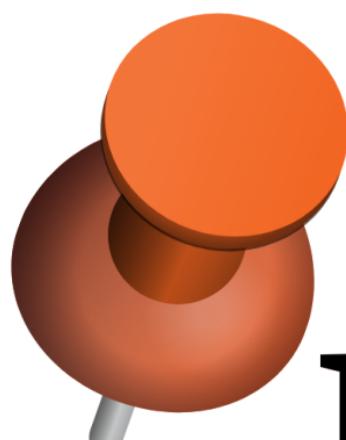




Special Board Meeting
Tuesday 31 August 2021
– 4:30pm
Microsoft Teams



SPECIAL
MEETING



AGENDA

Meeting Special Board Meeting **Invitees** Board

Location: Ron Davey Enterprise Centre, 10 Vulcan Street / Microsoft teams

Date: Tuesday 31 August 2021

Time: 4.30pm

Please submit any apologies to Cheryl Murray

Email: cmurray@nghomes.net **Telephone:** 0141 630 4324

	Agenda	Paper	Lead Officer	Page Number
1.	Apologies			
2.	Declaration of Interest and Attendance			1
3.	For Approval			
a.	Governance Framework Report	Yes	TS	3
b.	Board Succession Planning Policy	Yes	TS	17
c.	Gifts, Hospitality and Donations	Yes	TS	29
d.i	Housing Services Committee	Yes	LC	31
d.ii	Residents Improvement Group	Yes	LC	33
4.	For Noting			
a.	Annual general Meeting (AGM) and Special General Meeting (SGM)	Yes	TS	37
b.	CEO Remarks	Verbal	RT	
c.	Arka Next Steps			
c.i	Project 1 – Saracen Street Tenements Business Case	Yes	JD	39
c.ii	Project 2 – North Possilpark Development Opportunity	Yes	JD	57
c.iii	Project 3 – Balgrayhill Deck Access – Springburn North Renewal Project	Yes	JD	73

Enclosures

None

Key for Colour Coding in Reports

-  Highlighting Good Performance
-  Requires Close Monitoring
-  Requires Urgent Attention

'NORTH GLASGOW HOUSING ASSOCIATION LIMITED BOARD ATTENDANCE 2020-21

	P	P	P	P	P	P	A	P	P	A	P
I Cross	P	P	P	P	P	P	P	P	P	A	P
C Rossine	P	P	P	P	P	P	P	P	P	P	P
M Thomson	P	P	P	P	P	P	P	P	P	P	P
J Thorburn	P	P	P	P	P	P	P	P	P	P	P
Cllr A Gow	P	P	P	P	P	P	A*	P	P	A*	A*
R Porter	P	P	P	P	P	P					
J Berrington	P	P	P	P	P	P	P	P	P	A	P
R Maguire	A	A	A*	A*	A*	A*					
G Satti	P	P	P	P	P	P	P	P	P	P	P
J MacLeod	P	P	P	P	P	A	P	P	P	A	P
P Nelson								P	P	P	P
M Bradley							P	A			
% Total	90%	90%	90%	90%	90%	80%	100%	80%	90%	100%	56% 89%

P - PRESENT
A - APOLOGIES
X - ABSENT
A* - LEAVE OF ABSENCE GRANTED

TARGET ATTENDANCE - 80%

AVERAGE ATTENDANCE - 87%



Item
3(b)

Special Board Meeting

For Approval

To: Board
From: Director of Corporate Services

SUBJECT: GOVERNANCE FRAMEWORK REPORT **DATE: 31 August 2021**

1.	Introduction <p>As members are aware, it's been a really busy 9 months since the Assurance Statement was signed and submitted to the SHR in November 2020. There has been lots of activity in the 8 key areas identified in last year's Governance Assurance mini audit, as shown in the attached appendix. the Board and various Sub-Committee members will be aware of this.</p> <p>The appendix provides a one-page diagram of the main activities that happened during Q3 & Q4 2020/21 and Q1 & Q2 2021/22 and it also provides an insight into some of the key actions planned for completion during 21/22.</p> <p>This report can be read in conjunction with the Business Plan Priorities Progress Report (separate Report) to provide a complete picture of the activity that has taken place.</p>
2.	Update on actions <p>This section provides detail on the areas of activity:</p>
a.	Board and Governance <p>There has been a continued high level of focus on ensuring that the Board and staff work closely together to deliver good governance across the Association. The Covid-19 pandemic has presented many challenges including the need to embrace technology to facilitate effective Board and Sub-Committee meetings during the period. Board members and staff were all equipped with the appropriate equipment and trained in the use of Microsoft Teams and cyber security. There have been 135 Board reports produced and considered since Jan 2020. Board appraisals were conducted during Q3 20/21 and Board training has continued during the period with Board members being proactive in attending webinars and remote sessions and events. The Model Rules have been reviewed by the Board and are now ready to be presented to the Association's membership at the SGM planned for 14 September 2021.</p> <p>One new member, a tenant, has joined the Board during the last year. They have undergone induction including having individual meetings with the Chief Executive and Directors and being enrolled for the SHARE e-learning modules.</p>

	<p>In regard to succession planning, the Association recently advertised for Board members during Q1 21/22 and received a healthy response and the selection process is currently underway with a view to the preferred candidates joining the Board in the new session following the AGM in September 2021. In addition to the above, a succession Policy is currently being produced, the Board induction process will be reviewed during Q3 21/22 and the 21/22 Board Appraisal and Board Member Reviews are also being planned for Q3.</p>
b.	<p>Landlord Health and Safety</p> <p>Strategic and Operational Documents</p> <p>The following strategic documents ensures that the overarching theme of Tenants' Health and safety is embedded in all aspects of the works undertaken by the Investment and Procurement Team.</p> <ul style="list-style-type: none">• Asset Management Strategy• Fire Strategy Report (MSFs)• Procurement Strategy• Physical Regeneration Strategy• Asbestos Management Policy• Adaptations Policy• Clerk of Works Policy• Design and Specification Policy• Gas Safety Policy• Void Management Policy <p>In addition, the following operational documents and procedures ensures that the Health and Safety of Tenants is at the forefront of all that we do when carrying out works within, or close to, tenants' homes:</p> <ul style="list-style-type: none">• Asbestos management procedures• Asbestos management register• Landlord safety manual• Lift maintenance• Gas safety checks• Legionella testing• Structural inspections• Health & fuel poverty impact assessments.• Health and well-being survey/ social survey• Window safety checks

- Loft inspections
- Close audits
- Close cleaning
- Stage 2 adaptations
- Covid -19 protocols

Asset Management

A comprehensive stock condition, Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (EESHS) survey was conducted across all of our stock type to identify properties that failed the SHQS and EESHS standards. This informed our Asset Management Strategy and allowed those homes that fell below an acceptable quality or energy standard to be prioritised for improvement works to ensure the health and well-being of our tenants.

Governance Process.

A robust **Governance Process** is followed to ensure that the Area Committee, Regeneration Sub-Committee and the Board are kept fully briefed on all aspects of the works being undertaken by the Investment and Procurement Team and included in the decision-making process as follows:

- Area Committee – Maintain an overview of all projects being undertaken by the I&P team.
- Regeneration Sub-Committee – Specific responsibility for Investment Projects, Multi-Storey Flats, Procurement, Development and Asset Management.
- Board Meetings – Overall responsibility for all aspects of the Investment & Procurement team.

At every Regeneration Sub-Committee the following are tabled:

- Procurement Report – Current and planned procurements
- Development Report - Progress with newbuild project
- Investment Report - Progress with Investment projects
- Mult-Story Flats Report - Progress with MSFs contract
- Compliance Report- An update on all areas of compliance within Asset Management

The compliance report in particular covers the following areas relating to tenants' health and safety:

- Gas Safety
- EICR (Electrical Installation Condition Report)
- Category LD2 Fire and Smoke Detection (Fire alarms in circulation spaces and rooms that present a high fire risk)
- EESSH (Energy Efficiency Standard for Social Housing)
- Asbestos Register
- Legionella Testing
- Lift Maintenance
- Laundry Room Duct Servicing
- Fire Safety Equipment and Emergency Lighting in MSFs and Communal Spaces.

Internal Audits

The following internal audits are regularly carried out to ensure that every function within the Investment and Procurement Team is compliant:

- Asset Management
- Development
- Investment
- Procurement

Procurement

The procurement of Frameworks and Measured Term Contracts ensures that only highly experienced, specialist competent contractors and consultants are appointed to contracts thereby minimising the risk of an event that could compromise the health and safety of tenants.

There are many frameworks and contracts in place but those that relate mostly to matters of tenants' health and safety include:

- Reactive Repairs
- Gas Repair and Maintenance
- Lift Repair and Maintenance
- Fire Alarm & Smoke Detection Systems
- Electrical Rewiring
- Water Hygiene

- Mechanical and Electrical Services
- Environmental Works
- CCTV Maintenance
- Door Entry Systems

Due to the high-risk nature of our Multi-Storey Flats (MSFs) the following specific works have been carried out to mitigate the risk:

- Fire compartmentalisation works.
- AOV Smoke actuators are being installed.
- Property alarms
- Common area alarms
- LD1 /2 smoke /heat detectors installation programme.

In addition, the following procedures are undertaken to minimise the risk to tenants in MSFs:

- Large font signage in the landings
- Bin Chute survey /report
- Chameleon detect system - detects presence of bottled gas
- New renewable heating system
- Legionella checks
- Lift Inspections/Maintenance
- EICRS
- Inspections of drying room areas/doors.
- Bin chute inspections
- Concierge service
- Render inspections
- Roof inspections
- Ariel inspections
- Lightning conductor inspections

Fire Safety in MSFs

Following the Grenfell tragedy of June 2017, ng homes carried out a complete assessment of all our tower blocks. Investigations, remedial works and contractor procurement took 18 months to December 2019. In January 2020 a £ 24.2 million contract was entered into for the following works:

Legislative works - water and fire safety – new cold water systems, communal fire

	<p>alarms, building management systems, fire compartmentalisation, service rise, fire dampners (all sprinkler ready)</p> <p>Regulatory Works - Energy Efficiency - Air source heat pump district heating system</p> <p>Investment Works - Tenant security – Property security alarms.</p> <p>All of these works will ensure that tenants homes are safer, warmer and more secure.</p>
	<p>Risk Register</p> <p>The corporate risk register contains a separate register for the Investment & Procurement Team. This contains a specific section on health and safety management, environmental health impacts and adherence to the CDM Regulations. This applies to Investment projects, MSF projects and new build development. This is regularly reviewed and updated.</p> <p>In addition, there is a every project specific risk register for all major contracts that are under constant review.</p>
c.	<p>Training</p> <p>Staff undertake a variety of specialist training at a corporate and individual level to ensure that they have the required knowledge to perform their duties competently thereby ensuring the health and safety of tenants as follows:</p> <ul style="list-style-type: none"> • Working Safely • Fire Safety • Asbestos Awareness • Asbestos Management • CDM Regulations • Site safety training <p>Subsidiaries Relationship with the Association</p> <p>The Association maintains an appropriate level of oversight and control over its subsidiaries:</p> <ul style="list-style-type: none"> • There are independence agreements for each subsidiary outlining the responsibilities of both parties. The requirements on the subsidiary to supply business plans, reports and all relevant information is clearly laid out. All aspects of the parent/subsidiary relationship are clarified within the agreements. A review of the independence agreements was done last year and reported to the October

