



Community Regeneration Strategy 2020-2023

1. Introduction

Maryhill Housing is a community controlled housing association which was established in 1977. It owns approximately 3,000 properties and factors 700 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 Community Regeneration?

The Scottish Government has a vision for regeneration where our most disadvantaged communities are supported and where all places are sustainable and promote well-being. Regeneration is about building sustainable communities, which means they are economically, socially and physically sustainable. The Scottish Government is committed to regeneration with community-led regeneration at the heart of its regeneration strategy.

3. Our Approach to Community Regeneration

We recognise that adopting a holistic approach to regenerating communities through community regeneration 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 Regeneration 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.

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 Regeneration 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 & 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 datazones 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 2018-2021 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. 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 2020-2023.

4.2 Partnership Working

In order to build sustainable communities, Maryhill Housing needs to work in partnership with a range of organisations and local groups including Glasgow City Council, Glasgow Life, Jobs & Business Glasgow, Maryhill Integration Network, WSREC, Local Elected Members, Maryhill Burgh Halls, Community Safety Glasgow, North United Communities, Police Scotland, Maryhill & 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 & 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 and Customer Kitty

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.

5. Delivering the Community Regeneration Strategy

5.1 The Role of Maryhill Housing

It is important to recognise that the Housing Association cannot develop and deliver every community regeneration 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

In order 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 Regeneration Priorities

The aim of the Community Regeneration 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 – Community Regeneration Survey – sent to all tenants and stakeholders via text/email and was posted on Facebook
- 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 regeneration priorities should be. Additionally funders' priorities also dictate what types of Community Regeneration projects are undertaken.

Plans were in place to hold community consultation sessions in April 2020 to gain further feedback but these were cancelled due to lockdown. The true impact of Covid on communities is still relatively unknown. Recovery is a complex and long running process which will involve many agencies and participants. It is essential for the recovery process to be based on well thought out structures and procedures for it to work efficiently. The management of recovery is best approached from a community development perspective. Undoubtedly, it will be most effective when conducted at the local level and a strong reliance on local capacities and expertise. It will not just be a matter for statutory agencies and housing associations - the private sector, the voluntary sector, local businesses and networks and the wider community will play a crucial role. Based on resident's feedback from the survey we conducted and the scale of the devastation caused by Covid, this has been included as a priority in its own right, incorporating themes which were prioritised before, such as financial fitness.

5.3. Community Regeneration Aim and Objectives

The aim of Community regeneration 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 of our 6 Community Regeneration Priorities. We will deliver services which are inclusive and accessible to all; removing barriers to participation.

Social and Economic Recovery from Covid

Helping tenants to sustain their tenancies and deal with the impact Covid may have had on their household

- Financial inclusion initiatives
- Welfare benefit advice
- Energy advice
- Tackling food inequality
- Mental health programmes/access to support

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 Inclusion

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

- IT classes
- Wi Fi provision
- Digital projects and services such as My Home portal
- 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 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 & 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
- Adaptations
- Volunteering opportunities
- Mental health support

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

The monitoring captured includes:

- No of Community regeneration Projects being delivered
- No of residents directly benefiting
- Amount of External Funding secured
- Amount of match/ in-kind funding secured
- No 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 Housing.

Appendix1. Community Regeneration Strategy - Action Plan

Priority	Actions	2020	2021	2022	2023
Social and Economic Recovery from Covid	To implement and manage an effective multi-agency recovery process with local residents and organisations to ensure there is a local, coordinated recovery process which avoids duplication. Working with partners to address the short, medium and long-term requirements of those affected by delivering initiatives which tackle food and fuel inequality and the longer term mental health implications.	✓	✓		
	Provide a Welfare Benefits service with a focus on developing financial capacity.	✓	✓	✓	✓
	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 Energy Redress Project	✓	✓	✓	
	Explore models for food projects which tackle food insecurity such as community pantries/co-operatives which are more sustainable. Work with organisations with specialist knowledge eg Glasgow Community Food Network.	✓	✓	✓	✓
	Host targeted anti-poverty campaigns including: Warm Home Discount Scheme and Cash for Kids	✓	✓	✓	✓
	Promote National Awareness Week to local residents including:- <ul style="list-style-type: none"> Fuel Poverty Week (mid Feb) Challenge Poverty (mid Oct) National Consumer Week 	✓	✓	✓	✓

