
COMMUNITY REGENERATION POLICY FRAMEWORK

Title: Community Regeneration Policy

Purpose of Procedure:

Section: Committee

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Reference:

BLAIRTUMMOCK HOUSING ASSOCIATION LIMITED

COMMUNITY REGENERATION POLICY FRAMEWORK

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1.0 INTRODUCTION AND BACKGROUND

1.1 Blairtummock Housing Association takes recognition of *Scottish Housing Regulator's Regulatory Framework* when undertaking community regeneration activity we are especially cognisant of the following Standard:

Standard 2:

The RSL is open about and accountable for what it does. It understands and takes account of the needs and priorities of its tenants, service users and stakeholders. And its primary focus is the sustainable achievement of these priorities.

In relation to our subsidiary and the relationships within our group structure the regulator is clear in this document's section concerning "Constitutional Requirements for Registered Social Landlords":

8. Each organisation within the group must have a distinct legal identity and separate constitution. The constitutional and financial relationships between all organisations in the group (registered or non-registered) must be documented formally and in terms that are transparent and understandable.

9. If any of the organisations within the group are charities, the RSL's role and relationships with other group members are consistent with charity law.

10. The constitutions of group members must enable the parent to exercise control and to take corrective action, where required.

11. There are procedures in place designed to avoid conflicts of interest, particularly where members of the subsidiary's governing body are also members of the parent's governing body.

1.2 Blairtummock Housing Association has always recognised that housing improvements alone would not bring about sustainable community regeneration for the area. To this end the Association's Mission Statement is:

"to give local people the power to deliver excellent housing and housing services and to improve the opportunities for our community"

Thus, the Association strive to place local people at the heart of regeneration in their community and in delivering better and a greater number of opportunities we hope to help address the social and economic issues that people living in the communities we serve face.

The Association has tackled this in a number of ways to date and a review of current activities is attached. This policy framework is to determine how the Association moves forward with this activity in a coherent and strategic fashion.

- 1.3 Blairtummock Housing Association transformed its subsidiary charity in 2015 into Blairtummock and Rogerfield Opportunities (BRO) as a means of creating employment, training, work experience and other opportunities for people living in Glasgow with a particular focus on the communities that we serve.

The subsidiary was originally constituted in 2006 as “Blairtummock Community Hall”, to oversee the affairs of our community hall. Its transformation coincided with the creation of an Estate Caretakers Service which will be referred to in more detail below.

2.0 POLICY OBJECTIVES FOR COMMUNITY REGENERATION

- 2.1** To tackle the severe Environmental, Social and Economic problems of the area.
- 2.2** To support community activities, projects and initiatives, which assist in regenerating and establishing the community.
- 2.3** To develop projects/initiatives/strategies and plans that benefit the communities of Blairtummock and Rogerfield, within the Association and in partnership with other RSLs, Third Sector Organisations, or any other appropriate partner(s).
- 2.4** To take advantage of community regeneration opportunities within Greater Easterhouse and contribute to environmental, social and/or economic regeneration in the area.
- 2.5** To support Blairtummock and Rogerfield Opportunities (BHA's charitable subsidiary) to deliver its business plan and in doing so have as great a positive impact on the communities we serve as possible.

2.6 Scottish Government Priorities:

Wherever it is appropriate, the Association's Community Regeneration priorities will take account of Scottish Government's Regeneration Objectives.

1. The Scottish Government published "Achieving a Sustainable Future" in 2011 and this clearly defines the context in which it wishes to see regeneration activity carried out in Scotland. It has a number of key themes that Blairtummock Housing Association will give particular attention to Community Led Regeneration
2. Early Intervention and Preventative Spend
3. Placemaking

Following on from The Community Empowerment (Scotland) Act 2015, the Empowering Communities Programme was introduced by the Scottish Government. It has evolved since then via People and Communities Fund and now encompasses two strands "Investing in Communities" fund and "Empowering Communities" fund.

