



## **Community Wellbeing Strategy 2023-2026**

### **1. Introduction**

Maryhill Housing is a community-controlled housing association which was established in 1977. It owns approximately 3,090 properties, factors 700 properties and manages 18 Mid-market rental properties in Maryhill and Ruchill, north Glasgow. Most of these communities are disadvantaged and the needs of the people who live there go beyond a requirement for decent housing. Many of our tenants live in poverty, suffer ill health, are unemployed, dependent on benefits and have limited access to services.

As a socially responsible landlord we are committed to investing in the people who live in our homes. One of Maryhill Housing's strategic objectives is to address poverty and enable our customer to make their lives better. This is a key theme which runs through each priority identified and we will deliver this by working in partnership with our tenants, Registered Tenant Organisations, Service Improvement Panel, Tenants Service Improvement Group, local community councils, community groups and local organisations to deliver solutions to local problems.

### **2. What is meant by a Community Wellbeing Economy?**

Recognising that economic factors are fundamental determinants of a community's health, in 2022 the Scottish Government developed a Community Wellbeing Economy toolkit. Improvements to health, tackling child poverty, fair work and reaching climate goals are at the heart of this model, to support local economies be fairer, greener, healthier, and more resilient. Public Health Scotland states that a key concept of a wellbeing economy is Social Justice, Planetary Wellbeing, and the Role of Economic Growth. It should meet the fundamental human needs of everyone and is built around:

- Dignity: everyone has enough to live in comfort, safety, and happiness.
- Nature: a restored and safe natural world for all life, including future generations.
- Connection: a sense of belonging. Institutions that serve the common good.
- Fairness: justice in all its dimensions at the heart of economic systems, and the gap between the richest and poorest greatly reduced.
- Participation: citizens are actively engaged in their communities with locally rooted economies.

It also views the economy through a broader lens, as a system which includes unpaid work (such as care, domestic labour, and volunteering), public services and infrastructure (including social, digital, and natural). It challenges us to reflect on how we value different aspects of our economy.

### **3. Our Approach to Community Wellbeing**

We recognise that adopting a holistic approach to regenerating communities through wellbeing activities not only builds safe, strong, and sustainable communities but also has a positive impact on core business activity such as housing management and maintenance.

Empowering our communities is at the heart of everything we do, and our Community Wellbeing Strategy ensures that every tenant has access to a range of opportunities to shape the services they receive, their local neighbourhood and the decisions that are taken locally. We will deliver services which are inclusive and accessible to all, removing barriers to participation.

The projects delivered by the association take all the human needs mentioned by Public Scotland into consideration when designing new wellbeing services and initiatives for residents with dignity, connectedness, participatory and fairness at the heart of them.

### **4. The Business Case**

Maryhill Housing invests millions of pounds in our communities each year through new build development, major repairs, maintenance contracts and environmental improvements. Housing associations need and want their communities to be sustainable; community regeneration can help us achieve this.

Community Wellbeing initiatives can provide practical solutions which can help achieve our corporate aims in the following ways:

- prevent tenancy failure and help increase tenancy sustainment.
- improve the appearance of our estates and make our properties more lettable.
- tackle anti-social behaviour with initiatives which create safer communities.
- protect our investment/ assets.
- create opportunities for employment and training.
- Improve 'neighbourliness'.

#### **4.1 Our Communities**

Maryhill Housing's tenants live in some of the most disadvantaged in Scotland according to the Scottish Indices of Multiple Deprivation. A data zone is a neighbourhood of approx. 750 people. The SIMD rank data zones social and economic factors such as income, health, crime, employment, education, and housing.

There are 6796 data zones in Scotland, those that fall within the worst 20% are classed as the most deprived in the country. The areas often are blighted by high unemployment, low level of skills, poor educational attainment, ill health, drug and alcohol dependency and high levels of crime. Maryhill Housing stock falls into 25 data zones of which 17 of these data zones fall into the worst 20% meaning that approx. two thirds of our communities are classed as the most 20% deprived in Scotland. The SIMD can be broken down by the following categories: Income, employment, health,

education, housing, and crime. On average our stock area has 16 data zones which fall within each category.

