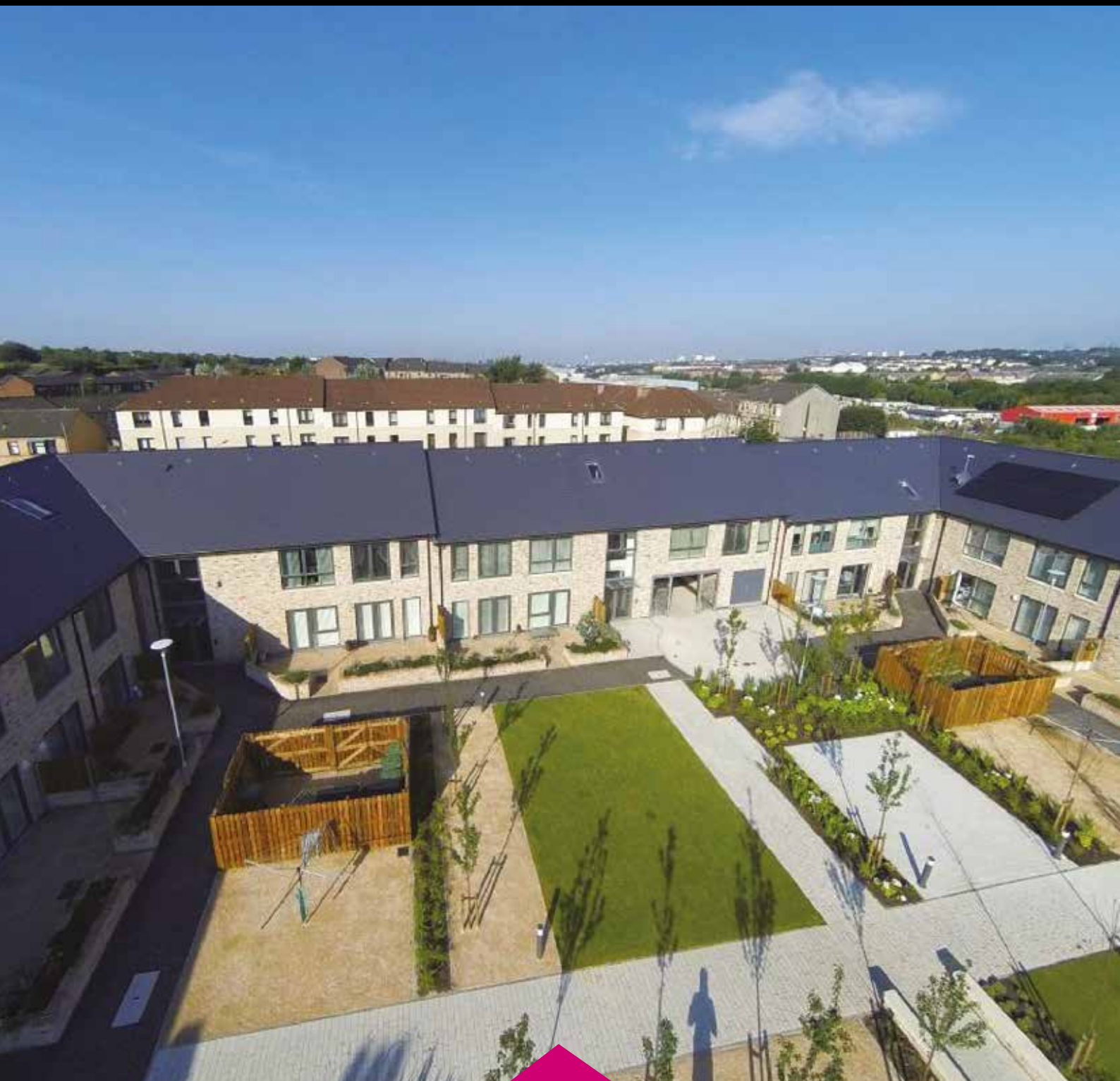




GLASGOW'S
HOUSING
STRATEGY

Glasgow's Strategic Housing Investment Plan 2018/19 to 2022/23

December 2017







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Introduction

Purpose of the SHIP

The purpose of the Strategic Housing Investment Plan (SHIP) is to set out the priorities for investment in housing in Glasgow over the 5 year period 2018/19 to 2022/23, and outline how the Council and its partners will deliver these priorities. The focus of the SHIP is on Glasgow's Affordable Housing Supply Programme (AHSP) which delivers affordable housing, either to rent or buy, in the city. Also included are housing investment streams relating to the existing housing stock, and revenue investment, as these support or are actively partnered with the AHSP to maximise value for the city's residents and communities.

The Scottish Government issued new [SHIP Guidance](#) to local authorities in July 2017 which sets out the requirements for plans covering the period 2018/19-2022/23.

For the whole of Scotland, the 5-year target is to provide 50,000 affordable homes, of which 35,000 will be for social rent. The guidance states that 'SHIPs will be the key documents for identifying strategic housing projects to assist the achievement of the 50,000 target'.

Consultation on the SHIP

The purpose of consulting on the SHIP is to:

- offer local and national organisations another opportunity to identify the housing needs and pressures in their areas and in their communities of interest
- ensure the Council has considered the range of views of partner organisations in relation to the priorities for housing investment in the city
- identify any opportunities not identified in the SHIP for maximising and effectively targeting housing investment in the city
- ensure the SHIP outlines the development constraints that delivery partners are facing so that the Council and its partners can work together to overcome, or at least, mitigate as many of these as possible

There has been an extensive programme of consultation and engagement on the development and delivery of the SHIP since the previous SHIP was approved by Glasgow City Council Executive Committee in January 2017.

As Glasgow City Council manages the Affordable Housing Supply Programme, the Council has ongoing and regular engagement with RSLs on strategic delivery issues, on programme management issues, as well as on specific projects. In addition to this regular liaison, the new SHIP has been discussed at various forums and meetings, including Glasgow's Housing Welfare Reform Group, with representatives from RSLs, Health and Social Care Partnership (HSCP), and Glasgow City Council Services including Financial Services.

On 31st May 2017, Glasgow City Council held a Development Conference in The Lighthouse at which the over 120 delegates from RSLs, private housing developers and contractors, utilities, architects and others in the housing

development community came together to discuss how to collaborate and innovate to deliver more and better housing in the city to meet the requirements set out in Glasgow's Housing Strategy and SHIP, and to accelerate house building to contribute to national targets and the More Homes agenda.

In response to feedback on perceived development risks, the Scottish Housing Regulator and Glasgow City Council Planning presented at the conference around their views on development and the development process, presentations were heard from Collective Architecture and the Construction Scotland Innovation Centre on quality in housing design and innovation in housing delivery, which were followed by round table discussions on 'Housing Delivery and Strategic Housing Investment Plan 2018/19-2022/23' which considered the challenges and opportunities presented by More Homes, local investment priorities, and the content of the new Glasgow Standard.

Following the development conference, Glasgow City Council circulated a draft design standard for affordable housing for consultation during June and July 2017. Over 20 written responses were received from Housing Associations, Architects and Developers commenting on the proposed standard and these were used to develop an interim standard approved by Council in August 2017, and issued to all RSLs in Glasgow in September 2017.

The SHIP has been greatly informed by Strategic Development and Funding Plans submitted to the Council by RSLs in August 2017 which outlined how RSLs could respond to SHIP priorities and gave RSLs another opportunity to highlight issues or development constraints in delivering new homes.

