include: reducing carbon emissions from properties and households, supporting an integrated approach to heating methodologies and infrastructure, supporting the green economy, skills development and jobs, transport strategy including supporting active travel, and in sharing good practice and piloting new innovations.

Tackling Poverty and Inequality and Increasing Opportunity for All

GCC and Wheatley will continue to invest resources in Glasgow's communities, including those that fare poorly on the Scottish Index of Multiple Deprivation at neighbourhood level and for those experiencing poverty, including child poverty. We will work to enable these communities – and all others in the city - to achieve their potential, is a joint priority.

Investing in regeneration, local environmental and other infrastructure, employability support and services are all ways to support and enable progress.

We will work collaboratively to deliver high-speed digital communications infrastructure and digital solutions through the activities we undertake.

Optimising Outcomes from our Joint Resources

Wheatley & GCC are joint owners of City Building Glasgow (CBG) and are working to ensure CBG's skills, knowledge, experience and capabilities meet both the strategic and operational needs of our respective organisations going forward.

We will work jointly to ensure that resources are retained in Glasgow for the benefit of the city and its residents and will collaborate on funding bids/proposals which will advance our joint priorities.

We will share resources when this contributes to meeting our joint strategic priorities and leads to beneficial outcomes.

City Strategic Resilience

We will work together to develop our Strategic Resilience Frameworks to strengthen our requisite capabilities, offering mutual benefits in our approach to Business Continuity and Crisis Management Planning.

Outcomes and Monitoring

At a strategic level, we will **monitor** the outcomes of this agreement on an annual basis. This review will be undertaken by Senior Officers of GCC and Wheatley, and reporting will be through the annual update to Glasgow's Housing Strategy and through any other appropriate

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governance structures. We will review the Strategic Agreement every five years in alignment with Glasgow's Housing Strategy. Operationally, we will monitor progress as outlined in the Appendix.

Key **strategic ambitions** to be delivered through the agreement include:

- Wheatley continues to play its central role in providing homeless people/ families with a home and in the prevention of homelessness
- 4000 new homes delivered in Glasgow between now and 2032
- 7,000 people being helped to continue living independently in their homes through our adaptations partnership thereby helping reduce delayed discharge over the next 5-years
- Broadband provision & take-up rate among Wheatley customers higher than the average for residents in Glasgow
- Reduce Carbon emissions from Wheatley Homes
- Creating over 2,500 employment opportunities for people in Glasgow including through our City Building Glasgow joint venture with its state of the art training centre and focus on developing the skills and expertise that will be required for 'green' jobs

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.

Where appropriate, specific agreements and contracts will be put in place through the annually agreed and reviewed action plan which will be put in place as part of taking forward the objectives in this strategic agreement.

Signed (Leader of GCC)

Signed (Chair Wheatley Group)

Date

Date

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Appendix: Joint Commitments

| Commitment | Operationally | Strategically |
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| Housing Supply & Regeneration | | |
| GCC and Wheatley will work to develop and deliver a new build development programme with a pipeline of development to meet the housing need in the city as outlined in the Strategic Housing Investment Plan (SHIP). | Monitored monthly | Annual Review |
| GCC and Wheatley with City Property will work on the identification of a pipeline of development sites, ensuring early access to sites for investigation and site acquisitions from GCC where applicable, supporting delivery of the SHIP and the Wheatley annual development plan. | Monitored quarterly/ City Property, Wheatley & GCC | Annual Review |
| Jointly assessing opportunities for existing property acquisition which supports strategic objectives eg. provision of affordable family housing, bringing empty homes back into use, and property repurposing. | Monitored quarterly | Annual Review |
| GCC and Wheatley will work together to investigate modular construction as a mode of delivery of new build housing development, and we will share this learning with the wider housing and construction sector. | Monitored quarterly | Annual Review |
| GCC and Wheatley will work together to deliver Priority Areas for Development & Regeneration. These areas will be periodically reviewed and updated with emerging priorities, with relevant investment requirements outlined in the annual SHIP and Wheatley annual development plan. Current priority areas include: <ul style="list-style-type: none"> - Delivery of all TRA programme, activation of last 2 TRA areas - City Centre living - Working to deliver Wyndford regeneration area - Exploring future development & regeneration options for Milton, Cranhill and Drumchapel | Monitored quarterly | Annual Review |
| Collectively working to protect Glasgow's built heritage and bring homes to productive use through pre-1919 safeguarding, implementing retrofit measures, factoring activity in private sector housing initiative areas and acquisitions where appropriate, and specific projects to protect listed and important buildings for conversion or retention as housing. | Monitored quarterly | Annual Review |
| Develop a formalised working arrangement between Wheatley and GCC grounded in collaborative and proactive sharing of information. This will enable the flow | Within 6 months of strategic | Annual Review |