Our tenants are becoming increasingly ethnically diverse. Of our new tenants in 2017/18 over 23% were from a minority ethnic group. Our newer tenants are also more likely to be disabled than our existing tenants: 15% of applicants and 11% of our new tenants identify themselves as having a disability compared to 4% of current tenants.

The approach to the delivery of the Community Regeneration strategy, aligns with our Equality and Diversity Strategy 2023-2026 and outcome 1 of the Scottish Housing Charter where *“Every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.* Often marginalised groups in our community are engaging with other service providers within Maryhill and Ruchill who they have established relationships with and trust. We will continue to work with and identify trusted organisations we can work with. This will enable residents to have their views represented about service delivery in their community and they too can benefit from the programmes we offer and realise their potential. Some of the programmes we deliver are aimed at those most often excluded from society. We try to engage with tenants using various approaches which are outlined in our Customer Insight and Engagement Strategy 2023-2026.

## **4.2 Partnership Working**

In order to build sustainable communities, Maryhill Housing needs to work in partnership with a range of organisations, schools and local groups including Glasgow City Council, Glasgow Life, Jobs and Business Glasgow, Maryhill Integration Network, WSREC, Local Elected Members, Maryhill Burgh Halls, Community Safety Glasgow, North United Communities, YoMo, the Women’s Centre, Maryhill and Ruchill Parish Church, St Gregory’s Church, Police Scotland, Maryhill and Summerston Community Council, Ruchill Community Council and local Registered Tenants Organisations.

Another important key partnership is working alongside contractors to identify opportunities to deliver benefits to the community and residents. Community Benefit clauses will be used to build a range of economic, social, or environmental conditions into the delivery of contracts. This provides added value and contributes to the achievement of outcomes which benefit local communities and deliver wider social benefit. The community benefit provisions within the procurement process focuses on employment and training and community initiatives. MH also believe we should lead by example by employing trainees, offering apprenticeships, and providing work placements.

## **4.3 Community Fund, Customer Kitty and Hardship Fund**

A Community Fund and Customer Kitty has been established which has an annual Budget of £50k to address local priorities and complement our approach to tenant and resident participation. The Customer Kitty was established in celebration of our 40th Anniversary. Non-repayable grants are available for a variety of things including clothing, education costs and training which might not otherwise be affordable. A budget of £10,000 is available for items such as laptops for College/University students, family

activities, children's clothing, and tuition fees. The process for this spend is outlined in the Community Fund and Donations Policy. In a survey conducted in September 23, residents highlighted the Customer Kitty is one of the key initiatives, which helps address some of the issues they are face with during the cost-of-living crisis. Resident feedback given to TIS highlighted the need for more investment in green areas, which the community fund will also allow us to do.

To assist tenant's during the cost-of-living crisis a £50,000 hardship fund has been established, so far having helped 362 tenants in financial hardship and crisis situations. Household items have been delivered to enable tenants to sustain their tenancies as well as food and fuel voucher provision.

## **5. Delivering the Community Wellbeing Strategy**

### **5.1 The Role of Maryhill Housing**

It is important to recognise that the Housing Association cannot develop and deliver every community wellbeing project as we do not have the capacity or the resources to do so. To help us decide what projects to progress we will use the following key criteria:

- Address community need.
- The project is sustainable.
- Maryhill Housing can legally do it.
- Fills a gap not currently being provided.
- Contributes to one of Maryhill Housing's Strategic Objectives.

To minimise costs to the organisation and reduce duplication, initiatives will be delivered by working in partnership with local organisations and by securing external funding opportunities. Maryhill Housing is a community anchor organisation, and this role can help us access certain funding which in turn will assist us work towards making our communities more sustainable.