In order to assist communities such as our own to contribute towards the delivery of these priorities 2019 sees the introduction of a new funding stream "Investing in Communities (ICF)". The fund sets out to

address Poverty in all of its forms. The Association will take forward a number of proposals to the fund which we believe make a significant impact in this area. The details of funding criteria for ICF are included as Appendix A.

2.7 Procurement and Community Benefit

The Association is keen to deliver Community Benefit through its procurement activities. In pursuance of this, our Financial Control Procedures ensure that Quality and Price are given a precise weighting determining the successful bidder. On higher value contracts this involves a dual-stage procedure where Bidders are firstly required to pass a European Single Procurement Document before moving on to stage 2 where they are then assessed on Quality and Price with a parallel Community Benefit assessment where this is appropriate.

Put simply, The Association places an emphasis on our Bidders to make a positive impact on our communities through the works that they are employed to carry out. We measure this through a Community Benefit Document which sits alongside our Quality assessment. They are asked to make a pledge in terms of Employment, Training and Skills and/or Community Enhancement.

This is used to make an impact locally to try to have as much of this effort directed at local people and communities as is practical.

2.8 Easterhouse Housing and Regeneration Alliance Priorities

Easterhouse Housing and Regeneration Alliance is a collective of the local Community Controlled RSLs and in 2016 they produced "Addressing the Gaps". This study is focused on Place Making and Blairtummock Housing Association is committed to delivering interventions that draw on the principles of the study.

3.0 CRITERIA FOR INVOLVEMENT

3.1 Resource Implications

Ideally all Community Regeneration activity should be self-financing or financed from resources other than rental income. All proposed, planned and existing activities need to be considered in terms of resource implications both in direct costs and staff time. Other implications, such as Committee time and opportunity costs, need to be considered.

3.2 Meeting our Objectives

Each proposal needs to be considered against our objectives with a key criteria being to develop a sustainable community, with consideration given to, government objectives of social inclusion, community capacity building, community safety and partnership working.

Proposals should be considered in relation to the priorities detailed below (see section 2). Where it is appropriate and fortuitous, partnership working should be encouraged.

3.3 Long Term/Short Term Involvement

The implications of pump priming or facilitating an activity are less risky than long term commitment of resources. The former approach should be preferred and all attempts should be to prevent long term, resource intensive, involvement, where this can be avoided. Committee members with broad interests can become involved independently with other voluntary organisations as they see fit.

3.4 Conflicts of Interest

These can be avoided by:

- i) Considering all benefits, gifts and hospitality in keeping with the spirit of the regulations under Schedule 7, even in light of it no longer being formally in force.
- ii) Partnership or Agency work as opposed to Association owned projects.
- iii) Development of arms length companies as opposed to the establishment of dependent organisations.

- iv) Declarations of Interests being registered.
- v) Clarity of Record Keeping

4.0 REGENERATION RESOURCES AND INFRASTRUCTURE WITHIN THE BLAIRTUMMOCK GROUP

4.1 Community Regeneration Manager

To maintain our level of involvement in Community Regeneration activity, BHA has employed a dedicated member of staff who has responsibility for this area of activity.

- Identifying Needs and Opportunities
- Assessing Feasibility
- Securing Funding
- Project Management
- Project Monitoring and Reporting

From time to time, the Community Regeneration Manager can become involved in regeneration activities for other organisations on an agency basis. Where other Registered Social Landlords, Voluntary Organisations, Agencies or Social Economy Organisations obtain this service they may be asked to pay a fee, where the committee see fit some consultancy can be given on a Pro-Bono basis.

The Community Regeneration Manager also supports the Board of Blairtummock and Rogerfield Opportunities (BRO), leading on the day to day delivery of the services that they provide and serving as the lead officer ensuring their governance and regulatory requirements are met.

Quarterly reports on Community Regeneration activity are delivered to the BHA Management Committee.