A written consultation on the new SHIP started on 6 September 2017 for 4 weeks. The SHIP consultation questionnaire as well as a link to an online respondent form was sent to all RSLs, private developers and contractors, voluntary sector organisations and other public bodies with an interest in housing policy, development and delivery. 13 completed questionnaires were received and a summary of issues raised is in [Appendix 2](#). In summary, respondents were supportive of the cross cutting SHIP investment priorities and identified a number of issues to be considered around housing needs, targets for the delivery of more larger houses, specialist housing, as well as identifying what is needed to support the development of more houses and what risks need active management to ensure Glasgow's Affordable Housing Supply Programme is delivered.

As an outcome from the conference and to take forward outstanding issues raised through the SHIP consultation, a Cross Sector Housing Development Group will be established before the end of 2017 to harness the commitment from the sector to construct more and better homes in the city to the end of the More Homes programme and beyond.

Context

More Homes Scotland

The SHIP 2018/19-2022/23 is being developed in the policy context of the Scottish Government's programme of More Homes Scotland. Nationally, the Scottish Government has committed to increasing the supply of affordable housing by delivering 50,000 affordable homes by 31 March 2021 with 35,000 of these being social rented. Glasgow is determined to play a key role in delivering more homes, tailored to the housing needs and demands identified in the city, and contributing to national More Homes Scotland targets.

Glasgow's Housing Strategy 2017-2022

Glasgow's strategic housing priorities as outlined in the [Glasgow's Housing Strategy 2017-2022 \(GHS\)](#) are to:

- Promote area regeneration and enable investment in new build housing
- Manage, maintain and improve the existing housing stock
- Raise management standards in the private rented sector
- Tackle fuel poverty, energy inefficiency and climate change
- Improve access to housing across all tenures
- Promote health and wellbeing

The strategic context for the development and delivery of the SHIP is outlined in Glasgow's Housing Strategy. The importance of continued and sustained housing investment to the Glasgow economy cannot be understated. During the crisis in private housebuilding which followed the financial crash in 2008, investment in the affordable housing sector provided some stability for the construction sector. This remains the case whilst the private housebuilding industry remains at a low level. Uncertainty in the wider economy going forward makes housing investment even more vital. Housing activity supports economic growth for the city, and the city drives economic growth for the wider region and country. This is recognized in the [Scottish Government's Economic Strategy \(2015\)](#) linking the importance of affordable housing investment to growth of the economy.

The SHIP is the affordable housing investment delivery plan for Glasgow's Housing Strategy (GHS), and is encompassed within Glasgow's Housing Strategy's Equality Impact Assessment.

Detailed analysis on Glasgow's housing system, neighbourhood profiles, and housing policy context which inform the housing needs being met through the SHIP are available on the [Council's Housing Strategy webpages](#).

Investment Priorities:

SHIP 2018/19-2022/23

This section outlines the priorities which will guide housing investment in the city for the next 5 years which are consistent with the vision and outcomes outlined in Glasgow's Housing Strategy 2017-22.

Existing Commitments

Given the long-term nature of housing developments and repair and improvement projects, there are existing projects which are at some stage of development or implementation to which priority and funding commitments have already been made. For example, Glasgow's Affordable Housing Supply Programme has a number of projects that have already received tender approval which legally commits the Council to funding the project.

Cross Cutting Investment Priorities / Principles of Housing Investment

The way housing is developed and housing investment priorities are delivered is of key importance to ensure there is a sustained legacy from this investment. Therefore, we have identified cross-cutting investment priorities or principles of housing investment which are outlined below.

- **Quality in design of the final housing product:** Making a positive contribution to the built form of the city and making Glasgow a city of housing design excellence. This is a priority whether the investment is for new build housing or the retention, conversion or repair of existing buildings. Quality design will enhance the sustainability of stock into the future meeting the aspirations of households for years to come. The Council has issued an [Interim Glasgow Standard](#) following consultation with stakeholders and will work towards a Glasgow Standard in partnership through the soon-to-be established Development Group.
- **Community benefits:** The importance of maximising benefit from housing investment particularly in relation to job and training opportunities for residents, helping to bolster the construction sector into the future as well as supporting Small and Medium Sized Enterprises (SMEs) via the supply chain. We would encourage all organisations to mainstream community benefits through the services they deliver and procure which has great potential over the period of the SHIP to deliver more for Glasgow.
- **Improving energy efficiency and tackling fuel poverty:** Energy efficiency standards are in place for social housing and are a key part of the developing Glasgow standard. It is important that all housing investment streams in all tenures maximise the ability for people to heat their homes, and live in affordable warmth, supporting people to live independently at home for longer as well as reducing carbon emissions and protecting the environment. The interim Glasgow Standard requires 2016 Technical Standards Section 7, Silver Level, Aspects 1-8 which reflects current best practice in build quality and sustainable housing.

- **Digital and technological innovation:** Housing investment should ensure future proofing for the expansion of digital infrastructure, increased connectivity as well as supporting digital skills. Access to high speed internet services is of vital importance to residents and business with lack of access to the internet being a modern form of social and economic exclusion. Innovations in this area can also help support some households (e.g. older people) to live in their own homes for longer and increase their wellbeing by reducing social isolation.
- **Tackling Homelessness:** All partners and stakeholder should use their collective resources to prevent homelessness and to meet the needs of homeless households, including supporting the further development of prevention and alleviation by the Glasgow City Health and Social Care partnership around the 'Housing First' approach.

Area-Based Priorities

Regenerating areas to re-create thriving communities, and intervening to halt neighbourhood decline inform these area-based priorities for housing investment.

Transformational Regeneration Areas (TRAs)



[Transforming Communities: Glasgow](#) (TC:G) is a regeneration company which is a strategic partnership between the Council, Glasgow Housing Association and the Scottish Government to oversee the delivery of a regeneration and development programme across Glasgow's eight identified Transformational Regeneration Areas (TRAs). The TRA Programme represents one of the most ambitious programmes of urban renewal in the UK with Sighthill being the largest UK development project outside of London.

Gallowgate	Red Road	Maryhill
Laurieston	Sighthill	North Torglen
Pollokshaws	East Govan and Ibrox	

The key purpose of Transforming Communities: Glasgow (TC: G) is to create sustainable place transformation through mixed-use development and housing renewal, maximising the potential of public sector land assets, tackling infrastructure issues and the level and rate at which private sector investment is attracted to the programme and the TRAs.



The TRA programme is providing sustainable mixed tenure communities through the provision of new housing, community facilities, green space and where appropriate, commercial units.

More information on the TC:G and the TRA programme can be found on [Glasgow City Council's Regeneration website](#)

Govanhill

Govanhill is an area in the south of the city which has been experiencing a concentration of social and community issues for some time. These are giving rise to housing, health and environmental problems. The Govanhill area is predominantly constituted of pre-1919 tenements, many of which are in poor condition, a high concentration of private renting, overcrowding which has given rise to serious management and common repair issues and neighbourhood relation problems.

Glasgow City Council has directed substantial resources into Govanhill in recent years, supported by the Scottish Government and partner organisations such as Govanhill Housing Association, who have been key to delivering many of the strategic outcomes. There has been major investment in property condition, environmental improvements, health, social care and education provision and contains the first Enhanced Enforcement Area in Scotland.

Future Regeneration/ Development Areas

[Glasgow's Housing Strategy 2017-2022 \(GHS\)](#) and [City Development Plan](#) align to enable the delivery of housing development in the city. The City has a number of key priority areas for development and regeneration. Many of these areas have infrastructure and remediation requirements for which solutions are being actively pursued.