### **5.2 Identifying Community Priorities**

The aim of the Community Wellbeing Strategy is to improve the life circumstances of the local residents/ tenants and to work towards making Maryhill Housing communities more sustainable. This aligns with our strategic objective of addressing poverty and through delivery of the activities in appendix 1 we hope will enable customers to make their lives better. In reality, this means improving the social, economic and environmental aspects of the community. Our regeneration priorities reflect both national, local and community priorities and are identified through a number of different approaches. This helps ensure that our priorities reflect community needs and individual needs of our customers. These approaches include:

- Maryhill Housing - Customer Satisfaction Surveys
- Maryhill Housing – Tenant Information Service Survey and in person feedback sessions

- Maryhill Housing – Community Regeneration Survey –posted on Facebook and Maryhill Housing Website
- Consulted with Ruchill Community Council, Maryhill Men’s Shed and Maryhill and Summerston Community Council
- Local evidence and staff feedback (research and anecdotal)
- Scottish Index of Multiple Deprivation data

Common issues emerged through the various different approaches as described above and this allows us to determine what our community priorities should be. Additionally, funders’ priorities also dictate what types of Community wellbeing projects are undertaken.

### **5.3. Community Wellbeing Aim and Objectives**

The aim of Community Wellbeing is to work with residents to improve communities, develop sustainable solutions and improve the lives of the people living in Maryhill and Ruchill. Celebrating diversity and promoting inclusivity is a key strand through all our 6 Community Wellbeing Priorities. We will deliver services which are inclusive and accessible to all, removing barriers to participation.

#### **Social and Economic Recovery from Cost-of-Living Crisis**

Helping tenants to sustain their tenancies and deal with the impact of the increase in the cost of living may have had on their household

- Financial inclusion initiatives
- Welfare benefit advice
- Energy advice
- Tackling food inequality
- Mental health programmes/access to support
- Hardship Fund and Customer Kitty

#### **Employment and Training**

Providing a range of opportunities for local people to increase their employability and access to worthwhile training

- Modern apprenticeships
- Trainee placements
- Job Clubs
- Employability projects
- Maximising Community Benefit opportunities
- School mentoring opportunities

#### **Digital Literacy**

Helping local residents to benefit from digital services and increase skills to be able to transact online confidently and safely.

- Free IT classes
- Wi Fi provision at reduced rate
- Digital champions

#### **Young People and Families**

Supporting young people and families to reach their potential (youth projects, educational bursary scheme, community events)

- Diversionary activities
- Educational work
- Family support
- Community development

### **Environment and Community Spaces**

Improving, protecting, and enhancing our communities and local environment

- Growing spaces
- Community spaces
- Maryhill TRA
- Community Fund
- Neighbourhood team
- Back courts and vacant and derelict land

### **Health and Wellbeing**

Supporting our tenants to access a range of services or opportunities to benefit and improve their health and wellbeing

- Stress management
- Healthy Cooking classes
- Community events and activities
- Walk and Talk
- Art for Wellbeing
- Volunteering opportunities
- Mental health support
- Sustainable Solutions support
- Youth Health Champion programme with YoMo

How Maryhill will deliver these objectives and outcomes is detailed in our Community Regeneration Action Plan in Appendix 1.

## **6. Monitoring and Evaluation Framework**

Overall Community wellbeing activity is monitored by the Community Regeneration Manager and reported in the organisation's Delivery Plan on a quarterly basis.

The monitoring captured includes:

- Number of Community wellbeing projects being delivered.
- Number of residents directly benefiting.
- Amount of External Funding secured.
- Amount of match/ in-kind funding secured.
- Number of community benefit contracts.

A team delivery plan is developed to monitor the effectiveness of the strategy and includes the key actions to deliver it. Progress is reviewed monthly by the Head of Neighbourhoods and Communities.