	<p>2020 Board.</p> <ul style="list-style-type: none"> • Each of the subsidiaries has a different chairperson from that of the parent. • An appropriate code of conduct is signed by all governing Board members and staff within all organisations within the group. • SHR has the power to ask for any inquiries or documentation that relates to any connected bodies that are related to the group (including subsidiaries) for information relating to the social landlord. • NGPS and ng2 hold regular Board meetings with full agendas covering financial results, policies, risk, operational reports, and other matters. DSGL is semi dormant with its activities being only the management of one property. • Risk registers are considered at each subsidiary Board meeting for any changing level of risk. Areas such as the pandemic and health and safety issues were considered and brought into the risk registers. • Due to the nature of ng2 operations with significant use of machinery and physical labour a considerable investment has gone into producing a library of procedures and guidance on safe working practices. Outside consultancy over many years has assisted in this process. • The minutes of the subsidiaries are reported to the ng homes board on a regular basis. Business plans and statutory accounts for the subsidiaries are also considered at the ng homes Board. • ng2 is the only subsidiary to directly employ staff and HR reports are done at each Board meeting. Appropriate pension and benefit arrangements are in place for the staff. Training courses appropriate to the ongoing nature of activities is done regularly backed up with toolbox talks and sign off on understanding of the subject of the talks.
d.	<p>Tenant Interest and Participation and Consultation</p> <p>In 2020, we engaged the services of Tenant Participation Advisory Service (TPAS) to work with us to increase tenant participation. With Covid-19, engaging with our tenants in new and innovative ways has never been so important. We have been working on our Tenant Participation Strategy and with assistance from TPAS, we consulted with tenants by telephone, mail and by survey monkey through our website. The final strategy was approved by the Area Committee on 1st July 2021. It has been agreed with our existing Area Committee to move to a Housing Services Committee – This will take place following the AGM. This will give all board members to be part of our biggest committee to discuss operational Housing Services business. Non board members currently on our Area Committee will become part of our newly established Residents Improvement Group, which held its first meeting on 10th June 2021, with the next meeting scheduled for August 2021.</p>

Covid has given us new ways of working and technology now allows us to meet with customers through Whats App, Zoom and Teams. We are also looking at a new service "Near Me" which is another way to engage with our customers. Face to face meetings will still be an option, but the new services we have developed during Covid will continue. Technology allows us to be flexible and meet tenants in a way that suits them. We are now using APPs, expanding our social media as well as traditional methods such as North News to try and engage all tenants. Tenant involvement and participation has been a highlight in the last few editions of North News – We have been trying to encourage new Board members, new Association members and Tenant participation in general. This has worked well and we have had contact from tenants looking to get involved.

We now carry out our annual rent survey using traditional methods as well as our text messaging service. Our text messaging service has helped to improve the number of tenants taking part in our rent consultation and we have the facility to carry out surveys and questionnaires on our website – we have been using our website for policy consultation and for our rent consultation and we will continue to use this as an additional way to consult.

We have developed a Tenant Consultation Register and this details how tenants want to be involved, some are happy to join a teams meeting, others would prefer face to face. Others only want to be sent information to allow them to comment. Keeping this information on a register will allow us to effectively engage with these tenants in a way that suits them.

We have two well established focus groups in Possilpark and the Balgrayhill Area. We are looking to get two new groups up and running in 2021 in Springburn and the Carron Scheme. We also have an owners forum, which allows us to engage with our owners regularly.

We have invested money in our telephony system - CISCO, it has been upgraded and all staff can log onto our telephone system from home using their laptop. We also have CISCO monitors in our offices, which will allow tenants when our offices open to speak to a member of staff, even though that member of staff may be working from home.

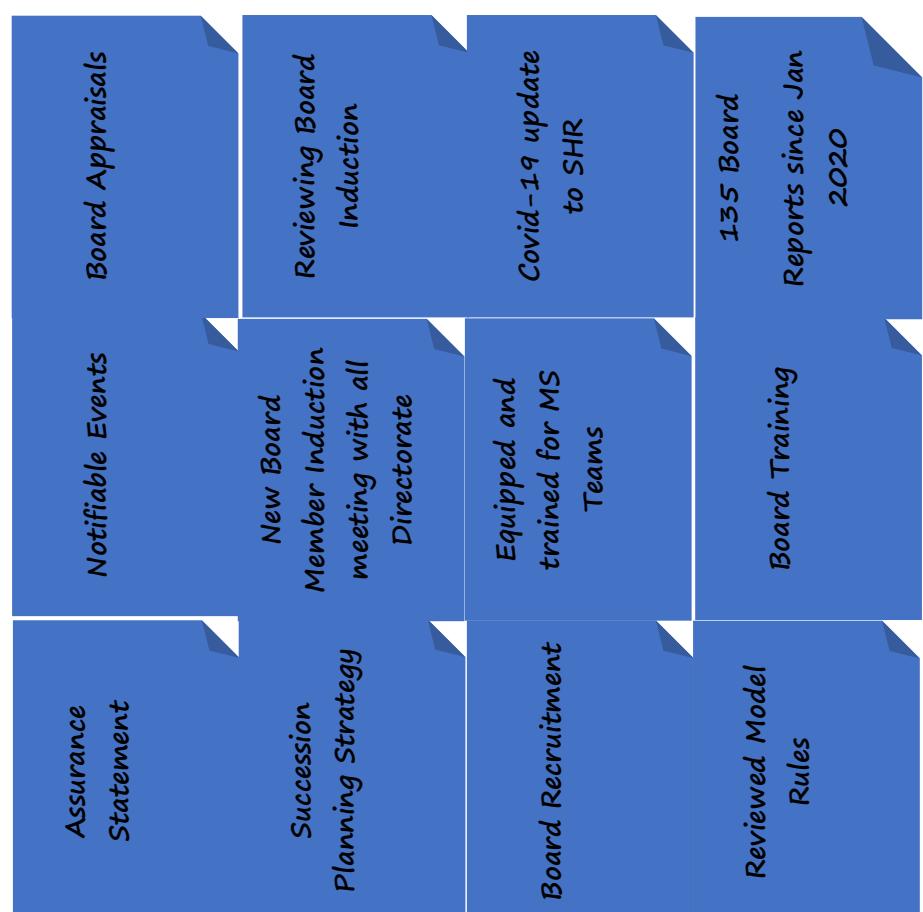
We have introduced 'DocuSign' which allows us to sign applicants up for properties without them having to come into the office. We can also use this for forms for both internal and external communication. This is something that has been introduced as a

	<p>result of Covid, but that will run well beyond Covid.</p> <p>A strategic objective for the organisation is to get to know our tenants better, to allow us to shape our services to suit. Over the next two years, it is our intention to survey our tenants using an external consultant. As part of our recent options appraisal, we appointed an external consultant to speak to some of our tenants to gather information on how we were performing as a landlord. We will use this information and speak again to these tenants if required on how we can improve our service and as a starting point to getting to know our tenants better.</p>
e.	<p>Financial Management and Risk</p> <p>Full accounting and control system in place as required by company law, best practice, and regulatory requirement. Financial regulations in place together with a range of policies to manage and control the transactions. Audit Sub Committee charged with monitoring risk within the Association. Review of the operational risk registers and the strategic risk register.</p> <p>Appropriate controls in place:</p> <ul style="list-style-type: none"> • External auditors for Association and all group companies. External auditors produced clean audit reports and again had no improvement points to include in the audit findings report. • Internal audit tender just completed and new auditors to complete audit needs analysis with an initial thirty-day internal audit per year allocated • Options appraisal completed this year to consider strategic future • Business plans prepared for all group companies with thirty-year projections for the Association • Annual budget projections and reports prepared for all group companies. • Completion of all relevant regulatory returns including Loan Portfolio Return, Five Year Financial Projections Return, FCA annual return, OSCR annual return, Audited Financial Statements return and Pension Strength Test. • Monthly management accounts produced, and results distributed to the management team. Regular reports of such to the Audit Sub Committee and the Board.
f.	<p>Viability</p> <p>Business plan and thirty-year financial projections produced for the Association, Business plan and projections produced for all the subsidiaries. Five Year Financial Projections return produced for SHR.</p>