The **City Deal** is a £1 billion+ infrastructure investment plan which is focusing on the city centre, waterfront, canal corridor and Calton Barras. It has already unlocked development potential in these areas. Examples include the site remediation and infrastructure works being delivered for the Dundashill mixed-tenure housing regeneration development, and the remediation of a number of previously industrial sites, including the former meatmarket in Calton-Barras.

Priority areas for regeneration are:

- **North Glasgow** – this area includes Sighthill and Maryhill TRAs, and also includes Port Dundas, Hamiltonhill, Cowlares, and Ruchill Hospital. These six areas have an estimated capacity of 3,191 units, forecast to be developed in the period up to 2032. The north is identified as a Strategic Development Framework area within the City Development Plan, with housing and related regeneration being delivered through the Glasgow Canal Regeneration Partnership (between the Council, Scottish Canals and development partner) and the Canal Action Plan.
- **Clyde Waterfront** – including the River and Govan/Partick. There will be restructuring of health provision in the area, specifically the Western and Yorkhill closure programme and the development of South Glasgow Hospital. There are further potential regeneration sites on both the north and south banks of the river, as well as the East Govan/Ibrox TRA.



- **Inner East** – The Commonwealth Games Village development is the catalyst for continued housing-led regeneration of the Inner East Strategic Development Framework area, including further phases at the Village, elsewhere in Dalmarnock and in other areas of Clyde Gateway. Current and future housing development in Glasgow’s sector of the Clyde Gateway area and elsewhere in the inner east has the potential to deliver more than 4,000 homes in the period to 2024. This area also includes the Gallowgate TRA and Calton Barras, including the former meatmarket.

In addition, there are a number of sizeable sites which are being prepared or marketed currently including sites in Easterhouse, Castlemilk and Drumchapel. Through Glasgow’s [City Centre Strategy](#), potential and options for increasing city centre living are being assessed.

Type of housing

Our overarching strategic priority is to increase the supply of good quality housing in the city to house the growing population and drive the economy.

TENURE

Social rented housing to meet housing need

Investment in the supply of social rented housing continues to be the priority of Glasgow’s Affordable Housing Supply programme (AHSP). This is where the majority of AHSP investment has been targeted in recent years with between 60-70% of funding being directed to increasing social rented housing supply, which has helped to reinvigorate regeneration activity in the surrounding areas. Over the period of More Homes, social rented homes is planned to account for over 68% of all completions in Glasgow, allowing for a range of housing options to be available in communities, including mid market rent (MMR) and owner occupied homes supported by Partnership Support for Regeneration (PSR).

Intermediate Housing Options

Promoting a mix of tenures is an important factor in creating sustainable communities, increasing the range of affordable housing options in the city, as well as maximising the use of subsidy.

Guidance on MMR is published by the Scottish Government and provides criteria for prospective MMR applicants. In general, applicants should be in employment, on modest incomes, with the household assessed as being able to afford the rent for the MMR.

Supporting Private Sector Housing Development Owner Occupation

The development of private sector owner occupied housing is important to the growth of Glasgow’s economy and is vital to housing our growing population. The city’s approach to regeneration recognises the need for mixed tenure development and the role that new private housing can play in protecting previous public investment in social rented housing stock. However, recent levels of private sector development in the city have been at a low level with annual private sector completions averaging at 1,000 completions, down from over 3,000 at the peak of the market.

It is recognised that there is limited capacity within the private housing sector and that house builders will develop new homes in areas with greater returns. This may mean that Glasgow, and indeed Scotland, misses out on potential private housing investment as developers decide to invest in other cities in the rest of the UK.

It is critical to local and national regeneration and sustainability objectives that brownfield sites within the city are economically viable for development. This means that the availability of PSR as a mechanism to aid delivery is of extreme importance. The scheme provides eligible developers with the minimum level of gap funding to bridge the gap, wholly or in part, between the cost of a development project and the sales value of the houses upon completion.

A number of private sector sites have been identified within the SHIP which have been evaluated as requiring PSR funding to help introduce, or increase the level of, owner occupation in these areas. The identified sites each suffer from a variety of development constraints which render them unattractive to the market without the injection of PSR. Over the course of the SHIP, we anticipate that 1244 houses will start onsite with the support of PSR.

It is also important that investment in existing housing stock is supported through the development of private sector housing in the city's peripheral neighbourhoods. Funding for schemes like Help to Buy which provide assistance to potential owners to purchase private newbuild housing supports the continuation of private housebuilding in the city, albeit at a much reduced rate prior to the housing crash.

The Council is keen to continue working with partners to make development in the city more attractive to house builders and developers through infrastructure works, transport links, and pump-priming development sites.

Investment in Private Rented Supply

The Council is keen to discuss proposals for the development of well-managed new supply private rented housing with developer or investment organisations. The private rented sector can play an important role in meeting housing demand by increasing housing supply and contributing to the range of housing options on offer in Glasgow.

Specialist Housing Provision

Social Care Housing

There are significant social care housing needs in the city. Providing support solutions in a more tailored homely setting should ease pressure on health and social care provision. In the existing funding climate with the restriction of public sector budgets and with the introduction of Welfare Reform, it is important that the Council and its partners look to develop new service models which recognise the housing requirements of a changing population with different needs and aspirations.

Since taking on the Management of Development Funding (TMDF) in 2003 the City Council has dedicated a sizeable proportion of its resources towards the provision of specialist housing. The commitment to the provision of housing for social care needs continues.

The Social Care Housing Investment Priorities (SCHIP) articulate the needs identified by the Health and Social Care Partnership (HSCP) for different social care groups and clients, after which RSLs are asked to express an interest in developing new or re-provision existing social care projects so that housing better meets the needs of residents. The SCHIP has been reviewed (October 2017) and will be circulated to RSLs shortly. Projects in the high priority category of the SCHIP have revenue funding agreed and the document includes accommodation requirements specifying the built form with any geographical or site requirements. Examples of projects include supported living cluster development of 10 properties for learning disability, core and cluster supported flats for young people moving on from a residential care setting, as well as developing housing for frail elderly individuals living in closely clustered tenancies.

In addition to requirements for accommodation via the SCHIP, HSCP continue to need access to good quality individual housing lets for people returning to the community from a range of statutory/ non statutory care and support settings.

Family Houses

The need for affordable family housing and large family housing (4 or more bedrooms and 6 or more bedspaces) is a growing housing need in the city. The Council will work with partners to deliver more family housing generally and specifically, has put in place an increased annual target for the delivery of more large family housing. These properties do not necessarily need to be houses in all instances, and the Council will work with RSLs to ensure the effective integration and design of these homes into developments.

Citywide Large Family Housing Target (4 or more bedrooms and 6 or more bedspaces)

- 60 large family houses a year

Provision of Wheelchair Housing

The delivery of wheelchair housing through Glasgow's AHSP is being monitored to ensure that wheelchair housing is being built to meet needs. When designing new housing, delivery partners are urged to co-ordinate with potential tenants either directly or through services at an early stage to ensure that the specific design enhances the independence of the tenant.

A City Plan policy is in operation requiring all housing developments of 20 units or over to deliver 10% of units as readily adaptable which should ensure that the housing stock across the city becomes more accessible.

Adaptations

Funding adaptations to allow people to remain in their own homes and to live independently will continue to be a strategic housing investment priority. RSLs indicate that demand levels continue to be high for adaptations and this demand is increasing and likely to increase further.



There are a range of funding streams for adaptations which average around £6million annually.