4.2 Blairtummock and Rogerfield Opportunities (BRO)

Blairtummock and Rogerfield Opportunities (BRO) is a fully owned charitable subsidiary of the Association and a company limited by guarantee with BHA as the only member. It has a board made up of a number of Association Committee Members and Independent Board members. Each year the Association's Management Committee appoints Committee Members from BHA to become Board members of BRO.

BRO Board Members oversee the working and strategic direction of two separate strands of activity; these are discussed below.

4.2.1 **Blairtummock Community Hall**

The Community Hall building serves as a hub for social, community, leisure and various other activities within the area. It consists of a large hall, kitchen facilities, bar, storage and toilets. Many local groups and organisations use it to conduct activities and events and it is also available for private function hire to everyone living in the G34 and G33 postcode areas.

4.2.1.1 **Community Hall Volunteers**

The community hall is run almost solely off of the effort and energy of our local volunteers, with only limited involvement from BHA and BRO staff.

Volunteers take on the roles of Bar Volunteers and Stewarding at events. They ensure the smooth and efficient running of events and activities out with office hours.

4.2.2 **Estate Caretakers Initiative**

The Estate Caretakers Initiative was established in July 2015 to meet the needs of the community, both in terms of excellent estate management services and in the creation of opportunities for employment, training and work experience.

4.2.2.1 **Permanent Workforce**

The team comprises four permanent staff members: Estate Caretaker Supervisor and three Estate Caretakers. They are employed to deliver three services contracts for BHA: Grounds and Backcourts Maintenance; Gutter Cleaning; and Close Cleaning. In addition to this other ad hoc and capital works are also completed by the team and the Association is charged in keeping with agreed rates.

4.2.2.2 **Modern Apprentices, Work Placements, and Work Experience**

From time to time the Estate Caretakers Team will train apprentices, host work placements and provide work experience.

Modern Apprentices

Apprenticeships in this area were a key objective when the initiative was established as it was understood that too few opportunities existed for people in this neighbourhood. The strategy around apprentices is to attempt to provide an opportunity for each individual lasting 18 months. During this time each apprentice will work within the Estate Caretakers Team and undertake a Scottish Vocational Qualification in Facilities Services, this being the recognised qualification related to this type of work. It is understood that this will equip them well to access employment beyond BRO when their contract with us comes to an end.

Work Placements

BRO work in partnership with other organisations to host work placements. Some of these placements will be compulsory and as such the people involved are sometimes subject to sanctions if they do not attend. The placements can lead on to the individuals being kept on as Apprentices and is used as a way of identifying talent for this purpose.

Work Experience

BRO work in partnership with other organisation to provide work experience. The work experience will give a flavour of what is involved in this area of work and help young people (often school leavers) to understand what is required to work in this area.

4.3 Employee Volunteering Scheme

BHA Management Committee have approved an Employee Volunteering Scheme. This allows 2 days of paid time over any one calendar year to be given to a cause within the community. This is agreed with the individual's line manager and has been used in the past to allow staff of BHA to carry out Litter Picks and Painting of the Community Hall.

5.0 TENANT/MEMBER CONSULTATION

Tenants and members should be consulted over any appropriate use of rental income on a regular basis.

In addition, tenants and members should be consulted through the Association's newsletter, Twitter feed and Website which should also encourage a broad involvement.

6.0 RECORDING AND MONITORING OF ACTIVITIES

The Association's Management Committee will receive reports on a quarterly basis, these reports will detail:

- activities the Community Regeneration Manager is involved in;
- financial information relative to those activities;
- details of any agency services that are being provided and Association income from those services

7.0 REVIEW OF CURRENT ACTIVITIES

7.1 Easterhouse Project

The Association continue to give support in the form of administration and funding applications to this organisation.

It provides youth clubs from within the St Benedict's Primary School 2 evenings per week. While funding is no longer required to meet the significant costs involved in the maintenance of the building, the youth club costs, wages and premises still require to be funded.