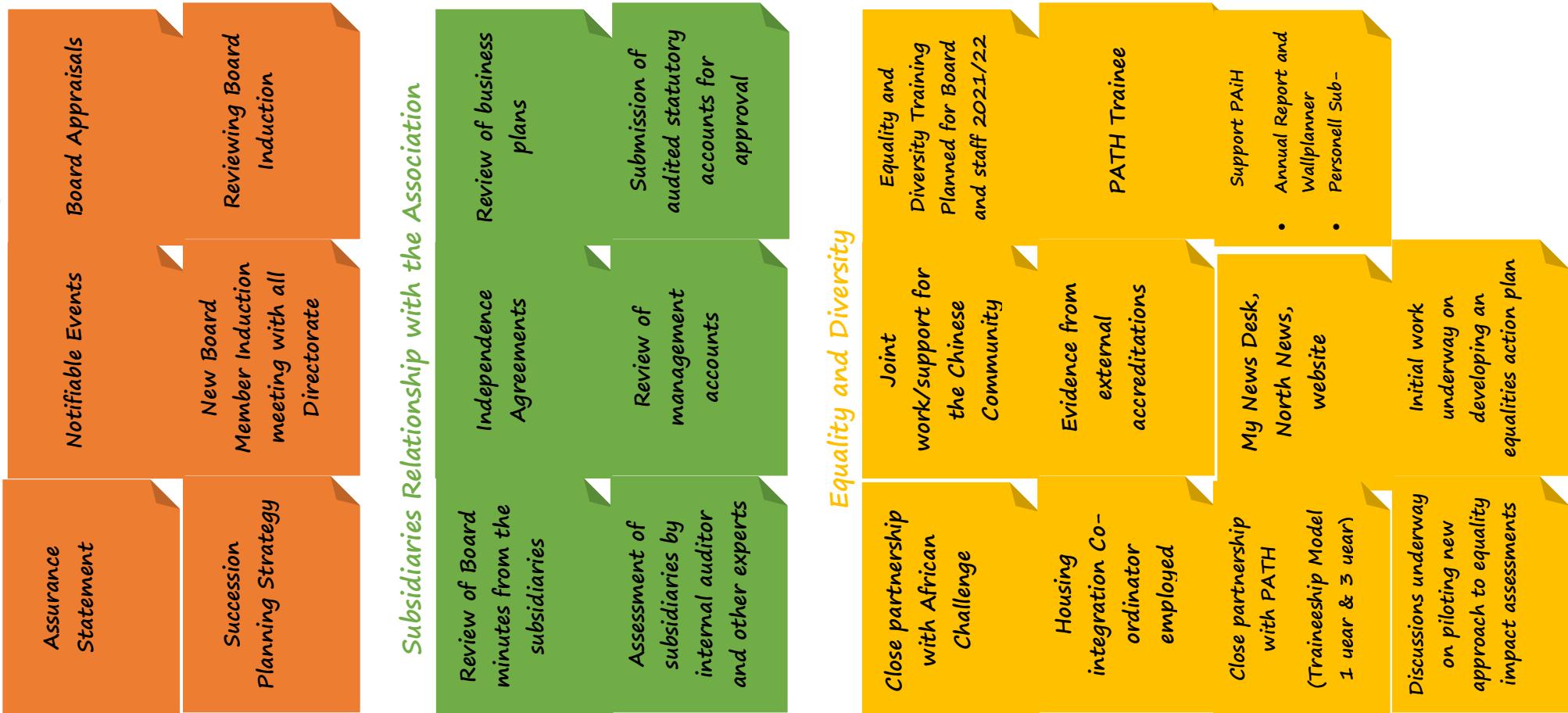
	<p>Value for Money strategy to be up updated fourth quarter 2021/22.</p> <p>Rent restructure proposals currently being reviewed with a view to consultations being done with a timeline for the decision on the 23/24 rent increase consideration. Rent affordability being reviewed as part of the process to understand which groups would be most affected by any of the proposals.</p>
g.	Equality and Diversity <p>The Association has continued to strengthen our partnerships with underrepresented groups in the community including organisations representing the BAME community. Amongst others, we continue to support Possibilities, African Challenge Scotland, Glasgow Afghan United, Positive Action in Housing (PAiH), PATH (Scotland) and the Chinese community in North Glasgow. This can be evidenced through the stories and features in North News, our media centre and the ng group website. The Association continues to provide a placement for PATH (Scotland) and when appropriate we will be working with them to recruit our next trainee on the PATH (Scotland) programme (3 years). Actions planned for 21/22 include developing an Equalities Action Plan which will include an annual report for the Board. Piloting a new approach to Equality Impact Assessments for inclusion in policies and procedures and training for Equality and Diversity training Board and staff.</p>
h.	Cyber Security <p>Full suite of virus protection programmes in place together with training to the staff on the cyber security threats that we could face and the methods of preventing risks to the Association. Among other methods we currently use:</p> <ul style="list-style-type: none">• SonicWALL log in to protect when logging in from outside the offices• Roll out of two factor authentications to enhance security• Dell advanced threat protection to verify and sandbox incoming messages and files• Cisco umbrella to review web threats• McAfee virus protection on the laptops• Egress software to ensure end to end encryption of out-going emails and files• Egress Defend to highlight higher risk emails coming in the way and to check the links of websites being opened• Updated server array and improved the uninterruptable power supply back up• Full back up system with fail over capabilities between the main and mirror servers• Regular enforced changing of passwords and control over history of passwords• Dual access protection on both sim card and mobile phone

	<ul style="list-style-type: none">• Cyber risk training at induction and regular refresher courses. <p>Data protection and FOI training. Use of qualified data protection consultant to assist with FOI and data protection requests.</p>
3.	Recommendation
	It is recommended that Board members APPROVE the contents of this report.

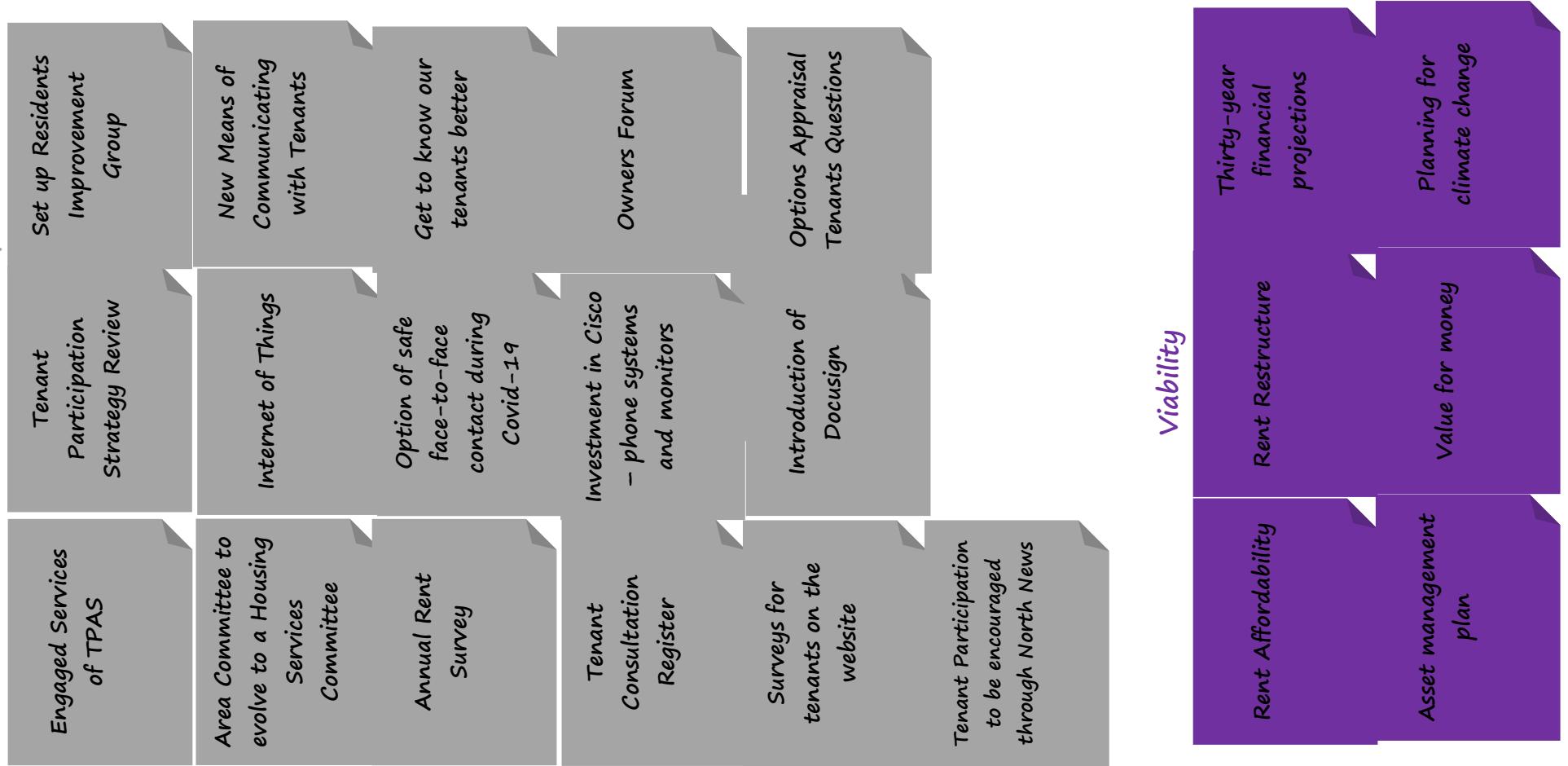
Board and Governance



Landlord Health and Safety



Tenant Interest and Participation





Item
3(b)

Special Board Meeting

For Approval

To: Board
From: Director of Corporate Services

SUBJECT: BOARD SUCCESSION PLANNING POLICY DATE 31 August 2021

1.	Introduction
	This is a new Policy that is being presented to the Board for approval.
2.	Reason for this Policy
	It is important that the Association is able to attract, retain and support the ongoing development of Board members to ensure that the Association's Voluntary management Board can function effectively and meet all its regulatory and legislative requirements.
3.	Risk
	Failure to follow this policy would lead to a high-level risk of a breakdown of good governance, failure to have effective office bearers or in the worst-case scenario the Association not having sufficient Board members to meet the requirements of our Rules and the SHR. Failure to plan for succession could have a detrimental impact across all the SHR's Standards of Governance and Financial Management and in particular could affect Governance Standard 6. The governing body and senior officers have the skills and knowledge they need to be effective.
4.	Recommendation
	Board to APPROVE the adoption of the Board Succession Planning Policy.



Board Succession Planning Policy

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1. Purpose

- 1.1. ng homes is a leading community-based Housing Association that provides housing and support services to almost 7,000 tenants and owners within North Glasgow. The Association is a registered Scottish Charity and a registered social landlord and is regulated by the Scottish Housing Regulator. Our customers are at the heart of our business, we are accredited with the Customer Service Excellence award and we strive to deliver a first-class service in all that we do.
- 1.2. Our vision is to create a community where people can flourish and prosper. To support the Association in achieving this it is important to focus on Board succession planning and to ensure that the Association has enthusiastic, committed and skilled Board members who have a passion for the North Glasgow community.
- 1.3. Board members at ng homes are part of a team that is responsible for the overall strategic direction of the business together with ultimate control of corporate governance and financial management.
- 1.4. The Association considers Board succession planning to be about pro-actively preparing the organisation for likely or inevitable changes in order to minimise future challenges and difficulties. This encompasses Board Members and Sub-Committee membership, and the office bearer positions of Chairperson, Vice-Chairperson and the Company Secretary. It also applies to the Chair and Vice-Chair positions for the Association's Sub-Committees.
- 1.5. The main goals of Board succession planning are:
 - to smooth the transition as Board members leave the Board and ensure that vacant positions are filled and skills/knowledge gaps within the Board are addressed.
 - To ensure that there are sufficient, suitably trained Board members in place for effective governance.
 - To ensure that there are suitably trained Board members available to take on office bearer positions within the Board.
- 1.6. The Board will discuss the make-up of the Board membership annually or more frequently if required and where appropriate will approach suitable potential Board members or conduct a Board recruitment drive to identify people, either tenants and/or independent Board members with the appropriate skills, knowledge and/or experience. This will enable the Association to meet the strategic objectives; fill skills gaps and ensure that the Association

- has sufficient Board members in place, in compliance with the Association's Rules and to meet its regulatory requirements.
- 1.7. The Association's Board Succession Planning Policy aims to secure the long-term viability of the organisation. As such the issues it addresses include:
- Ensuring that Board Members have the key skills and competencies required and how to retain these Board members
 - Identification of additional skills and competencies that need to be developed/attracted
 - Expected and unexpected Board member resignations/retirements and turnover over the Association's Business Plan period
 - Personal development and training plans for Board members
 - Anticipated growth and change of the Association
- 1.8. Succession planning is therefore a process for retaining; developing and recruiting Board members and staff to fill positions within the organisation, either in the short or the long term and to ensure future needs are met.
- 1.9. Given this key strategic link, the Board succession plan will be reviewed annually as part the Association's business planning and review process.