## Appendix1. Community Regeneration Strategy - Action Plan

Priority	Actions	2023	2024	2025	2026
<b>Social and Economic Recovery from Cost-of-Living Crisis</b>	Work with local partners to deliver a package of support which helps tenants through the cost-of-living crisis, avoiding duplication, making best use of the community's assets.	✓	✓		
	Be an active partner of GCC's No Wrong Door Child Poverty Pathway forum. This pathfinder offers opportunities not only to address child poverty but also to better understand how organisation can tackle and overcome long term structural issues and reimagine a new, whole system way of working. The model focuses on collaborating with citizens to prevent them from falling into poverty, supporting citizens out of poverty, and preventing people from reaching crisis situations.	✓	✓	✓	✓
	Provide a Welfare Benefits service with a focus on developing financial capacity.	✓	✓	✓	✓
	Administer the Hardship Fund, reviewing the maximum limit per household. Administer and promote the Customer Kitty and Maryhill Helps.	✓			
	Investigate other credit unions and financial institutions with affordable digital products for tenants with UC full service imminent and local banks closed or closing.		✓		
	Address fuel poverty by providing energy advice and information through an internal energy advice project and securing external funds for energy vouchers, energy saving appliances and measures.	✓	✓	✓	✓
	Support YoMo where possible to deliver their food pantry at "The Base" through donation drives and funding bids. Encourage membership of the pantry as an alternative to food bank use.	✓	✓	✓	✓

Priority	Actions	2023	2024	2025	2026
	Host targeted anti-poverty campaigns including Warm Home Discount Scheme and Maryhill Helps. Promote and administer Maryhill Helps scheme each December.	✓	✓	✓	✓
	Promote National Awareness Week to local residents including: <ul style="list-style-type: none"> <li>Fuel Poverty Week (mid Feb)</li> <li>Challenge Poverty (mid Oct)</li> <li>National Consumer Week</li> </ul>	✓	✓	✓	✓
<b>Employment and Training</b>	Work in partnership with local agencies to provide onsite Jobs Clubs for local residents to access online jobs, volunteer opportunities, advice and support on jobs and ESOL classes.	✓	✓	✓	✓
	<b>Apprenticeships, trainees, and internships</b> <ul style="list-style-type: none"> <li>Ensure that community benefits clauses are in all contracts to maximise employment opportunities.</li> <li>Work with mentoring programmes to offer support for local school pupils.</li> <li>Provide traineeships through Kickstart Scheme.</li> <li>Provide modern apprenticeships and other trainee schemes to local young people.</li> </ul>	✓	✓	✓	✓
	<b>Employability Projects</b> Work in partnership with organisations to offer work experience to local unemployed people. Provide work placement opportunities for local school pupils.		✓	✓	✓
	<b>Business Support</b> Work in partnership with Business support programmes to help resident start up and develop their business ideas and/or creating Social Enterprises		✓	✓	✓

Priority	Actions	2023	2024	2025	2026
<b>Digital Inclusion</b>	Explore the possibilities of developing our tenants as Digital Champions who can help family, friends and neighbours get online. Source funding to provide tenants on low incomes MiFi devices with preloaded data.			✓	✓
	Provide guidance in how to download and use apps to ensure tenants get best use their new heating systems and staff can troubleshoot remotely.	✓			
	Work in partnership with local organisations to provide beginners and improves IT classes to help people get online and develop their skills at Community @ Maryhill.		✓	✓	✓
<b>Young People and Families</b>	Work in partnership with local youth and family support providers to ensure that there is a range of free diversionary activities (sport, art, music, drama, and trips) and educational group work accessible in our communities.	✓	✓	✓	✓
	Raise awareness and promote the opportunities and events available to young people and families to both staff and local residents.		✓	✓	✓
	Support local projects and organisations to provide much needed services (e.g., Parent Toddler groups, youth work, family support) working jointly where appropriate on funding applications or encouraging applications to the Community Fund.		✓	✓	✓
	Promote and administer the Customer Kitty and Maryhill Helps		✓	✓	✓
	Develop projects and initiatives which integrate and celebrate Maryhill's diverse communities, either directly or through partners such as MIN, Home Start Glasgow North and ESOL providers.	✓	✓	✓	✓