- Currently, owner occupiers and private renting tenants access private sector housing grant funding for adaptations (when assessed with sufficient priority by Council Occupational Therapist). [The Council's Scheme of Assistance](#) provides further information.
- AHSP- Stage 3 Affordable Housing Supply Programme (for RSLs excluding GHA) - The Affordable Housing Supply Programme includes an annual allocation of funding for stage 3 adaptations. Stage 3 adaptations are adaptation works carried out to existing dwellings in order to make them more suitable for residents where the adaptation work is structural. There have been 3,173 adaptations carried out over the last 3 years with £7.8million grant. During this SHIP period, £3.0 million per year has been allocated for the provision of adaptations in recognition of the ageing population, the ill health and mobility issues experienced by many Glasgow residents, and the inaccessibility of much of the existing housing stock. This will be monitored and reviewed over the period of the SHIP to ensure needs are being met.
- Glasgow Housing Association and other RSLs with transferred stock fund adaptations to housing stock from their own resources as an outcome of their stock transfer.

A working group has been established to identify how to deliver equipment and adaptations equitably across tenures in Glasgow in line with the Scottish Government's Aids and Adaptations Working Group recommendations from 2012. A 'housing solutions' approach has been adopted by the Group; essentially taking a holistic approach (including housing options) to identify the most practical answer to householders' needs where physical and other adaptation is an element. It is anticipated that the Group will complete its work in the new year.

Preserving older housing, particularly with common repairing responsibilities

Over 70% of Glasgow's housing units are in flatted properties with common areas of joint owner repairing responsibility. In order to protect the existing housing supply in the city, support the vitality of established neighbourhoods and retain Glasgow's iconic built heritage, it is important that the repair and improvement in the quality of both pre-1919 tenements and other housing with common repair issues is supported. The pro-active property management and factoring of buildings to undertake routine maintenance and repairs are fundamental to the future of this housing stock. This forms the key policy of Private Sector Housing Grant (PSHG) programmes where financial assistance is linked to the appointment of factoring services, introduction of maintenance plans and common building insurance for properties in common ownership. The aim is to encourage owners to take responsibility for the repair and maintenance of their property, and to safeguard investment.

In recent years, housing investment has supported the acquisition of property by RSLs through a pilot Acquisition Strategy to trial if adequate property management arrangements can be put in place to sustain existing housing supply, increase access to social renting and protect the built environment.



The Strategic Acquisition Programme has been targeted at flatted dwellings:

- without common repair or maintenance plans
- without effective management in place
- which are long term empty
- with absentee landlords who are not paying their share of repair/ maintenance costs

Within this priority of sustaining existing supply, Govanhill has been a priority for intervention and investment. There are other areas in the city with concentrations of pre-1919 housing stock, and a number of smaller areas with localised or development-specific issues, where intervention and investment will ensure the sustainability of the housing stock into the future.

An internal review of the first 3 years of the Acquisition Strategy Pilot has concluded following a process of evidence gathering and consultation with RSLs. The review has found positive outcomes relating to sustainable housing supply and improving property condition from the Acquisition Strategy to date. It is clear that investment has only really scraped the surface given the scale of the condition issues in private flatted housing which is not routinely being repaired and maintained. The condition of the private housing stock in the city and the costs associated with repairing the stock, particularly the pre 1919 stock, suggest that this investment should be part of a long term strategy and that a more concentrated focus within areas will mean incremental improvements will be more visible.

A process is underway of identifying localities where a more concentrated focus will apply for the acquisitions strategy. From 2018/19, RSLs who operate in these areas will be invited to participate in delivering the strategy in these localities and these RSLs will be given certainty on resource levels for 3 years. The SHIP allocates £5m annually to the acquisition strategy (in addition to the £2.5m allocated to the Govanhill Strategy).

Resources

In order to deliver the SHIP and help achieve the strategic outcomes in Glasgow's Housing Strategy, a range of resources and partners are needed. This section outlines who and what these resources are and include delivery partners, land and infrastructure, and financial funding streams and mechanisms.

The development of the SHIP should allow the identification of opportunities for partners to bring their resources together to maximise housing supply, improve housing quality and derive added value from separate investment streams.

Delivery Partners and Delivery Partnerships

The Planning and Co-ordination of Housing Investment Delivery

Glasgow City Council is the strategic housing authority in the city as established by the Housing (Scotland) Act 2001. The role of the Council is to develop the strategy for housing in the city, and facilitate the delivery of that strategy.

Glasgow City Council has been successful at establishing and maintaining strategic relationships with key organisations to deliver some of the most ambitious partnership housing and regeneration projects in the country, increasing housing supply and delivering on Scottish Government priorities. Undoubtedly this role has been enhanced by the Council directly managing Glasgow's Affordable Housing Supply Programme (AHSP) budget since September 2003, co-ordinating a range of other funding streams including Private Sector Housing Grant and energy efficiency schemes, and working closely with partner organisations to ensure that housing needs are identified and solutions delivered. The Council has been able to support the viability of development in priority projects through bringing additional resources e.g. Council tax second homes revenue, and a key role for the Council is to ensure that resources are in place to deliver on SHIP priorities, and that any risks (with our partners) to delivery are effectively managed.

Registered Social Landlords (RSLs)

The RSL sector remains strong and is the key delivery partner for the majority of investment in the SHIP. The RSL sector in Glasgow includes 69 RSLs with housing stock in the city, and the sector continues to evolve and innovate. The strength of the sector is this diversity, with each RSL bringing their own knowledge of their communities – geographical or communities of shared interest.

Some of these providers work with specific client groups which include older people, people with disabilities, and veterans. These RSLs bring specialist knowledge about housing needs and requirements, and potential housing and support solutions.

There are 30 RSLs developing new homes as part of Glasgow's SHIP, with a third of these having a development programme with 3 or more projects. Many other RSLs access investment through Stage 3 adaptations and other housing investment streams, and partner with services and agencies in delivering key services for Glasgow residents. A number of collaborations have, and are taking place in Glasgow amongst RSLs and with developers, in sharing development services, jointly delivering on sites, and joining up procurement of housing development.



In addition to new build, all RSLs are carrying out significant capital and revenue investment and planned maintenance programmes in their existing housing stock, and developing business plans to respond to the ever-changing financial and policy environment.

The Council has had very initial discussions around developing a tailored strategic agreement with other RSLs in the city. This follows on from a strategic agreement signed in 2016 by the Council and Wheatley Group. The purpose of this agreement is to protect Glasgow's tenants and the stock transfer legacy into the future through setting out how GCC and Wheatley will work together to build on the outcomes achieved through transfer for the benefit of Glasgow and its citizens.

A similar purpose would underpin any proposed agreement between the other RSLs and Council.

Private Housing Developers

The level of new build in the private housing market has not yet recovered in the city since the Credit Crunch in 2008 and the subsequent recession which can be seen from the low level of private sector house completions (averaging at 1000 houses per annum over recent years with 1121 private houses completed in 2016/17).

The Council is keen to see sustainable growth in the private housing sector in the short to medium term and will support the sector to increase the supply of housing in the city. Pro-active partnership working is a key element in delivering private development in the city. The City Council has a successful track record in working in partnership with private developers to build in the city, and are keen to develop these relationships further.