2. Policy Statement

- 2.1. This is ng homes' first stand-alone policy on succession planning and it formalises the Association's practice in this area.
- 2.2. Our primary accountability is to ng homes' tenants and service users and to the communities we serve in North Glasgow. We also acknowledge our wider accountability and relationships, for example with people seeking to use our services and with our funders, regulators and partner organisations.
- 2.3. Reflecting good governance, the Association's voluntary management Board will plan for and have a strategy for its own renewal with any planned Board recruitment being open and focused on creating a diverse, skilled and effective Management Committee. The Association therefore will systematically plan for identifying and training new Board members to succeed departing Board members, as well as to retain and to prepare its existing Board members for potential leadership positions on the Board (Chairs, Vice-Chairs etc.) if they so wish.
- 2.4. The Board, supported by the Chief Executive and the senior management team has responsibility to lead the organisation and it is therefore critical that Board members have

the right skills, knowledge and behaviours to meet the requirements of their role. This will support the achievement of the Association's strategic business objectives and is in line with SHRs Governance Standard.

- 2.5. This Policy will be supported by a Board succession plan, which will be reviewed on an annual basis.

3. Equality and Diversity

- 3.1. ng homes is committed to the principles of equality and diversity and will act in accordance with the terms of the Equality Act 2010 and the nine protected characteristics. This includes working towards a Board that is representative of the communities it serves and ensuring that everyone including under-represented groups have the opportunity to apply for Board membership.
- 3.1. Board members at ng homes have the opportunity to help shape the future of the services the Association provides for its tenants, residents and other customers in North Glasgow. In doing so the Association recognises that customers may have a variety of needs and that the needs of different groups/people may require to be satisfied in different ways. Notwithstanding this, what will be consistent is that people will be treated fairly and with respect in an environment that is free from discrimination and harassment.
- 3.2. Further detail on our commitment to equality and diversity can be found in the Association's Equality & Diversity Policy.

4 Compliance & Legal Requirements

- 4.1. This Policy will ensure compliance with the current regulatory requirements of the Scottish Housing Regulator (SHR) and OSCR (Office of the Scottish Charity Regulator), including the SHR's Regulatory Standards of Governance and Financial Management, in particular Standard 6 which seeks to ensure that the Board and senior officers have the skills and knowledge they need to be effective.
- 4.2. This Policy complies with current legislation in relation to equality and diversity and to data protection, and in particular the Equality Act 2010 and the General Data Protection Regulation (GDPR).

4.3 The removal or resignation of a Board member for non-personal reasons is a notifiable event and it will be dealt with appropriately.

5 Aims & Objectives

5.1 Board Succession planning is an ongoing process used by the Association to help achieve the following aims:

- To ensure ng homes takes a strategic approach to Board continuity and the development of Board members linked to the Association's Business Plan;
- That the Association strives to have a voluntary management Board that reflects the community that it serves
- To demonstrate how ng homes will plan for the future when dealing with Board member recruitment, retention and development
- To ensure that effective and efficient governance of the organisation is assured at all times through its well trained and knowledgeable Board
- To ensure that the Association is planning ahead and pro-actively responding to both the unexpected circumstances (e.g. Board member resignations, long term sickness etc.) and also expected circumstances (e.g. Board member retirements)

5.2 This policy has several objectives as follows:

- To ensure the Board members have the required skills, knowledge and behaviours to enable them to effectively carry out their roles. This relates to the process of annual Board appraisal and individual Board member reviews and links to the collective Board skills assessment and focused recruitment to address any skills gaps
- To ensure the Board, where possible, is representative of the community it serves. This demonstrates the Association's commitment to equality and diversity in all that we do;
- To ensure the Board receive appropriate learning and development; recognising that additional skills may be required. This demonstrates the Association's commitment to providing collective Board and individual development opportunities; and
- To identify potential internal successors to key positions and identify positions that may be required to be filled externally.

6 Benefits of Board Succession Planning

6.1 The benefits of good Board succession planning include the following:

- Encouraging a strategic approach to the way in which our Board Succession planning is linked to our Business Plan and strategic objectives
- Through open and fair assessment, identifying people with the potential for further development and/or the skills and knowledge to fill an office bearer position on the Board

- As the Association continues to change and evolve, the Board and staff team should also adapt to meet new challenges and opportunities. An effective Board will work closely with the Chief Executive and the Senior Management Team in particular. This is key to ng homes' ongoing success and as such Board and senior staff should have the appropriate skills, experience and drive to lead the strategic delivery of the organisation's mission and objectives.
- To deliver our vision, values, mission and strategic objectives, as detailed in the Association's Business Plan, the Association needs to be well run and well managed: led by the Board and supported by the Chief Executive (and Senior Management Team) who understand their governance responsibilities.
- The Board has ultimate responsibility for setting the overall strategic direction of the Association. The Board's central role is to direct the Association's work and to make decisions that are in the Association's and its tenants' best interests. The Board, therefore, needs to have the right number of people with the right skills and knowledge. The Association should work to retain existing members and where required attract new members. To support continued effectiveness, the Association will provide Board members with the opportunity to continually develop and learn through access to a variety of learning events including e-learning, webinars and conferences.

7 Board Succession Planning (Our Approach)

- 7.1 Our approach to Board succession Planning is designed to ensure that the Association is able to harness the skills and talents of all its Board members.
- 7.2 Underpinning our Succession Planning Policy is the concept of talent management. This refers to the ability to retain and attract skilled and dedicated voluntary Board members, who share the Association's vision and values, to harness the talent and provide ongoing development opportunities for Board members to meet current and future business objectives.
- 7.3 Training and learning and development are key factors in ensuring that Board members can contribute effectively to the business of the Association. ng homes Board members will be provided with the opportunity for personal and professional development including learning about the wide range of activities undertaken within a progressive, customer focused organisation operating within the Scottish housing sector. Board members will be able to use and develop a wide range of skills, knowledge and experience.

Achieving the above will require the following;

ng homes - Charity No: SCO30635

*Board Succession Planning Policy
New: August 2021 Next Review: August 2023*

- The Board identifying skills and competencies which are required in the future, whilst addressing any current skills gaps, etc. and ensuring the provision of relevant training and development for all Board members
- Ensuring that Board members have the necessary skills and knowledge to perform their roles effectively
- Ensuring any identified training and support needs are provided by the Association
- Encouraging attendance at forums, conferences and seminars, webinars or training sessions and Strategy Review as well as providing coaching, mentoring and a “buddy” system where appropriate e.g. for new Board members
- Ensuring that Board members are provided with equal opportunity for learning and development
- Providing a comprehensive induction programme for new Board members supported by appropriate resources;
- Developing an annual Board Training Plan taking account of matters arising from the annual Board appraisal and Board member reviews or changes in the sector etc.

7.4 Following the annual Board Appraisal and Board member reviews, a Board collective skills matrix will be developed and a succession planning review will take place with the outcomes linking into the development of the annual Board Training Plan. The annual Board succession planning review will assess the following:

- The future needs with regard to office bearer positions and the availability of people to meet these needs
- Identifying learning and development needs for each Board member
- Identifying skills and knowledge gaps across the Board
- Identifying Board members with potential for further development
- Checking that Board members are being developed sufficiently to enable them to fill future key roles effectively

7.5 To ensure the Association meets its policy aims and objectives as outlined in Section 5 above, on an annual basis the Board will:

- Review our strategic objectives on an annual basis as part of the annual review of our Business Plan. There will also be a mid-year review of the Business Plan.
- Assess how the strategic objectives will impact on existing and future Board resources
- Link our Board appraisal and Board member Reviews and any 9-year rule appraisals to the achievement of our strategic objectives

7.6 To support good governance the Board will also do the following:

- Ensure that the Association's Board members and staff have a good understanding of local issues; and
- Use demographic information obtained from the Association's Customer Surveys to compare the Board and staff profile with that of our customers to help us achieve a Board that is representative of the community it serves.
- Ensure that the Chairperson does not hold office for more than 5 consecutive years
- Once the Chairperson reaches 4 consecutive years, the Association will seek potential successors from within the Board members and provide appropriate those interested with appropriate training for the role of Chairperson
- Where possible, at the first Management Board meeting after the AGM, the Board should elect the office bearers, Chairperson, Vice-Chairperson and Secretary. It should be noted that the Vice-Chairperson will not automatically become Chairperson
- Where possible on an annual basis and for all Office Bearers (outwith the Chairperson), identify another Board member who will succeed to, or provide cover in the absence of that Office Bearer and provide these Board members with appropriate training and support

8 Recruitment of New Board Members

8.1 Whenever the Board deems it is required, people with the appropriate skills, knowledge of experience to be potential Board members may be approached or a more general Board recruitment drive will be undertaken. This will support the Association in identifying and recruiting people with the appropriate skills, knowledge and experience to meet the Associations strategic objectives and regulatory requirements, fill skills gaps and ensure Board member numbers comply with the Association's Rules.

In doing so the Association will seek to achieve the following:

- Make the best use of co-opting additional members during the year, as and when required, due to vacancies or to meet identified skills, knowledge or experience gaps within the existing Board.
- Any Board member positions to be advertised will be placed to maximise the exposure to all sections of the community.
- All applications for Board member positions will be assessed in a fair and transparent way with an agreed set of criteria being objectively applied to take account of any gaps in Board's collective skills/knowledge as demonstrated in the Board Skills Matrix produced as an outcome of the annual Board appraisal exercise.

8.2 A comprehensive Board Induction programme will be developed for new Board members. The Induction programme will be bespoke to the individual's needs however as standard it will include meetings with the Association's Chief Executive and Directors, information of the

work conducted by each of the departments and access to the Association's Policies including the Rules and Standing Orders. All new Board members will have access to appropriate training and development including e-learning modules.

- 8.3 All new Board members will be required to sign and abide by the Code of Conduct for Board members.

9 General Data Protection Regulations (GDPR)

- 9.1 We recognise the importance of data protection legislation in protecting the rights of individuals in relation to personal information that we may handle and use about them, whether on computer or in paper format. We will ensure that our practices in the handling and use of personal information during the processes and procedures outlined in this policy comply fully with data protection legislation. More information is available from our Data Protection Officer.

10 Other Related Policies

- Board Appraisal and Board Member Reviews
- Board Recruitment
- Board Induction Policy
- Membership Policy
- Rules
- Standing Orders
- Code of Conduct for Board Members
- Equality and Diversity

11 Equality Impact Assessment

- 11.1 This Policy is equally applicable to all and has no detrimental impact on protected characteristic groups as specified within the Equality Act 2010.