Priority	Actions	2023	2024	2025	2026
	As above, in Cost-of-Living priority, ensure our customers voices are accurately represented at at No Wrong Door forum meetings to meet the Scottish Government’s plan to eradicate child poverty. Participate in campaigns such as Challenge Poverty week to help shape government policies and priorities for future generations.				
	Encourage young people to participate in YoMo’s Health Champion Project and Your Voice Youth Panel.	✓	✓	✓	✓
<b>Environment and Community Spaces</b>	<b>Develop and support the 4 Growing Spaces across Maryhill</b> <ul style="list-style-type: none"> <li>• Ruchill Pop Up Allotments</li> <li>• Mini Multis Community Space</li> <li>• Botany Growing Space</li> <li>• Nature’s Garden (Viewmount Drive)</li> </ul>	✓	✓	✓	✓
	Develop projects in partnership with or independently funded which deliver positive environmental impacts.				
	<b>Maryhill Transformation Area and Vacant and Derelict land</b> Exploring funding opportunities for green infrastructure plans. Relocation of Ledgowan Hall (Restabilising committee and exploring asset transfer). Liaising with GCC to establish ownership of land, secure permission to use (PTU’s) to improve or utilise vacant and derelict land across the community using external funding. Exploring funding opportunities to encourage greener transport and active travel. Creating pathways and routes safe for walking and cycling.		✓		
	Work with local community councils to campaign and notify council of fly tipping hotspots. Liaise with local nurseries and schools to educate pupils about littering and develop recycling projects.		✓	✓	✓

Priority	Actions	2023	2024	2025	2026
	Working with Staff and RTOs to take their estate action plans and look at ways to deliver change and improvement through securing external funding such as Stalled Spaces.		✓	✓	✓
	Promote Community Fund for environmental improvement projects.		✓	✓	✓
	Work with partners at GCC, Scottish Government and GHA to identify funding for the Masterplan for the North Maryhill.		✓	✓	✓
<b>Health and Wellbeing</b>	Deliver the GCC funded project Sustainable Solutions, providing tenants with 121 support and guidance to reach their goals, aspirations and sustain their tenancy. Advocated where necessary, register and make appointments with doctors and dentists, provided emotional support to benefit hearings and appointments with the financial support team. Highlight local support groups or activities which address poor mental health, reduced isolation and improve residents' confidence, resilience, and wellbeing as a result.	✓	✓	✓	✓
	Raise awareness of local projects and services providing stress management and counselling. Refer tenants to local services where appropriate such as Lifelink.	✓	✓	✓	✓
	Work with the NHS Health Improvement Practitioners to identify programmes which would benefit and improve resident's health.	✓	✓	✓	✓
	Promote our adaptations programme to ensure that those in need are accessing the right adaptations to help them live independently.	✓	✓	✓	✓
	Explore funding to provide activities for sheltered complexes and elderly tenants, digital skills classes and health and fitness sessions.		✓	✓	✓

Priority	Actions	2023	2024	2025	2026
	Co-ordinate staff training sessions, with specialised organisations around trauma informed practice and how this can be implemented at MH.		✓		
	Work with Maryhill Men's Shed to apply for funds to deliver programmes which target social isolation, poor mental health and increase confidence.	✓			
	Develop relationships with mental health organisations such as SAMH, GAMH, LifeLink, Breathing Space and Mental Health Foundation.		✓	✓	✓
	Explore funding or partnership opportunity to provide cookery classes and healthy eating.		✓	✓	✓
	Work with organisations such as Chest Heart and Stroke Scotland to deliver health checks, provide advice and deliver activities such as group walks.		✓	✓	✓
	Working with YoMo encourage young people to participate in their Community Health Champion programme to take a more proactive approach to resident's health and wellbeing.	✓			