Property Factors

Property factors and managers play an important role in organising maintenance and repairs to Glasgow's housing stock, where over 70% is in flatted developments with areas of common repairing responsibility. Property factors can be private companies or RSLs, many of whom work closely with the Council on repair schemes. There remain many residential and commercial properties in the city which do not have a property factor, and/ or do not have a current maintenance plan in place for their building. As part of Glasgow's Housing Strategy action plan, a house condition survey will be underway soon, followed by a review of the private house condition strategy taking account of the outcomes of Glasgow's Factoring Commission.

Construction Sector

A skilled construction sector of sufficient size is required to deliver the housing investment programme. The Scottish construction industry suffered significant job losses following the crash. There are concerns about capacity within the sector to carry out the scale of new build programmes across the country, particularly in light of the scaling up of the housing new build programme in Scotland through the Scottish Government's 'More Homes Scotland' programme, and resource uncertainty beyond March 2021.

Some RSLs have reported an increase in tender prices, and other RSLs have indicated they anticipate an increase in tender prices due to the lack of availability of skilled labour and materials, and a limited pool of development services and contractors. Tender prices will be monitored closely throughout the SHIP period.

The limited size of the construction sector offers opportunities in relation to community benefits clauses within construction, maintenance and repair contracts. RSLs were asked about their approach to community benefits during the SHIP consultation and development work in this area will be taken forward during the period of the SHIP to maximize the benefits from housing investment in the city.

Scottish Government

The Scottish Government (SG) is a key enabling partner to the City Council. Whether through the AHSP, various energy efficiency programmes or other delivery mechanisms, funding provided by the Government has supported the City Council to deliver high quality new and improved housing for households and communities with other benefits in the form of jobs, apprenticeships and training for local people.

Other Partners and Partnerships

In order to deliver major regeneration projects across the city, a variety of differently constituted partnerships have been established, including Clyde Gateway and the Canal Partnership.

Transforming Communities: Glasgow TC:G (comprising the City Council, Scottish Government and Glasgow Housing Association) is an excellent example of an innovative housing-led regeneration company with each partner organisation bringing their resources and expertise to drive regeneration and increase housing supply in the city.

Given the challenging environment and the policy dynamic driving reform of public services, the Council is keen to develop more effective partnerships which will increase housing investment in the city.

Financial

Summary Table of SHIP Financial Housing Investment to Support 9975 More Homes (£Million)

Funding Stream	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Glasgow's Affordable Housing Supply Programme (GCC + SG GHA Programme)	152.31	142.88	136.28	98.30	70.96	600.722
Housing Infrastructure Fund	0.8	1	0.6	-	-	2.4

Capital Investment

Glasgow's Affordable Housing Supply Programme (AHSP)

[Glasgow's Affordable Housing Supply Programme Performance Review 2016/17](#) outlines in detail what type of houses have been built, who built them, how much they cost to build, and examples of the excellent housing developments delivered through the programme. Interviews with residents who now live in some of these homes can be found on [Glasgow City Council's Youtube feed](#)

AHSP Allocated Resources and Resource Planning Assumptions

The Resource Planning Assumptions provided by the Scottish Government for Glasgow's Affordable Housing Supply Programme can be found below. These assumptions are the minimum level of investment required to deliver commitments in the AHSP and do not necessarily reflect what the actual budget will be in future years.

Resource Planning Assumptions RPA: Glasgow City

2018/19 £85.731m

2019/20 £96.883m

2020/21 £103.853m



For previous SHIPs, the Scottish Government have indicated the use of the 3rd year RPA to be used for the 4th and 5th years of the SHIP. Scottish Government have not provided any RPA or suggested any assumptions to be used for resource planning in the last 2 years of the SHIP. Realistic 5 year RPAs are required in order to successfully forward plan with partners, encourage more development to take place, and enable longer term procurement arrangements and certainty for housing development and construction staff i.e. to create more certainty in the housing industry.

The level of resource required to deliver the housing programme detailed in the SHIP tables is summarized in the table below. As can be seen from the table, Glasgow has considerable capacity to channel substantially more investment (10-40% above RPAs) towards the delivery of more homes. If additional investment was made available to Glasgow, this would enable more housing needs to be met in the city and increase Glasgow's contribution to national More Homes outcomes.

Actual Planned Housing Investment Levels to Deliver Glasgow's AHSP 2018/19-22/23 (£Million Grant Investment)

GCC- managed TMDF budget	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Site starts - units	2045	2379	1512	1290	331	7557
Completions- units	966	1980	1891	1652	1266	7755
Investment Required	119.76	126.42	114.12	87.90	65.66	513.86
SG – managed GHA budget	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Site starts - units	283	515	525	0	0	1323
Completions - units	466	674	505	305	270	2220
Investment Required	32.55	16.45	22.16	10.40	5.30	86.86
Glasgow total	2018/19	2019/20	2020/21	2021/22	2022/23	Total
Site starts - units	2328	2894	2037	1290	331	8880
Completions- units	1432	2654	2396	1957	1536	9975
Investment Required	152.31	142.88	136.28	98.30	70.96	600.722



Private Finance for RSL Development

Since the credit crunch, RSLs have told us that they have faced a tightening of lending criteria by banks and building societies with a much more rigorous scrutiny of projects which may impact on existing borrowing agreements and the terms and rates of future borrowing. A variety of RSLs are taking advantage of bond finance and actively pursuing other opportunities for funding such as through the Charitable Bond Investment Programme.

In recent years, the Wheatley Group has secured £300m bond finance for development. A high proportion of this private finance will contribute to new house completions in Glasgow throughout the period of this SHIP. Glasgow City Council appraises all AHSP projects in the city, whether funded through the Council or the Scottish Government, ensuring that the developments meet the strategic objectives of Glasgow's Housing Strategy and SHIP, and that a consistent and high level of quality is achieved in terms of housing quality, design and technical standards.

Council Tax Funding

Second Homes Council Tax funding is being used to support the Affordable Housing Supply Programme in Glasgow. Several projects are benefitting from this funding stream in addition to grant from the AHSP, in particular high costs projects with the costs attributable to ground conditions, site constraints and conversion of listed buildings. Some projects may not have been able to progress without this element of funding.

Proposed Shape of the Future Glasgow Affordable Housing Supply Programme

The appendix includes the detailed summary tables by year and by project of the AHSP for the next 5 years. The shape of the AHSP programme for the period of the SHIP is outlined below. This table includes all of Glasgow's Affordable Housing Supply Programme (including the GHA programme which is directly funded by Scottish Government). These projects will require at least £600.722million grant funding over the next 5 years to deliver.

Proposed Shape of the Future Glasgow Affordable Housing Glasgow's Affordable Housing Supply Programme 2018/19-2022/23

	Social Rent	Mid Market Rent (MMR)	Shared Equity	Partnership Support for Regeneration (PSR)	Acquisition Strategy	Total
Site Starts	4758	2550	78	1244	250	8880
Completions	6408	2501	183	633	250	9975

As can be seen in the table above, the majority of the programme over the SHIP period will be composed of social rent. In order to deliver mixed communities, Mid Market Rent accounts for just over a quarter of the programme as development of mixed tenure housing on sites continue. In order to support the development of private housing in regeneration areas, Partnership Support for Regeneration (PSR) is supported by the programme as well as shared equity, totaling 15% of the housing unit approvals and 8% of completions planned over the SHIP period.

As can be seen in the detailed tables (in Appendix 1) and as is always the case with strategic planning for housing development with long lead in times, there is more detailed information available for projects in the first 3 years of the SHIP although a substantial development programme is already emerging for year 4 and 5. The Council and its delivery partners will actively manage the projects for delivery in years 4 and 5, as well as any projects in years 1-3 if additional funding is not allocated by Scottish Government beyond the existing RPAs.