12 Policy Review

- 12.1 This Policy will be reviewed every two years or earlier in line with regulatory or legislative guidance/changes or good practice guidelines.

Appendix 1 Board Succession Planning; Timetable of related actions/events

Action / Event	Target Date
Annual review of Business Plan	May - June Staff and Board Business Planning Sessions October – November
Business Planning Mid-Year Reviews	November / October (Board Away Day)
Annual Board appraisal and Board Member Reviews	October/November
Annual Board Succession Planning Review	November
Develop the Annual Board Training Plan	November
Board Training / Awareness Events	Throughout the year
Recruitment of new Board members	(As required)
New Board member Induction	(As required)



Item
3(c)

Special Board Meeting

For Approval

To: Board
From: Senior Corporate Services Officer

SUBJECT: GIFTS, HOSPITALITY AND DONATIONS DATE: 31 August 2021

1.	Introduction																			
In line with our Policy on the above, the Board should receive a biannual report on gifts and hospitality given and received and on donations made by the Association/group subsidiaries.																				
The table below sets out relevant notifications provided to Corporate Services for the period covering 1 st October 2020 to 31 March 2021.																				
<table border="1"><thead><tr><th>1/12/2020</th><th>Pest Master</th><th>ngh</th><th>6 bottles of wine and 2 boxes of chocolates.</th><th>£60</th><th>Accepted</th><th>donated to staff draw</th></tr></thead><tbody><tr><td>1/12/2020</td><td>Unknown</td><td>ngh</td><td>2 bottles of whiskey, 2 bottles of vodka and 2 boxes of chocolates</td><td>£70</td><td>Accepted</td><td>donated to staff draw</td></tr></tbody></table>							1/12/2020	Pest Master	ngh	6 bottles of wine and 2 boxes of chocolates.	£60	Accepted	donated to staff draw	1/12/2020	Unknown	ngh	2 bottles of whiskey, 2 bottles of vodka and 2 boxes of chocolates	£70	Accepted	donated to staff draw
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2.	Recommendation																			
Members are asked to APPROVE this report.																				



Special Board Meeting

For Approval

To: Board
From: Director (Housing Services)

SUBJECT: HOUSING SERVICES COMMITTEE

DATE: 31 August 2021

1.	Introduction <p>Currently, the Area Committee is a Sub Committee of the Main Board. At this Committee, a wide range of Housing Services Activity is discussed at an operational level. The Committee is made up of tenants and owners, some being board members. The main board discuss strategic items, however, board members have expressed an interest in more operational activity, particularly during the Covid-19 Pandemic. In order to allow board members an insight into operational activities, it is proposed that the Area Committee is changed to a Housing Services Committee, made up fully of board members. This will allow more board members to be directly involved in the management of front line Housing Services.</p>
2.	What has been done to date? <p>The creation of the Housing Services Committee has been discussed at the Area Committee and any existing Area Committee Members who are not board members have been invited to join our newly established Resident's Improvement Group to ensure they continue to have an input into service delivery.</p> <p>Our Directorate Team have discussed the remit of the Area Committee with an external consultant in terms of best practice and it is proposed that the following would be taken to the new Housing Services Committee:</p> <ul style="list-style-type: none">• Housing Services Policies• Housing Services Performance• Areas of Improvement on Performance and Recommendations• Updates on what is affecting our service• Information on GEMAP Services• Information on ng2 Services (stair cleaning and garden maintenance)• Eviction Reports <p>(NB: this list is not exhaustive and will evolve over time)</p>

	<p>The Housing Services Committee would take place quarterly and the agenda would be more streamlined than the current agenda for our Area Committee, which will allow flexibility to discuss current issues with a more focussed approach on Areas of Improvement.</p> <p>The proposed Governance Structure can be found in Appendix 1.</p>
3.	<p>Next Steps</p> <p>In order to create a new Housing Services Committee, the standing orders require to be updated. We will also consult with Board Members on what they would like more information on at the Housing Services Committee.</p> <p>It is proposed that the Housing Services Committee is established following the AGM on 14th September 2021. An induction on Housing Services will be given to all board members.</p> <p>Performance of the Housing Services Committee will be monitored and the Committee will regularly discuss the content of future meetings and ways to improve the Committee to get the best out of the meeting for Board Members.</p>
3.	<p>Risk</p> <p>The risk of not implementing this change means that a minority of board members are involved in what is arguably the most important Sub Committee.</p> <p>In order for board members to be able to lead the organisation, it is important that they have a full understanding of the core Housing Service that we deliver to our customers.</p> <p>This complies with the Scottish Housing Regulator's Governance Standards, in particular:</p> <p>Standard 1</p> <p>The governing body leads and directs the RSL to achieve good outcomes for its tenants and other service users.</p>
4.	<p>Recommendations</p> <p>The Board are asked to consider the above and approve the change from the Area Committee to create a Housing Services Committee.</p>



Special Board Meeting

For Approval

To: Board
From: Director (Housing Services)

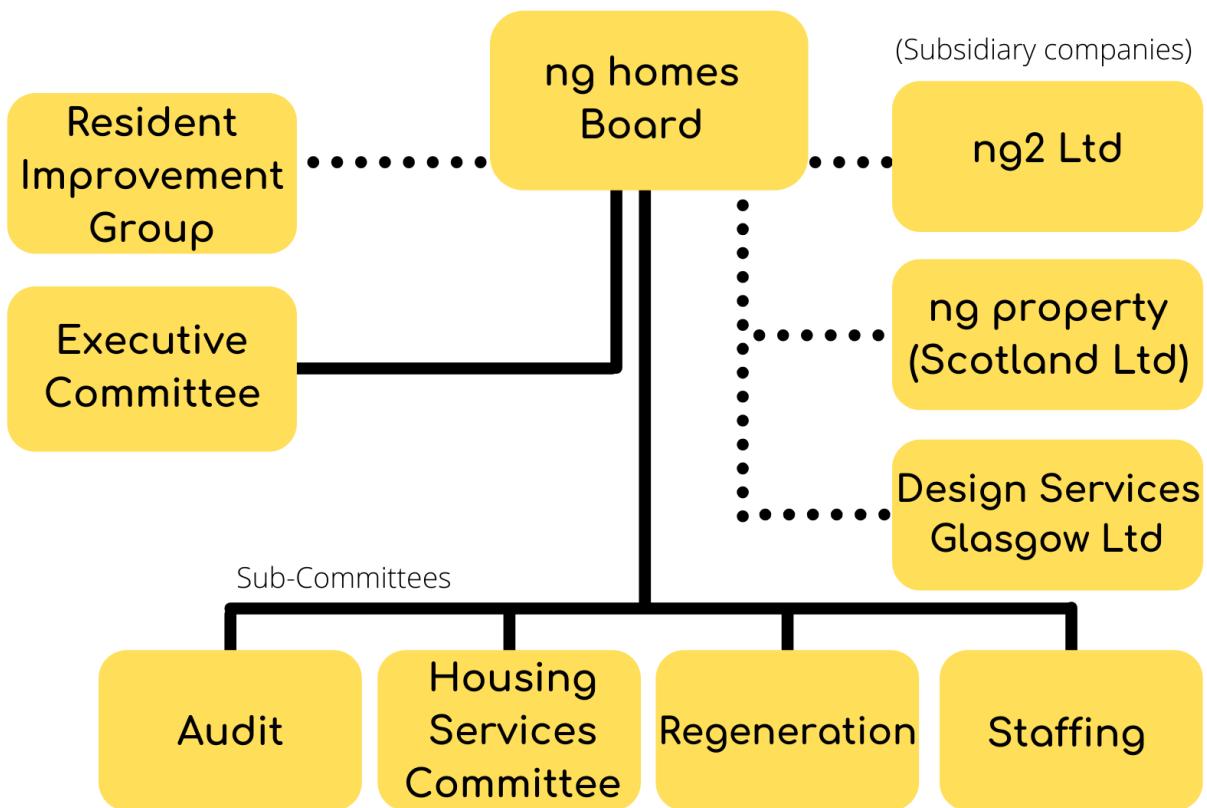
SUBJECT: RESIDENT IMPROVEMENT GROUP

DATE: 31 August 2021

1.	Introduction
	<p>The purpose of the Residents Improvement Group is to involve tenants and owners in performance scrutiny of ng homes services; therefore, embedding a culture of scrutiny within ng homes, empowering tenants, and strengthening connections between scrutiny and performance management/value for money. This scrutiny group will be called the Resident Improvement Group (RIG) and this group is included in the new Tenant Participation Strategy.</p>
2.	Recruitment of RIG and training
	<p>It was agreed that the RIG group should consist of both tenants and owners. To allow the group to scrutinise a wide range of services across the ng group.</p> <p>In addition to Area Committee members, we advertised for new members in North News and also through our twitter account. This resulted in a total of 10 people expressing an interest to join the group. Due to covid restrictions, the first meeting was held via Teams. 3 people advised that they were not comfortable using Teams and have asked to receive notes of the meetings until they are able to meet face-to-face.</p> <p>The first meeting involved an introduction to scrutiny and what the group was about. A menu of scrutiny subjects was created. It was agreed that as a first project, residents would like to look at the existing Tenants Handbook and how this can be improved.</p> <p>It is anticipated that each scrutiny project will take around 6 months to complete from start to finish. At the end of a scrutiny project, the residents will prepare a report with recommendations and present this to the ng homes Board. (See appendix 1) If recommendations are put in place, this will then be monitored for improvement by both staff and the RIG group.</p> <p>It is hoped that as the group becomes more established, more subjects or areas of investigations will be added to the menu of scrutiny. The RIG group will be fully supported by the TPAS Scotland worker.</p>

3.	Risk
	<p>It is important that we create a Tenant Scrutiny Group to ensure we comply with the Scottish Housing Regulator's Governance Standards, in particular:</p> <p>Standard 2</p> <p>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.</p>
4.	Recommendations
	<p>The Board are asked to consider the above and approve the creation of our Resident's Improvement Group.</p>