Our purpose in being involved: - To sustain the organisation both in terms of governance and in terms of funds for services to be delivered. We feel that a number of our tenants' children utilise the services and as such our involvement remains appropriate. Direct funding is not supplied to the project, but rather in kind support to assist with funding applications and provide representation on the local Youth Services Consortium.

Staff involvement: - MEDIUM. The Community Regeneration Manager is involved in taking forward funding applications, attending Youth Services Consortium meetings and reporting to Easterhouse Project Management Committee on operational issues.

Committee and BRO Board involvement: - LOW. Richard Loughran (BRO Volunteer) is a Board Member and volunteers at the Project.

7.2 EHRA Modern Apprentices Initiative Phase 5

This initiative has been developed through a partnership of RSLs within EHRA: currently Blairtummock HA, Easthall Park Housing Co-Operative, Wellhouse HA and Lochfield Park HA host apprentices. TIGERS Ltd. are a partner in the project, identifying individuals, and carrying out SVQ assessment and accreditation.

We aim to continue with the project through applying for and gaining Investing in Communities support for 2019-22. Partners will not necessarily be the same in the next phase.

Following placements through the Employability Fund the apprentices will work towards the completion of their apprenticeship including a SVQ in Business Administration. This helps them to cement their work experience within the RSL with a recognised qualification.

Each young person will be employed for a period of around 18 months in which time it is anticipated that they will complete the SVQ at level 3. In addition to this, other training in the nature of the Housing Association sector will be undertaken and the trainees will be given a level of support from their employers to undertake any other training that helps them to effectively carry out their job.

Each young person will have a mentor from the organisation where they are placed who works with them and helps them to ensure that they meet the requirements of the SVQ. Additionally, the mentor serves as a point of contact should the trainee have any concerns that they wish to raise.

Our purpose in being involved: - To provide opportunities for local young people to gain employment and career opportunities in the social housing sector and to increase the pool of individuals with experience and training in housing.

Staff involvement: - HIGH. The project is being managed by the Community Regeneration Manager who will oversee it on behalf of EHRA landlords. It also draws on the expertise and time of the Director and PA/Office Manager, with the PA/Office Manager taking on the line management role and Director taking on the mentoring role for BHA.

Committee involvement: - LOW. The Committee are likely to spend a small amount of time on this initiative with their monitoring and oversight role likely to be of most importance.

7.3 FARE - Intergenerational Project

The project have been delivered for Blairtummock and Rogerfield residents since 2012. The project employs FARE a local project specialising in youth and family support to carry out integration work with local young people and older people in the Rogerfield, Blairtummock, Lochfield and Lochend areas.

We aim to continue with the project through applying for and gaining Investing in Communities support for 2019-22.

The aim of the project is to build on FARE's integration work, especially across the generations and help young people and older people to feel more integrated within their community. The following types of outcomes would be likely in future when we secure support to continue the project.

FARE provides 75 Activity Sessions for Seniors

These sessions have been a huge success and we regularly have 47 older members of the community participating. With each session taking place within a community centre at the heart of their communities we are ensuring members of the group are feeling part of the wider community and as such will continue to remain active members of that community.

FARE provides 5 apprenticeship placements for young people

All 5 apprentices have been recruited and are now participating in their SVQ 3 whilst assisting in delivering vital services to the communities we serve.

FARE delivers 5 Connect 2 employability programmes per year from Bannatyne House (programmes last 8 weeks, Stage 1 in employability pipeline).

FARE have delivered two Connect 2 courses this financial year from Bannatyne House with many of the young people securing employment/education or moving onto a stage 2 employability course.

FARE delivers PDA in youth work for 15 S4/5/6 pupils per year.

After last year PDA pilot, FARE has decided to expand its successful SVQ2 pilot in Lochend and deliver it in Eastbank secondary, therefore no longer delivering the PDA. We currently have 20 pupils participating on the SVQ2 programme between both schools.

FARE delivers SVQ 2 in youth work for 15 S4/5/6 pupils per year

There are 20 pupils participating on the SVQ2 pilot

Our purpose in being involved: - We are involved in order to ensure that services are provided for members of our community that support integration and build the skills and capacities of young and old alike. It also provides opportunities for FARE to train young people in Community Work and secure SVQs.