Priority	Actions	2020	2021	2022	2023
Employment and Training	Work in partnership with local agencies to provide on site Jobs Clubs for local residents to access online jobs, volunteer opportunities, advice and support on jobs and ESOL classes	✓	✓	✓	✓
	Apprenticeships, trainees and internships <ul style="list-style-type: none"> • Ensure that community benefits clauses are in all contracts to maximise employment opportunities • Work with mentoring programmes to offer support for local school pupils • Provide traineeships through Kickstart Scheme • Provide modern apprenticeships and other trainee schemes to local young people 	✓	✓	✓	✓
	Employability Projects Work in partnership with organisations to offer work experience to local unemployed people Provide work placement opportunities for local school pupils		✓	✓	✓
	Business Support Work in partnership with Business support programmes to help resident start up and develop their business ideas and/or creating Social Enterprises		✓	✓	✓
Digital Inclusion	Develop and implement Digital Inclusion Strategy: increase uptake in service and the number of residents transacting online.	✓	✓	✓	✓
	Deliver Swipe, Type and Unite digital and youth project funded by Glasgow Communities fund, aiming to increase digital inclusion for families		✓	✓	✓
	Offering all new tenants an IT induction (MH website, Social media, IT classes, Job Clubs etc.) and increase take up of My Home Portal		✓	✓	✓

Priority	Actions	2020	2021	2022	2023
	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 pre loaded data.			✓	✓
	Providing connectivity as part of Smart Heating installations to 1000 customers currently with old fashioned storage heaters – to be delivered over the next four years.		✓	✓	✓
	Work in partnership with local organisations to provide beginners and improvers IT classes to help people get online and develop their skills at Maryhill Online Suite		✓	✓	✓
Young People and Families	Work in partnership with local youth and family support providers to ensure that there is a range of diversionary activities (sport, art, music, drama)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)		✓	✓	✓
	Promote Educational and skills Bursary Fund for Maryhill Housing tenants and Participatory Budgeting element of community fund. £10k allocated for young people to decide on spend. Creation of Youth Panel to help decide on how it's spent as an incentive to encourage active citizenship. Administer and promote the Customer Kitty.		✓	✓	✓

Priority	Actions	2020	2021	2022	2023
	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.				
	Deliver Swipe, Type and Unite digital and youth project funded by Glasgow Communities fund, aiming to increase digital inclusion for families		✓	✓	✓
Environment and Community Spaces	Develop & support the 3 Growing Spaces across Maryhill <ul style="list-style-type: none"> Ruchill Pop Up Allotments Mini Multis Community Space Botany Growing Space 	✓	✓	✓	✓
	Maryhill Transformation Area and Vacant and Derelict land 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.		✓		
	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.		✓	✓	✓
	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		✓	✓	✓

Priority	Actions	2020	2021	2022	2023
	Work with partners at GCC, Scottish Government and GHA to finalise the Masterplan for the North Maryhill and develop and support a delivery strategy		✓	✓	✓
Health & Wellbeing	Raise awareness of local projects and services providing stress management and counselling. Refer tenants to local services where appropriate.	✓	✓	✓	✓
	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 Arts and Crafts classes for sheltered complexes, digital skills classes and health and fitness sessions.		✓		
	Develop relationships with mental health organisations such as SAMH, Breathing Space and Mental Health Foundation		✓	✓	✓
	Develop a volunteering strategy to identify and promote volunteering opps (internal and external) to local residents		✓		
	Explore funding to provide cookery classes and healthy eating		✓		