Appendix 1 – Proposed Governance Structure





Special Board Meeting For Noting

To: Board
From: Director of Corporate Services

SUBJECT: ANNUAL GENERAL MEETING (AGM) AND
SPECIAL GENERAL MEETING (SGM) **DATE: 31 August 2021**
14 SEPTEMBER 2021

1.	Introduction
	<p>This report provides members with an update on the plans for the upcoming general meetings scheduled to take place on 14 September 2021.</p> <p>Annual General Meeting (AGM)</p> <p>The Association's Annual General Meeting will take place at 6.00pm on Thursday 14 September 2021 at Saracen House, 139 Saracen Street, Possilpark. The Agenda and the associated paperwork for the AGM can be accessed at the following link; https://northglasgowha.sharepoint.com/sites/Committees/Shared%20Documents/Forms/AllItems.aspx?sortField=LinkFilename&isAscending=true&id=%2Fsites%2FCommittees%2FShared%20Documents%2FAGM%2F2021%20AGM%20Papers%2Epdf&parent=%2Fsites%2FCommittees%2FShared%20Documents%2FAGM</p> <p>Special General Meeting (SGM)</p> <p>A Special General Meeting (SGM) will take place immediately following the Association's AGM At 6.30pm on Thursday 14 September 2021 at Saracen House, 139 Saracen Street, Possilpark. The Business of the SGM is to present the Association's revised Rules to the Association's membership for approval. Marion Davis (BTO Solicitor) will be in attendance and will present a short summary of the main changes being proposed to the members. All of the related paperwork for the SGM including a copy of the revised Rules with the tracked changes and Marion Davis's report on the main changes being proposed can be accessed at the following link; https://northglasgowha.sharepoint.com/sites/Committees/Shared%20Documents/Forms/AllItems.aspx?sortField=LinkFilename&isAscending=true&id=%2Fsites%2FCommittees%2FShared%20Documents%2FAGM%2F2021%20SGM%20Papers%2Epdf&parent=%2Fsites%2FCommittees%2FShared%20Documents%2FAGM</p> <p>Health, Safety and Wellbeing</p>

	<p>Following the recent easing / removal of most legally imposed restrictions across the country as we move beyond level 0 it's important that we recognise that the pandemic is not over. Whilst the success of the vaccination programme is having a positive impact and providing good reason for optimism the number of Covid-19 infections remains high. Therefore safety and caution remain the watchwords and for the above meetings we have a number of safety related protocols in place to mitigate the risk to those attending. There will be a legal requirement for everyone to wear a face-covering at all times within the building unless they are exempt. We will be ensuring that we comply with the Scottish Government's Test and Protect guidelines, there will be separate access and exit doors and the meeting room in the Bob Allan Conference Suite at Saracen House will be laid out with seating 1m apart to ensure that personal contact is minimised and an element of social distancing is maintained during the proceedings.</p>
2.	Recommendation
	Members are asked to note the contents of this report.



PROJECT 1 - SARACEN STREET TENEMENTS BUSINESS CASE

GLASGOW NORTH STRATEGIC DEVELOPMENT FRAMEWORK

01 JUN 2021

Prepared by :
ARKA

GLASGOW NORTH STRATEGIC DEVELOPMENT FRAMEWORK



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1.0 INTRODUCTION

ARKA welcomes the opportunity to deliver the next phase of this consultancy project, following on from the successful completion and submission of the Glasgow North Strategic Development Framework response on behalf of **ng homes** in January 2021.

In the response ARKA explored how **ng homes** could take a lead role in delivering generational change via the outputs of the GNSDF. In particular, **ng homes** highlighted to Glasgow City Council (GCC) the need for early action and targeted delivery of projects to ensure that the momentum created by the publication of the GNSDF was not lost.

ng homes put forward three specific projects for early implementation and this draft Business Case will focus on the "Saracen Street Tenure Change" project.

2.0 BACKGROUND

ng homes stock on Saracen Street is a mix of one, two and three bedroom 4 storey sandstone tenements which are in relatively good condition however, there are a number of privately owned flats but the vast majority are leased for social rented accommodation.

ng homes rightly highlighted in its submission to GNSDF that 73% of residents in Glasgow North live in social rented accommodation and in order to change the demographics of the area, there is a need to find ways of changing the current tenure mix.

ng homes has already embarked on this journey on changing this tenure mix with its new build development on the site of the former Springburn Halls which will deliver 25 flats for mid market rent.



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3.0 HISTORY

Formerly known as Over or Upper and Nether or Lower Possil, the origins of Possilpark can be traced back to the 11th Century when it was known as Possel. Its history is potted by different owners over the centuries, however its legend as an industrial powerhouse was established when 100 Acres of land was acquired by Walter MacFarlane in 1872.

This acquisition was to expand his business, the Possil Foundry but it set the dynamics of the area we know today.

MacFarlane renamed the estate Possilpark, which grew from a population of 10 people in 1872, to 10,000 by 1891. MacFarlane oversaw the removal of all the woodlands and after creating railway access to his foundry, laid out the rest of the park land as a grid plan of streets and tenements, including naming the main street running through the new suburb "Saracen Street".

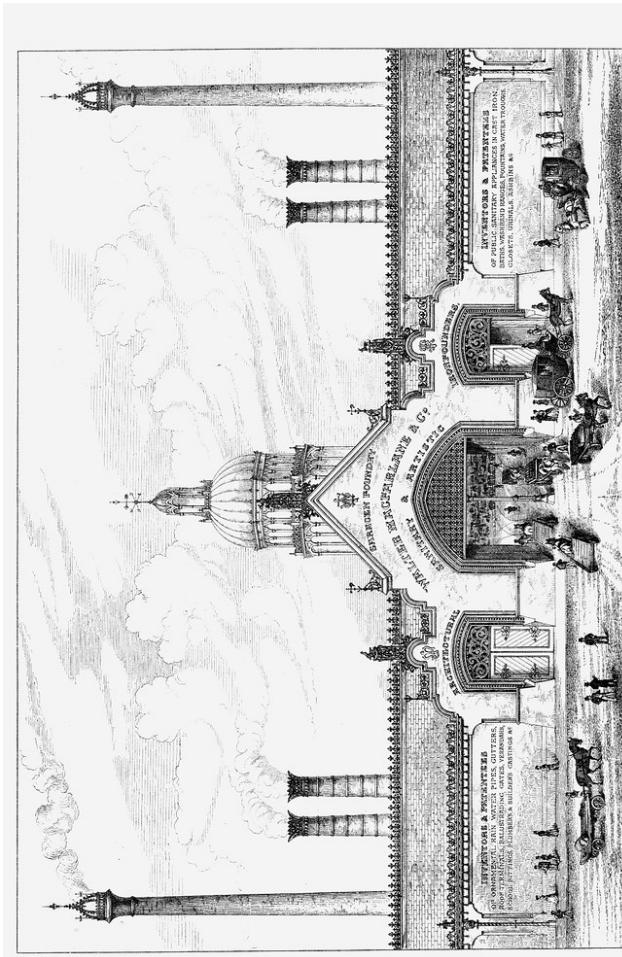
The grid layout of Possilpark was described by the then Glasgow Town Council as: “... one of the finest and best conducted in Glasgow, and the new suburb of Possil Park, laid out by them with skill and intelligence, is rapidly becoming an important addition to the great city.”

After World War II, the combination of the collapse of the British Empire, the move away from steam power and the adaptation of new designs and materials meant a vast decline in orders for Saracen's standard cast iron designs. The MacFarlane company

moved into standard foundry work, including being one of five foundries casting Sir Giles Gilbert Scott's classic K6 telephone box for Post Office Telephones. After a take over of the company in 1965, the works closed and the infrastructure was demolished in 1967. The foundry site is now mainly occupied by Allied Motors.

Saracen Street was and remains the focus of Possilpark, the fortunes of Possilpark reflect those of Saracen Street and the fortunes of Saracen Street reflect the prosperity of Possilpark, they are intertwined.

The proposed SSTC project therefore, is another important step in the history of Saracen Street and how it can lead to a tenure mix change in the extended Possilpark and Glasgow North Area.



WORKS, POSSILPARK, GLASGOW

4.0 MODERNISATION

In the 1980's, a comprehensive Tenement improvement programme was introduced across Glasgow, the sandstone properties in Saracen Street were refurbished and modernised by the local authority. This included new roofs, windows, kitchens and creation of internal bathrooms into flats. The flats were reconfigured to accommodate these new improved features, however in some cases it has led to awkward shaped rooms and poor layouts.

Nonetheless the improvements have been beneficial however the life cycle benefits of this programme are over 40 years old. Only the ongoing maintenance carried out by **ng homes** and **Ng2** has undoubtedly helped maintain the property in a fully lettable condition.



Saracen Street / NHS building / Print Works



Saracen Cross

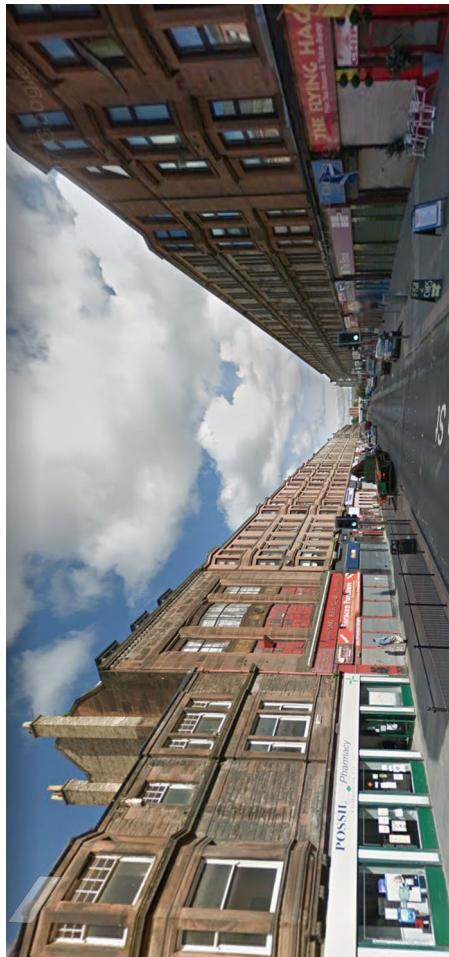


Saracen Street / Stonyhurst Street

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PROJECT 1 : SARACEN STREET TENEMENTS BUSINESS CASE

4.0 MODERNISATION



Saracen Street redsandstone tenements



Saracen Street redsandstone tenements



Saracen Street



Saracen Library

PROJECT 1 : SARACEN STREET TENEMENTS BUSINESS CASE

5.0 OTHER TOWN CENTRES IN GLASGOW

As part of this exercise, we have looked across the city at other Town Centres and their success or otherwise, and looked at the tenure mix of the flatbed accommodation above retail units.