Projects outlined in the AHSP tables meet the strategic priorities outlined in this SHIP and given a priority based on the criteria below.

High: Projects which will contribute the greatest to meeting strategic priorities and in priority areas, and which are moving towards an advanced stage of project delivery.

Medium: Projects which will contribute to meeting strategic priorities with any project delivery issues being actively identified and addressed.

Low: Projects which will contribute to meeting strategic priorities but which have project delivery issues which require to be addressed.

RSL Investment in Supply (through RSLs' own resources)

Through consultation with RSLs, a number of RSLs have indicated they are intending to 'buy back' previously social rented properties bought by sitting tenants through right to buy. This can be for a range of reasons including RSLs getting majority ownership to carry out major planned investment works or to increase affordable housing supply in areas of high need. Some of these acquisitions will be part of the Mortgage to Rent Scheme. As not all RSLs gave a response to the information request, we do not have a full picture but does give an initial insight into activity in this area. Wheatley Group plan to buyback 55-60 properties a year (including through mortgage to rent), whilst other RSLs indicated 8 buybacks a year, 2 buybacks a year, and 5 buybacks over the period of the SHIP. If this is replicated across the RSL sector, this will add up to a considerable number of properties changing tenure.

Private Sector Housing Supply

Although the private housing market has not recovered following the credit crunch, there are still significant levels of private sector investment in housing in the city, supporting jobs and the wider construction industry totaling 1121 completions in 2016/17.

Help to Buy supports the delivery of private sector housing in the city supporting million pounds of investment, and is a key investment intervention for housebuilding.

Scottish Government Mid Market Rent Investment

The Scottish Government put out a call to housing organisations in spring 2016 for bids for investment in additional MMR housing to be submitted by end of July 2016. Housing organisations required the support of Glasgow City Council for their bids. The final outcome of the process is awaited.

Local Affordable Rented Housing Trust (LAR)

The Local Affordable Rented Housing Trust (LAR) is a Scottish charity set up to provide long term mid-market rent (MMR) housing and is funded by a £55million loan from the Scottish Government with the expectation of matching this with private investment. The first LAR development was in the East End of Glasgow with 40 flats being available from Spring 2017.

Investment Support for Infrastructure/ Ground Preparation

Glasgow City Region City Deal

Glasgow City Council is working with neighbouring local authorities to deliver £2.2bn of additional economic activity and 29,000 new jobs over the next twenty years through the Glasgow City Region City Deal. These proposals are centred on the Infrastructure Fund, and have parallel streams of activity to support Skill and Employment, and Innovation and Business Growth. This will support the continued growth in the city region by enhancing transport infrastructure, unlocking new sites for housing and employment including connectivity between Sighthill Transformational Regeneration Area and the City Centre, and enhancing public transport over the next 10 to 15 years.

Housing Infrastructure Fund (HIF)

As part of the Scottish Government's (SG) [More Homes Scotland approach](#), the Scottish Government introduced a Housing Infrastructure Fund in 2016 and revised the criteria in 2017.

GCC has prioritised 2 projects to take forward for HIF funding which meet the new criteria. Both projects meet the stringent criteria for the fund and without HIF funding support the SHIP projects identified would simply not be able to be delivered.

1. The Hamiltonhill project provides an off-site solution to the surface water management of the site creating infrastructure that will allow the surface water from all the sites to outfall into the forth and Clyde canal. This infrastructure would allow the development of 328 affordable home to be delivered. Without this planning application would not receive approval.
2. Similarly if Glasgow City Council do not take forward a satisfactory fossorial water vole strategy then development on a number of sites across the east end of Glasgow and the delivery of 309 affordable homes will not be delivered. Scottish National Heritage would not provide a licence for the development and in turn the developments would not achieve planning consent.



Revenue Funding

Housing Benefit (HB)

At any point in time, there are approximately 80,000 people claiming Housing Benefit (HB) in the city of Glasgow. This translates into around £335 million in funding coming into the city each year.

HB is extremely important to RSLs in carrying out their housing management, area regeneration and housing development functions. RSLs on average receive 61% of their rental stream from HB with some supported housing providers receive between 80-90% of their rental stream from HB.

HB is paid directly to the landlord from the Council, as the Council administers HB on behalf of DWP. Lenders have viewed this funding stream as extremely secure as it reduces the risk of tenant arrears. In the past, RSLs' development programmes have benefitted from this secure income with lenders viewing the sector as low risk, providing loans on good terms to RSLs to develop new homes. Welfare Reform is creating uncertainty and making the rental stream of RSLs less secure.

Universal Credit Full Service is anticipated to go live in Glasgow from September 2018 (two postcode areas with residences went live in October 2017), after which, most working age claimants will access housing costs support through Universal Credit rather than HB. DWP statistics (August 2017) indicate that 8,092 claimants are in receipt of Universal Credit in Glasgow City Council area. The number of UC claims with Housing Element is published as a national statistic, and the most recent figure is 47% of UC claims have a housing element. It will be important to continue to monitor the impact of the welfare reforms and of Universal Credit on housing investment and housing delivery, and the use of the Scottish Government flexibilities through the new Scottish Social Security Agency.

Discretionary Housing Payment (DHP)

DHP can be provided to households if they are receiving housing benefit or housing costs within universal credit but are still having difficulty meeting rental payments.

Discretionary Housing Payment allocated to Glasgow

	Removal of the Spare Room Subsidy RSRS (Bedroom Tax)	Non-RSRS	DWP TOTAL	Initial SG addition for RSRS	Final/Anticipated SG for RSRS	Total funding/anticipated
2017/2018	£6,662,131	£1,789,901	N/A	N/A	£1,771,215	£10,223,247
2016/2017	£1,216,603	£808,939	£2,025,542	£5,061,826	£2,361,477	£9,448,845
2015/2016	£1,116,191	£535,563	£1,651,754	£5,122,162	£1,846,265	£8,620,180



The Scottish Government has a stated intention to fully mitigate the 14% and 25% reductions applied as a result of the Removal of the Spare Room Subsidy (Bedroom Tax). The Scottish Government has responsibility for DHP from April 2017 as part of the devolution of an element of social security power to Scotland.

Housing Support and Social Care

The Integration Care Fund (ICF) has provided an opportunity for the HSCP and local Housing Associations to work together to deliver innovative projects aimed towards prevention and shifting the balance of care for older people. Projects include Community Connectors, Housing Options for older people and Home from Hospital. The digital inclusion agenda is also being developed through the Technology Enabled Care (TEC) strand to the ICF with projects to support people with dementia and to assist the assessment of risk.

As Welfare Reform is rolled out one issue that has gained greater prominence is Housing Support funding. This covers a range of different house types including group homes, hostels, refuges and supported housing complexes. The UK Government has been considering this issue for some time and is proposing that a new model where rent is separated and other housing related support costs would be funded from another budget. This budget would be allocated to local authorities in England and to the Scottish and Welsh devolved governments. The UK Government is publishing a White Paper on Housing Support at the end of October.

Maintenance and Repair of Existing Housing Supply

RSL Investment Programmes

RSLs invest millions of pounds in planned and reactive repair and improvement programmes which makes an enormous contribution to Glasgow's economy and to the sustainability of the city's housing supply for the future.

Property Owners Investment

Owner occupiers and private landlords invest in their homes, through repair, maintenance and improvements although the full extent of this investment is not captured anywhere. The Council is keen to support owners to invest in the fabric of their property to ensure the property remains in good condition into the future and has therefore, supported the development of the [Under One Roof Website](#) which has a specific section on paying for repairs.