Staff involvement: - LOW. The Community Regeneration Manager is managing and monitoring the project. Additionally, the Housing Services Manager and other Housing Management staff help to oversee the project and feed into update meetings with project delivery staff from FARE.

Committee involvement: - LOW. The Committee are likely to spend a small amount of time on this initiative with their monitoring and oversight role likely to be of most importance.

7.4 Glasgow East Arts Company - pARTicipation

The project will be delivered through a partnership agreement with the 8 housing Associations that make up Easterhouse Housing Regeneration Alliance and Glasgow East Arts Company (GEAC).

Purpose - The purpose of the project is to increase local involvement and participation in the arts, which will promote lifestyle changes, encourage personal development, instil confidence and promote social inclusion and address isolation. The beneficiaries of the project will be young people (10-16) and older people through the provision of community arts programmes delivered in local communities, using local venues & facilities, on the street (young people), supported accommodation and lunch clubs (elderly people).

We aim to continue with the project through applying for and gaining Investing in Communities support for 2019-22.

Our purpose in being involved: - We are involved in order to ensure that services are provided for members of our community that support build their skills and capacities of young and old alike around the Arts. It also provides opportunities for GEAC to broaden access and create stronger links with the local communities.

Staff involvement: - LOW. The Community Regeneration Manager is managing and monitoring the project helping to oversee the project and feed into update meetings with project delivery staff from GEAC.

Committee involvement: - MEDIUM. The Committee are likely to spend a fair amount of time on this initiative with individual committee members representing the RSL on the steering/champions group and in their monitoring/oversight role.

7.5 Services

At various times the Association has undertaken joint work with the statutory services.

- Cleansing
- Police
- Social Work Department

7.6 Strategic Activities

EHRA	-	Patsy Aitken
GWOSF	-	Irene Black
	-	Margaret Pirrie
EVH	-	Irene Black
	-	Margaret Pirrie

8.0 KNOWN FUTURE PRIORITIES

8.1 Glasgow East Arts Company - pARTicipation

It is likely that the Community Regeneration Manager will be involved in this project.

An Investing in Communities application will be progressed and submitted in June 19.

8.2 FARE Intergenerational Project

It is likely that the Community Regeneration Manager will be involved in this project.

An Investing in Communities application will be progressed and submitted in June 19.

8.3 EHRA Modern Apprentices Initiative

It is likely that the Community Regeneration Manager will be involved in the project management of the above project in the next 12 – 18 months.

The young people will be in post for the duration of the SVQ and the project management and monitoring will be undertaken by the Community Regeneration Manager.

An Investing in Communities application will be progressed and submitted in June 19.

8.5 Rogerfield Environmental and Open Spaces Strategy

It is becoming of increasing importance as the capital works to backcourts and refurbishment of properties in Rogerfield comes to an end to look more closely at our strategy for the land in the area and how it can be managed for the benefit of the residents.

The Association's Management Committee have agreed to fund a study into how the land in Rogerfield might be revitalised and repurposed to the benefit of local people. This study will be commissioned during 2019/20.

After the completion of the study it will be clearer what might be done with the land and how the Association can gain funding and tenure to move forward with any proposal that the committee decide to adopt.