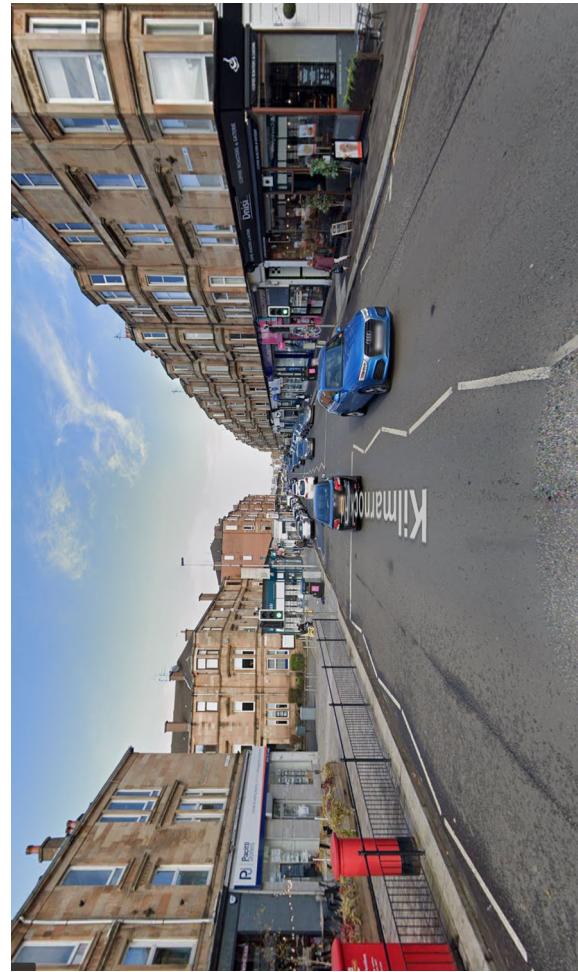
It is fair to say that not one size fits all and that in the main there are only three types of tenure that exist, owner occupation, private rented and social rented accommodation.

For instance looking at nearby Byres Road, where there tends to be a high quality of local shopping and hospitality provision the flatbed accommodation tends to be owner occupation, whereupon some of those units are let out a private sector rental accommodation. This was previously mainly for students attending local academic institutions, however this has changed somewhat with the provision of new purpose built accommodation on Beith Street and Kelvinhaugh Street which are a number of recently developed bespoke student accommodation schemes.

This private sector rented accommodation, formerly occupied by students has now been taken over by working individuals and families who might otherwise struggle to afford to purchase accommodation in the current rising market. It should be noted that rents in this area have risen well above the national average in recent years.

Maryhill Road is similar in many ways to the current situation in Saracen Street, where the vast majority of flats above retail units tend to be owned and let by a Registered Social Landlord (RSL) on the basis of social rented accommodation. Whilst Maryhill Road remains attractive to small retailers, this is in part due to the proximity to the Tesco Superstore which helps increase retail footfall in the area.

⁶ The type of retailer in Maryhill Road is more akin to the retail offering on Saracen Street rather than Byres Road.



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5.0 OTHER TOWN CENTRES IN GLASGOW

Looking farther afield we see similar tenure mix in Kilmarnock Road, Shawlands to Byres Road where there is a predominately owner occupied/private rented stock to Shettleston Road where there is a mix of RSL, Socially Rented stock interspersed with some entry level private sector rented accommodation.

This brief overview highlights that there are no similar comparisons to a town centre where the housing stock is let on a mid market basis. What is clear is that where owner occupation/private rent exists the retail and hospitality experience tends to be more attractive which probably reflects the level of spend. This is likely due to the disposable income of the owners and tenants who are generally in employment and have a larger disposable income.

This could be similar to the proposed tenure change model which **ng homes** is considering in Saracen Street. To qualify for a mid-market rental unit in Saracen Street, prospective tenants will have to be in employment within a pre-determined income band which, after rent and outgoings are paid, will leave a greater disposable income than perhaps currently exists. Assuming this is spent locally then it follows that an improved retail and hospitality offer will be delivered.



DRAFT 1

PROJECT 1 : SARACEN STREET TENEMENTS BUSINESS CASE

6.0 PILOT PROJECT

There are circa 440 number of residential units on Saracen Street in the ownership of **ng homes** with small number of units that are owner occupied, having been acquired at various stages under the right to buy legislation. See Image 1

Given the amount of tenement stock in Saracen Street, ARKA considers it would be impractical to move the entire housing stock from social rented to mid market rent at one time. ARKA recommends a pilot project is developed so that the level of investment required, latent tenant demand and the success of the move from social rent to mid market rent can be measured.

Having considered the various tenement blocks spread along Saracen Street, taking account of size, number of units and external physical condition, ARKA recommends the block which sits at the junction of Saracen Street and Balmore Road, as shown outlined in the attached plan Image 2 , should be adopted as the pilot project block.

ARKA considers this block gives enough scope in terms of unit numbers and individual close entrances to demonstrate the concept of mid market rent at a measurable scale.

Recommendations on the type of physical improvement works required to make this move from social rent to mid market rent is addressed later on in this document.

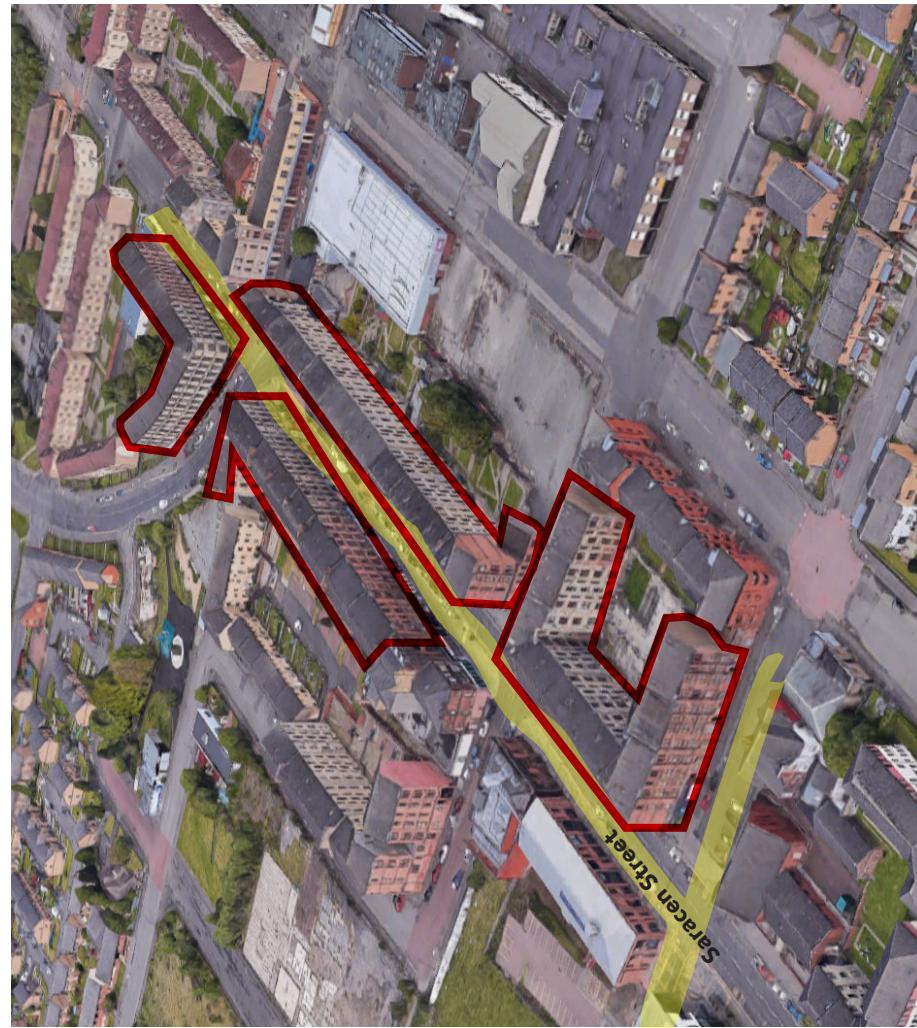


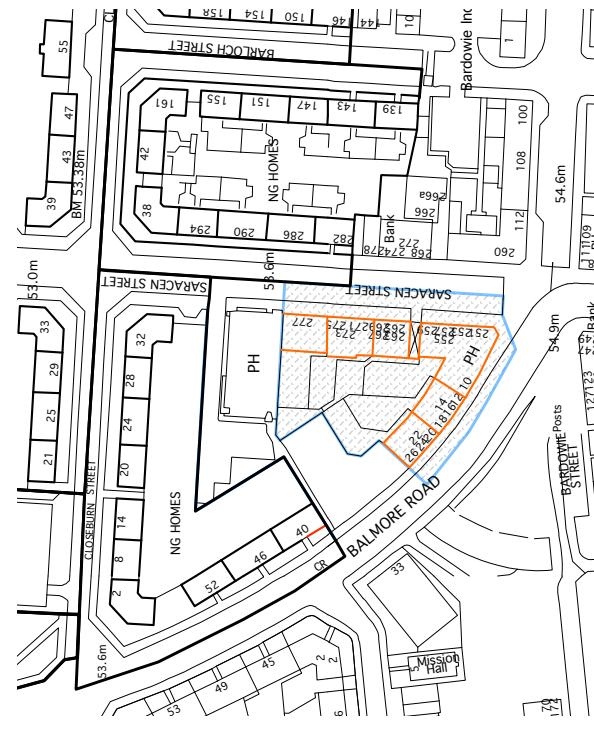
Image 1 : Saracen Street Tenements

PROJECT 1 : SARACEN STREET TENEMENTS BUSINESS CASE

6.0 PILOT PROJECT



Image 2 : Proposed pilot tenement project Balmore Road / Saracen Street



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7.0 INVESTMENT REQUIRED

Given the number of years since the stock modernisation programme it is recommended that **ng homes** should consider a comprehensive refurbishments is undertaken prior to re-marketing for mid market rent. This investment will deliver increased rental return and will undoubtedly make the flats more attractive to individuals and families, in employment, who will be paying their own rent.

Sigma Capital Group PLC carried out a 3 stage research project entitled **The Rental Experience: Setting the Standard** in June 2020 on the attitudes of property renters into what makes a rental property attractive. Over 1000 tenants took part in Stages one and two with 2000 participants involved in Stage 3.

Of those respondents, **82%** noted that having a good quality kitchen was important in choosing a rental property. **29%** indicated that an en-suite was also something that they considered beneficial whilst **86%** said location was important.

What is clear from the overall Sigma Capital Report, is that the expectation of tenants who pay their own rent is high.

Therefore, it prove to be beneficial that comprehensive improvement programme is put in place to install new kitchens, sanitary ware, decoration, floor and window coverings. Included in the scope of works should be improved entrance doors/features, security measures including door entry camera systems, new gutters, downpipes any outstanding fabric repairs and internal remodelling where required.

In addition to these recommendations, ARKA considers that connectivity is important and would recommend that WiFi is provided in each apartment, with the charge covered within the monthly rental and/or service charge. On the basis that this recommendation is accepted by **ng homes**, ARKA further recommends that a smart home app is adopted with a number of the sockets and light switches being converted to smart technology.
50

In particular this should be used in all areas where appliances are used so that tenants can monitor their expenditure on utilities. These Apps can be purchased at little or no cost and linked to a number of sockets in each apartment.

ARKA has looked at a number of proposed Build to Rent schemes being proposed across some of the UK major cities and have noted a clear move to smart in home technology. Early research by ARKA indicates that these are not expensive to acquire and install however the benefits in utility management is significant.