Private Sector Housing Grant

The private sector housing investment programme provides support and financial assistance to owners to help with repair to private sector owners. It is not part of the mainstream Affordable Housing Supply Programme budget but is included within the SHIP as additional funding which helps to tackle issues of disrepair and therefore, maintaining the existing housing supply in the private sector. The table below outlines investment through the Private Sector Housing Investment Grant Programme.

The Private Sector Housing Grant budget for 2017/18 is £7.982 million.

Profile of Private Sector Housing Grant Programme	Expenditure 2017/18
Voluntary Common Repair Works	3.350
Disabled Adaptations	2.000
Statutory Common Repairs	0.325
Govanhill	1.000
Missing Shares	0.100
Others - General	0.037
Energy Efficiency/Small Scale Repairs	0.400
Housing Initiatives	0.600
Care and repair	0.170
Total	7.982

Govanhill Strategy

A strategy for Govanhill is being progressed resulting in a 4 year funding commitment from partners of around £40m for the area.

Year	Glasgow City Council	Scottish Government	TOTAL
2016/17*	£2,500,000	£4,500,000	£7,000,000
2017/18*	£2,500, 000	£5,000.000	£7,500,000 *

Note* 2017/18 A further £1,000,000 committed from PSHG for Govanhill

Investment in Empty Homes

The Glasgow Shared Services Project, a tri-part project in conjunction with Glasgow City Council, Glasgow Housing Association, and Shelter Scotland commenced in mid-2015.

Glasgow Shared Services Project: Summary of Key Achievements to Date

- Over 200 empty homes brought back into use across a range of tenures over the duration of the project, more than any other project in Scotland.
- Assistance provided to partner housing associations which has resulted in funding of nearly £2million for 37 additional social housing units across a range of house types.
- Around £1,000,000 VAT savings delivered for partner housing associations in a range of projects across the city where these were not previously identified. Similar savings are anticipated in year 2.
- Partnership established with GCC Council Tax Services and the identification of £200,000 in unpaid council tax revenue.

In response to the successes of the Empty Homes approach in Glasgow, the Council is now set to employ its own Empty Homes Officer which means that Glasgow City Council will be the only local authority with a dedicated officer who will be tasked with drawing up an Empty Homes strategy for Glasgow.

Glasgow's Affordable Warmth Programme 2017/18

Home Energy Efficiency Programme for Scotland – Area Based Schemes (HEEPS-ABS)

This programme is an area based approach to delivering insulation measures to owner occupiers. It is supported by funding from the Scottish Government and is delivered by local authorities.

Glasgow's HEEPS-ABS Programme 2017/18

This is the fifth year of the HEEPS: ABS programme. For 2017/18, the Scottish Government awarded Glasgow City Council £4,312,969 from the Home Energy Efficiency Programme for Scotland: Area Based Schemes (HEEPS: ABS). In addition, a further £70,000 was awarded due to the redistribution of HEEPS funding from another local authority bringing the total allocation to £4,382,969 for 2017/18.

The HEEPS: ABS schemes assists owner occupiers to participate in RSL improvement schemes where there are mixed tenure blocks, and allows the Council to deliver projects in wholly owned private schemes particularly non-traditional type housing. The HEEPS funding will unlock a total funding package in excess of £6m for projects in the city. Most projects will involve solid or external wall insulation measures. One project will deliver an additional phase in this financial year. As part of the programme it is anticipated insulation measures will be delivered to over 630 properties.



The table below estimates what the £4.382m funding may generate in terms of other funding contributions.

Funding Source	Amount
HEEPS: ABS	£4.382m
ECO	£0.235m
Owner Contribution	£0.600m
Social Landlord Contribution	£0.305m
Other	£0.485m
Total	£6.010m

HEEPS 2018/19 Programme

It is anticipated that local authorities will not be advised of their HEEPS allocation for 2018/19 until after the Spending Review. Following the announcement the Council will prepare a programme of works for Scottish Government approval.

Scotland's Energy Efficiency Programme (SEEP)

In June 2015, the Minister for Environment, Climate Change and Land Reform announced Scotland's Energy Efficiency Programme (SEEP) would be the cornerstone of the National Infrastructure Priority. Over the next 15 to 20 years, SEEP will offer support to ensure that all buildings (domestic and non-domestic) in Scotland can achieve a good energy efficiency rating.

There are four broad themes at the core of SEEP

- Integration
- Innovation & Incentives
- Advice & Information
- Standards & Regulation

SEEP Pathfinder Programme 2017/18

The Scottish Government designated energy efficiency as a national infrastructure priority. Scotland's Energy Efficiency Programme (SEEP), a 15-20 year programme is the key delivery mechanism for this priority.

This is the second year of the SEEP Pathfinder Projects. For 2017/18, the Scottish Government awarded the Council £593,664 from Scotland's Energy Efficiency Programme. This includes resource funding of £68,304 to assist in the delivery of the programme. In addition, proposed loan funding of £1.2m and £200,000 respectively has been identified for 2 of the 5 projects.

In addition to the 4 core themes outlined above, SEEP 2017/18 Pathfinder Phase 2 bids were required to test a range of energy efficiency and related activities designed to reduce demand and promote decarbonisation.

In particular, the Scottish Government were looking for projects within the following categories:-

- The Building Blocks of Programme Delivery
- Local Heat & Energy Efficiency Strategies (LHEES)
- Heat Decarbonisation
- Hard-to-Treat Properties
- Sector Specific Projects

As part of the SEEP programme, 5 projects will be funded to deliver:

- an integrated area based approach to commercial stock energy efficiency improvements
- new analytical technology to facilitate future opportunities for the commercial sector to implement 'smart' installations will be trialled in 3 leisure centres. The project will assess the ability to replicate in non-domestic properties providing benchmarking performance analysis and potential savings.
- external wall insulation, Solar PV and battery storage for 2 community facilities
- installation of a Building Management System (BMS), controls and Solar PV to an office building
- develop a Local Heat and Energy Efficiency Strategy for Glasgow which will integrate, for the first time, domestic and non-domestic energy strategies and bring together all the different heat, energy, carbon management and fuel poverty strategies that currently exist into an overarching document.

The Corporate Delivery Group established in 2016, led by the Affordable Warmth Team, oversees and monitors the SEEP programme and forward plan future projects and programmes.

Future SEEP Programmes

The Scottish Government commissioned external evaluation of all pilot projects and will work with project leads and partners throughout the duration of the pilot project and thereafter. This will assist with the overall approach and deliverability and effectiveness of the SEEP programme to be launched in April 2018.

Delivery

The SHIP is not just a delivery plan for housing investment in the city, but it provides a focus for a very practical dialogue about how to deliver more homes for our communities. The Scottish Government SHIP Guidance outlines that that SHIP should identify the resources required to deliver the SHIP priorities, and whilst continuing to deliver Glasgow's Affordable Housing Supply Programme, it is important that the Council and its partners actively assess, monitor and manage risks associated with development and ongoing service provision.

Housing Delivery Targets

Glasgow's Housing Strategy outlines that over the period of the strategy (2017-2022), the targets for the delivery of housing for the city currently stands at 7,500 in the private sector, including the private rented sector, and 7,500 in the social rented and below market rent sector (e. g. mid market rent). In terms of the social rented and below market rent sector, we plan to considerably exceed this target in the delivery of housing as outlined in this SHIP if resources are made available.