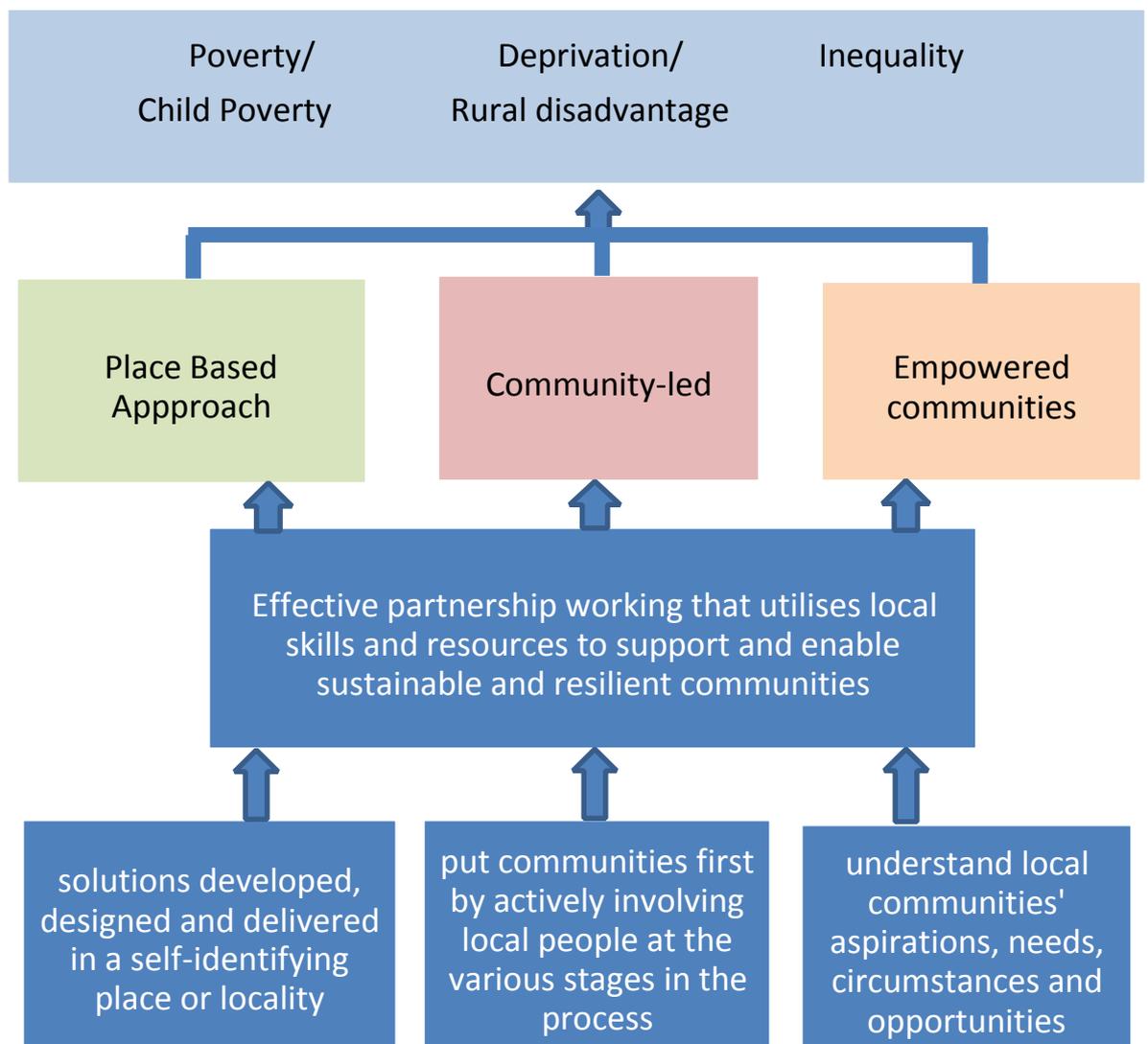
It is likely that the Community Regeneration Manager will be involved in the project management of the above project in the next 12 – 18 months.

APPENDIX A: EXTRACT FROM INVESTING IN COMMUNITIES GUIDANCE

Investing in Communities Fund – Criteria

Applications to the Fund must demonstrate and evidence how they will deliver against the criteria set out below:

- Tackle poverty, inequality, deprivation and/or rural disadvantage.
- Take a Place Based approach – participative and collaborative
- Empower communities □ Be community-led



The table below indicates some of the themes that your proposal may aim to address or types of activity it may deliver. The list is not exhaustive. Holistically designed proposals will address more than one or multiple themes. Please tell us about all the themes your proposal will address and any others not listed.