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| of programme information to inform early engagement on Planning proposals that allows constructive and precise policy feedback on the full range of planning issues. This will deliver a benefit in terms of overall processing timescales that can form part of the wider agreement. | agreement approval | |
| Homelessness, Health & Social Care | | |
| Homelessness – Wheatley will work with the HSCP and GCC, strategically and operationally, to prevent homelessness and to meet housing requirements for homeless households. Targets will be set and for 2023/24, this is 60% of lets to be allocated for homeless households. This is acknowledging the key role that Wheatley has as the city's largest landlord. | Monitored quarterly | Annual Review |
| Deliver housing options for identified social care groups, including young people leaving care and older people through the development of tailored initiatives to meet specific needs and related targets. | Monitored quarterly | Annual Review |
| Wheatley will work with the HSCP and GCC strategically to meet housing requirements for asylum seeking and refugee households. | Monitored quarterly | Annual Review |
| GCC and Wheatley are committed to ensuring existing homes meet tenant needs including, as necessary, adapting homes to meet individual requirements. Commitments made by Wheatley to fund adaptations are key to ensuring people live in housing that meets their needs. The need for adaptations has increased and the Affordable Housing Supply Programme will support this additional need to enable people to live independently at home. | Monitored quarterly | Annual Review |
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| Climate Emergency & Sustainability | | |
| Embedding principles of circularity in any construction works either part of separate or partnership projects. | Ongoing | Annual Review |
| Working collaboratively to deliver low carbon heating infrastructure e.g. LHEES, and maximising opportunities to connect to district heating networks for residents in the city regardless of tenure. | Annually | Annual Review |
| Work in collaboration to identify opportunities, including assets and land to be used for renewable energy generation. | Ongoing | Annual Review |

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| Tackling poverty and inequality and increasing opportunity and prosperity for all | | |
| Commitment to delivering and/or supporting delivery of Glasgow's Housing Strategy. | Ongoing | Annual Review |
| Sharing of insights into housing need and demand analysis and the dynamics of the housing system. In year one of the new Housing Strategy, this will include a focus on equality including an analysis of BME households' expressed housing need in the city. | Ongoing/ Annual | Annual Review |
| Working with partners across the city through exploration of digital solutions to make it easier for residents and potential residents of Glasgow to access housing options. | Ongoing | Annual Review |
| Working together to encourage roll out of broadband infrastructure, and tackling digital exclusion, in the city with a particular emphasis in ensuring deployment to underserved areas. | Ongoing | Annual Review |
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| Optimising Outcomes from our Joint Resources | | |
| The vibrancy of communities is reliant on effective neighbourhood management. Our approach is to work collaboratively with communities to deliver services which create a quality and well-maintained environment and in which, residents feel safe and able to thrive. | Ongoing | Annual Review |
| We will consider aspects of the 2003 Glasgow stock transfer agreement relating to the Disposals Clawback Agreement. This is with a view to presenting a jointly agreed set of recommendations to Scottish Ministers in 2023 to seek approval to disapply the terms of the "disposals clawback" provisions in agreed regeneration areas in addition to the agreed TRA programme. | | Annual Review |
| Jointly prepare our indicative pipeline of investment and maintenance works to enable the CBG business plan and resource mix to be developed by CBG. We will also continue to identify the existing and emerging work content to ensure that CBG are both right sized and also have, or are developing, the correct skills within the workforce to deliver the emerging pipeline of work. | | Annual Review |
| Sharing of our collective resources to deliver key objectives around sustainability, development and innovation. | Ongoing | Annual Review |
| Sharing of intelligence and pro-active strategic positioning for making funding bids which benefit Glasgow. | Ongoing | Annual Review |
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| City Strategic Resilience | | |
| GCC and Wheatley will work together on a key resilience partnership to develop our respective business resilience strategy. | Quarterly meetings | Annual Review |
| Sharing of intelligence and risk mitigation strategies to exercise and enhance our response to business continuity and crisis management. | Quarterly meetings | Annual Review |
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| Monitoring | | |
| Annual Monitoring and Review by Senior Officers of GCC & Wheatley. | | Annual Review |
| Annual reporting through Glasgow Housing Strategy Update. | Annual | Annual Review |
| 5 yearly comprehensive review of Agreement in line with Glasgow Housing Strategy renewal. | | Every 5 years |
| <p>Key strategic outcomes to be delivered through the agreement to be reviewed and reported annually include:</p> <ul style="list-style-type: none"> - Number of homeless households provided with a home by Wheatley over the first 5 years of this agreement - Number of new homes in Glasgow - Number of additional people being helped to continue living independently in their homes through adaptations investment - Increase broadband take-up rate among Wheatley customers so that higher than the average for residents in Glasgow - Reduction in harmful emissions from Wheatley Homes - Number of additional employment opportunities created for people in Glasgow including through our City Building Glasgow joint venture and making best use of its recently redeveloped training centre, and focus on developing the skills and expertise it will need for its future delivery programme including 'green' jobs. | | Annual Review |
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