Development Constraints and Risks to Delivery

Through our engagement and more formal consultation with RSLs and other developers, development constraints or risks to delivery of more homes have been identified. These will be monitored and risks actively managed throughout the period of the SHIP.

To summarise, these are:

- Building costs inflation and rising tender prices
- Capacity within the building and development industry
- Small number of contractors who deliver the majority of Glasgow's Affordable Housing Supply Programme
- Costs of infrastructure and ground remediation both within and outwith the curtilage of the site
- Lack of GiPSE to assist in developing sites with abnormal costs
- Delays to getting statutory consents in place
- Access to affordable land

Managing the Delivery of the SHIP

It is clear that the Housing Sector in Glasgow, along with Scottish Government and others organisations and agencies, need to enter into a very practical discussion about how to sustain an up-scaled programme in the city particularly over the next 3 years. This discussion needs to include how we can create more certainty and confidence in the housing system, what we need to do to tackle development constraints and manage risks to delivery, and what we could do to maximise the community and economic benefits of investment of this scale.

Outlined below are some very specific actions which have been highlighted throughout the development of this SHIP which would support the delivery of the SHIP and its contribution to More Homes.

- Local resource planning assumptions are needed for 5 years to create certainty for strategic planning and to allow RSLs to forward plan. Currently RPAs are only available up to 2020/21 with no indicative figures beyond this. The next 3 years will see intensive upscaling of housing delivery and it is important that there is a forward programme which sustains the regeneration activity undertaken to March 2021 as well as the employment created through the More Homes programme.
- The Scottish Government needs to give a long term commitment of assistance for prospective house buyers to help access mortgages eg. Help to Buy, to give the development industry confidence to build.
- There needs to be a dialogue about the older private housing stock in the city and the need for additional resource to ensure it remains a part of the urban fabric of the city and its housing supply into the future.
- All developers (RSLs and private housing developers) in the city with a development programme need to deliver the housing that they have committed to build timeously, unless there are valid reasons for developments slipping into future years.

The Council will commit to:

- Actively manage and monitor the delivery of the SHIP.
- Work to ensure that strategic priorities are met and that sustained upscaling of the programme in terms of numbers in no way undermines the strategic investment priorities, particularly around quality and design.
- Highlight the contribution of the housing sector to the wider economy and work to maximize this contribution in any new and creative ways.
- Work with delivery partners to manage the risks to the effective delivery of the SHIP.
- Managing the risks to delivery of the SHIP will also include recognizing the opportunities that this may provide e.g. opportunities for increasing community benefits from a limited number of contractors.
- Work to overcome the development barriers identified through the SHIP, and find practical ways with delivery partners to upscale delivery of housing in the city. A Development Group will be established and Council Services will work to ensure the SHIP programme is delivered.
- Collaborate with partners in the city to produce a final Glasgow Standard which will take cognisance of the Scottish Government's Climate Change agenda, fuel poverty in the city and will consult with user groups in relation to accessible and adaptable design to make sure that what we are providing is what is required from a user perspective over the long term. (In the interim, for new scheme agreements and for scheme agreement older than January 2016, the interim Glasgow standard will apply. For scheme agreements signed and agreed within the 18 months prior to September 2017, projects must achieve Housing for Varying Needs, Secure by Design and Technical Standards Section 7 Silver Level Aspects 1- 8 inclusive.)
- Develop options on how to better respond to social care housing needs in the current financial and social security policy climate by looking at design, technology or alternative sourcing of capital and/or revenue funding.

Contact Details

Contact Details

We are keen to discuss any potential projects or delivery mechanisms which may contribute to meeting our strategic priorities for housing investment in the city.

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Appendix 1

Appendix 1: SHIP Glasgow Affordable Housing Supply Programme Tables

The SHIP tables which detail proposed projects for delivery over the period of the SHIP can be found on Glasgow City Council's Housing Investment webpages. <https://www.glasgow.gov.uk/index.aspx?articleid=18396>

Appendix 2

Appendix 2: Written Consultation Responses Summary

SHIP Investment Priorities
Respondents supportive of the cross cutting investment priorities
Homelessness is the only current cross cutting priority which 2 respondents suggested should be removed
An additional investment priority suggested by 1 respondent 'Maintaining the communal fabric of flats and tenements where there is multi tenure issues'
Housing Needs
Need for fully wheelchair adapted housing, not just wheelchair accessible
Need to develop the housing, health and social care integration agenda so a coherent plan is in place for new developments
Delivery of More Larger Houses
Townhouses can increase density and allow for wheelchair users to live in family accommodation by including bedroom and wc/shower on ground floor
Importance of siting these close to facilities and schools – availability of sites may be an issue
Increased cost of construction particularly in flatted situations which can impact on other flat sizes within block, as well as car parking levels, land values, distribution of ENV2 and other contributions
Ensuring demand for larger properties exists within the local community and management issues specific to particular clients groups
Catering for specific needs and capturing requirements within designs and specifications
Costs of building larger houses and larger site requirements for car parking provision ie. likely that a larger house will occupy the same area as tow 3apartment, 4 person semi detached houses
Some RSLs' waiting lists do not show a need for larger family houses
Difficulty in delivering developments on gap sites in high density areas, combined with high land values.
Larger family units in tenement style flats create management problems but flats are often the only way to deliver viable developments given land costs/ ground conditions.
Delivery of Specialist Housing
Difficulty in siting a specialist development in a larger mainstream development due to higher space standards and parking requirements
Cost of constructing to enhanced specifications to meet client group needs eg. provision of wheelchair storage, larger corridors, lifts and common rooms/ spaces can be difficult to accommodate within development appraisals as they can have an impact on overall unit capacity and/ or impact on the sizing of other units

Appendix 2

Technological advancements will assist care provision or support services and current developments require future proofing
Need for co-ordination between services in Glasgow
Lack of funding for revenue support
Service charges
Lack of guidance on requirements
Lack of 'off the shelf' design
Supporting Housing Delivery
Need for good quality land with infrastructure in place to support development
Private developers should be encouraged to build houses rather than flats
Availability of PSR
Better communication channels between statutory consent officers and developers/ RSLs.
Redevelopment of brownfield sites and provision of incentives or higher subsidies to encourage redevelopment of these areas
Grants for abnormal costs associated with poor ground conditions
Very explicit linkages to flood prevention/ drain capacity
Implement a scheme to tax or enable some form of 'compulsory purchase' of land that is being 'land banked' for a long period of time in the hope of higher profits
Emerging Development Constraints or Risks to Delivery
Uncertainty in construction companies over Brexit
Increasing cost of materials purchased from the EU due to the lower value of the pound against the Euro and other currencies
Potential shortages of labour which may push up costs
Decreasing scope for negotiation on tender prices
Planning and building control timescales and lack of staff resources
Length of time for land acquisition from Council
Landowner/ developer value expectations
Resources: materials, construction labour, contractor capacity, housing association staff recruitment and retention of experienced practitioners
Potential changes to technical requirements and cost implications eg. implementation of the Glasgow standard and requirements for district heating or CHP

Appendix 2

Increased construction costs from new requirements eg. recharging points for electric cars
Suggestion that all GCC's surplus land and buildings should be designated for affordable housing
Concern over future grant levels
Existing sewer capacity
Inability for RSLs to compete with private developers on high cost land acquisitions.
City property and GCC objectives
Product availability, demand and impact on environment of attaining prefabricated elements of passivhaus
Need for assessment of service provision including schools, GP surgeries.
Increasing cost for improvements to fire safety regulations
Drainage issues
Potential increase in interest rates



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