Criteria	Themes / activity
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<p>Poverty/inequality/rural disadvantage</p> <p>Contributes to 40% of scoring assessment</p>	<p>Child poverty / Food insecurity – dignified food provision /</p> <p>Fuel poverty</p> <p>Childcare</p> <p>Community transport</p> <p>Climate & environment</p> <p>Early Years / Early Learning</p> <p>Education, Learning & Skills Development</p> <p>Employability</p> <p>Family support</p> <p>Financial capability</p> <p>Homelessness</p> <p>Improving health & wellbeing</p> <p>Social isolation/ Loneliness</p> <p>Social enterprise development</p> <p>Safer communities</p>
<p>Place Based Approach</p> <p>Contributes to 20% of scoring assessment</p>	<p>Developing/enhancing collaborative partnership working</p> <p>Contributing to/informing local plans</p> <p>Identifying local assets and services</p>
<p>Community-led</p> <p>Contributes to 20% of scoring assessment</p>	<p>Community engagement/involvement</p> <p>Community-led action research</p> <p>Identifying & understanding local needs/priorities</p> <p>Developing local action plans</p>
<p>Empower communities</p> <p>Contributes to 20% of scoring assessment</p>	<p>Strengthening communities–building community capacity</p> <p>Participatory Budgeting</p> <p>Design Charrettes</p> <p>Volunteering</p>

Tackling Poverty, Inequality and Disadvantage (40%): Please detail how your proposal/project will impact your community, in particular how will it support individuals and families out of poverty. How will it positively address deprivation, inequality and/or rural disadvantage? How will your proposal/project support people in a person centred holistic way to address multiple and complex challenges people experience? What are the long-term sustainable outcomes arising from your proposal / project and how will you evidence these have been achieved?

Place Based (20%): Please detail how the proposal project will contribute towards collaboration and partnership work, both between the members of a community or residents of a locality, and also with and between public agencies and other organisations. For example is the project that you are proposing a new, stand-alone initiative for your community, or is it intended to add value to an existing programme of work that your community has previously undertaken? What do you intend to do to continue supporting community participation in decision making and how will this proposal support you to develop your role?

Community-led (20%): Please detail how the proposal/project will enable all sections of the community to participate in the process, particularly in areas of deprivation and how it might support the engagement of groups or individuals who face barriers to engagement and participation. How will you ensure the principles of dignity, fairness and respect are built into processes and service delivery? How will you evidence community engagement for example through community-led action research?

Empower Communities (20%): Please describe what decisions will be taken by local people and how will you ensure that the process builds on the skills and experience within the community. How will local people participate in and lead design events, such as workshops, participatory budgeting and charrettes, or deliver ideas produced in previous community engagement processes? How will your proposal empower individuals and promote active inclusion and how will you know?

As you develop your proposal and/ or project you should consider opportunities that support and contribute towards the statutory targets for reducing greenhouse gas emissions. The Scottish Government's [Climate Change](#) Plan sets out how Scotland will transition to a carbon neutral economy. New proposals in the amendment to the Climate Change Bill aim to further accelerate our progress with a net-zero target for 2045

National Performance Framework

All applications must be linked to Scotland's National Performance Framework and we recognise that many of the proposals will contribute to many of the National Outcomes, directly or indirectly, however, those of most relevance are:

- We live in [communities](#) that are inclusive, empowered, resilient and safe;
- We tackle [poverty](#) by sharing opportunities, wealth and power more equally;
- We are [healthy](#) and active;
- We [grow up](#) loved, safe and respected so that we realise our full potential;
- We are well [educated](#) skilled and able to contribute to society;
- We respect, protect and fulfil [human rights](#) and live free from discrimination;
- We value, enjoy, protect and enhance our [environment](#);
- We have a globally competitive, entrepreneurial, inclusive and sustainable [economy](#) and;
- We have thriving and innovative businesses, with quality jobs and [fair work](#) for everyone.