As the proposed move from social rented to mid-market rented accommodation is still within the overall scope of GCC's Affordable Housing Policy, funding for these improvements should be sought from Glasgow City Council Housing Services. It is considered likely that GCC will support such proposals in principle, albeit a more detailed analysis of costs will be required. Some of this is noted in the next section of this report.

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8.0 DISCUSSIONS WITH GLASGOW CITY COUNCIL

9.0 DELIVERY VEHICLE

Given the extent of the agreed brief, ARKA has only had preliminary discussions with Glasgow City Council. These discussions have centred around the 3 projects included in this overall commission.

ARKA considers that these preliminary discussions have been well received by the GCC who have indicated an initial willingness to participate in delivering all 3 projects. In this discussion ARKA specifically asked about whether grant funding could be made available for the Saracen Street mid-market rent project and again early indications from GCC were positive. Clearly much more discussion is required and ARKA confirms that it is willing to continue those discussions should **ng homes** wish to instruct us accordingly.

During these discussions, GCC raised the issue of a separate delivery vehicle being used by **ng homes** to deliver these mid-market units in Saracen Street. This is discussed below.

GCC further advise that the previous joint research carried out on behalf of **ng homes**, Queens Cross HA and Maryhill HA by North Star Consulting & Research is updated in relation to current demand for flats on Saracen Street for Social Rent.

ARKA recommends that **ng homes** carries out this work internally as an addendum to the report, highlighting the current low demand for these units for social rent. Officers in GCC have indicated that this information will assist them in considering the mid market rent proposal and the availability of necessary grant funding.

ARKA's preliminary discussions with GCC have gone well. One of the suggestions that has arisen during these discussions, from GCC, is the potential for another company, a subsidiary of **ng homes** being formed to own and manage the mid market rental properties in Saracen Street.

In a similar way to the Wheatley Group who have established Lowther Homes, **ng homes** could create a distinct property company which deals exclusively with mid market rental properties.

The advantage of this approach is to create a recognisable brand which is known for its product. Whilst this approach is primarily for the Saracen Street project, clearly as tenure mix changes occur in the overall **ng homes** estate, the opportunity exists to transfer all of the mid market units to the new entity.

Legal advice will require to be taken to consider the best practical legal vehicle for such an approach, one that maximises any tax benefits and allows for receipt of public sector grant subsidy.

GCC has indicated a willingness to work with **ng homes** as it explores options.



PROJECT 1 : SARACEN STREET TENEMENTS BUSINESS CASE

10.0 TIMEFRAME

From our research ARKA considers that both tenant requirements and market conditions are changing rapidly within the city. The availability of rental properties throughout Glasgow is limited due to lack of supply. COVID restrictions on the construction sector has limited supply of new build properties and started to create a housing bubble in the city with high demand and limited supply.

Tenants who are in rented accommodation in order to save for a mortgage deposit with a view to acquiring their own property have very limited options which is leading to those tenants staying longer in rented accommodation than perhaps they would normally choose.

It is unclear how long this lack of new build housing supply will last but clearly demand is outstripping supply and ARKA considers this is likely to remain the case for the foreseeable future. ARKA has also noted that 3 new Build to Rent planning applications have recently been submitted to Glasgow City Council, which combined will deliver in excess of 1,000 new build mid to full market rent properties in the city.

Therefore, assuming **ng homes** agree with the suggested approach in this report, ARKA would recommend that early action is taken to begin "draining down" the blocks at the corner of Saracen Street and Balmore Road with a view to taking forward the pilot project outlined above.

ARKA would further suggest that **ng homes** considers immediately commissioning condition surveys across all of the flats to be included in the pilot project in order to create an action list of improvements that must be carried out prior to letting for mid market rent. This would also inform costs for ongoing negotiations with GCC for grant subsidy.

These surveys would address the improvements outlined previously in **Section 7**.

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11.0 PROPOSED TENANCY CONDITION

ARKA has undertaken extensive research with regard to tenant expectations from rented property. We have noted some of our findings within Section 7 of this document.

As part of the move from social rented to a mid market rented property, ARKA would recommend that tenancy conditions are amended to reflect that change. In particular the behavior of tenants and what is expected of them should be reflected in an agreement between the Landlord and Tenant.

The reason for this suggestion is to improve anti-social behavior and to empower tenants to take a more active role in maintenance and behavior within their properties. ARKA considers, having regard to the research mentioned above, that by increasing the monthly rent to a mid market level, tenants will expect more from their Landlord and vice versa.

ARKA would further recommend that there should be "red line" boundaries relating to behavior and maintenance where it would, rather than could, lead to a termination of the Tenancy Agreement. ARKA would specifically recommend that this approach should be subject to appropriate legal advice.

In relation to rent, ARKA has only found 2 current mid-market rented properties that are available through either Link or New Gorbals Housing Association. These are being offered at a monthly rent of £588.88 per calendar month with a deposit of one month advance rent. Both of these units are new build two-bedroom units, one in Dalmarnock and the other in Laurieston.

In respect of both apartments, the tenancy is aimed at those in employment with an income band of between £21,000 to £40,000 per annum.

ARKA would recommend that **ng homes** adopts the same approach on both employment and income band, however ARKA recognises that even with improvement to properties in Saracen Street, they are not of the same standard of bespoke new build accommodation. On that basis ARKA considers that the monthly rent should be set at somewhere between £425 - £475 per calendar month for a two bedroom apartments.



12.0 MAINTENANCE AND FACTORING

ARKA's research confirms that tenants, who pay their own rent generally expect both better accommodation and a specific standard of maintenance.

ARKA would therefore recommend that **ng homes** or the new delivery vehicle in **Section 9** of this document employs NG2 to prepare a full maintenance schedule for these units that reflects their mid-market rental status. The costs of this maintenance should be reflected in a service charge applied across all units.

ARKA further recommends that as "quid pro quo" tenants should also be expected to maintain common areas to a specific standard and that failure to adhere to these standards could be considered a breach of the overall tenancy agreements.

Maintenance of the overall common areas is important. Prospective tenants will want to see the improvement in the condition of the housing stock and will want assurance that with the new proposed tenure, a high standard of maintenance is delivered.

13.0 CONCLUSION AND RECOMMENDATION

ARKA considers that **ng homes** proposal to change the tenure of accommodation in Saracen Street is both deliverable and welcome. As noted in the introductory section of this document, Saracen Street is an important part of Possilpark's history.

ARKA recognises that Saracen Street, whilst well served by small retailers is in need of improvement and the possibility exists to create a new "destination" in the Glasgow North.

- ARKA welcomes the Saracen Street Business Improvement District (BID) and looks forward to seeing much needed storefront improvements. Aligned to this is the proposed "Avenues" approach being promoted by GCC which will see more pedestrianisation of the streetscape. ARKA considers the move to mid market residential units would complement these improvements.

- ARKA notes there is a need for improvements to the existing housing stock, however preliminary discussions with GCC indicate a willingness to explore and support such proposals. In order to achieve this change, ARKA recognises and recommends a phased approach starting at the block of the corner of Saracen Street and Balmoral Road. This would allow for evaluation at a specific point in the future which would allow **ng homes** to make a decision on whether to extend this approach across the whole of Saracen Street tenemental stock.

- ARKA recommends a set of key indicators are prepared, in conjunction with GCC, to measure success upon which any evaluation can be based.

ARKA is based in Glasgow North and supports **ng homes** in its efforts to transform this area. Currently tenure options are limited for residents in Glasgow North and this proposal, once delivered, will allow greater flexibility for those residents who wish to remain in a vibrant area of Glasgow, but who cannot find appropriate accommodation.



ARKA & PARTNERS
CANAL HOUSE
2 SPEIRS WHARF
GLASGOW | G4 9UG

MOB: 07590 548 623
EMAIL: ARTAN@ARKACO
WWW.ARKACO





PROJECT 2: NORTH POSSIL PARK DEVELOPMENT OPPORTUNITY

GLASGOW NORTH STRATEGIC DEVELOPMENT FRAMEWORK

22 JUN 2021

Prepared by :
ARKA

GLASGOW NORTH STRATEGIC DEVELOPMENT FRAMEWORK



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PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

1.0 INTRODUCTION

This document explores the potential of a strategic development opportunity in the area of Possilpark. The site is North of Saracen Street bounded by Balmore Road, Hawthorn Street and Ashfield Street in addition to the area around Balmore Square.

The development site, shown on the attached plan at Appendix 1, extends to approximately xxxx ha (xxx acres) or thereby, and ARKA suggests its working title is "North Possilpark Strategic Development Opportunity".

2.0 BACKGROUND

The Glasgow City Development Plan (CDP) was adopted on 29th March 2017 and it sets the statutory policy framework for directing and informing investment in Glasgow for the next ten years. The Plan interprets and applies local and national priorities to the City's spatial context within the principle aim of making the city a more successful place for all of its residents, workers and visitors. The Plan contains two overarching policies which are designed influence how it is used by all stakeholders and to cement the key principles of the Plan's 'place-based' approach. The first policy is the CDP1 Placemaking Principle which informs how we should approach new development based upon an understanding of, and response to, place. The second is the CDP2 Sustainable Spatial Strategy.

One of the key elements of CDP2 is the identification of spatial priority areas across the City where additional guidance is required in areas of major change across the City.

In terms of priority, the current focus of the City Council is on the development of the SDFs as these represent the most significant areas of change and opportunity across the City. The 6 SDF areas are:

- City Centre
- Glasgow North
- Govan/Partick
- Greater Easterhouse
- Inner East
- River Clyde Development Corridor

The SDF areas were identified as part of the development of the CDP, via an analysis of social, environmental and economic data and this process was tested through the CDP consultation programme to ensure the principle of SDF priority areas was supported and arrived at through a robust analytical process. Further background information on this process can be found here.

Once adopted, SDFs will provide a strategic framework to guide future regeneration, development and investment decisions in these areas. They will address key issues and inform the best use of resources. They will provide core information to guide the development of future business cases, funding bids, briefs for more detailed masterplans or site guidance and development activity, as well as the framework for development application decision making. This will translate into the action programme for delivering each SDF on the ground. Each of the SDFs will be underpinned by the Placemaking Principle of the CDP. Once adopted, the SDFs will have the status of statutory supplementary guidance.

PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

3.0 GLASGOW NORTH STRATEGIC DEVELOPMENT FRAMEWORK

Following the Council's publication of the GNSDF in October 2020, **ng homes** commissioned ARKA to prepare a response on its behalf which captured the ambitions of **ng homes** and its local partners and stakeholders.

That response was submitted to the **ng homes** board in January 2021 where it received a positive response prior to its formal submission to GCC in late January 2021.

A copy of the submission is attached for ease of reference at Appendix 2. This site was identified in that submission as a major development opportunity with a focus on mixed use development. Initial feedback from GCC has been positive although the way in which any development compliments the current housing tenure on Saracen Street will be important.

PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY**4.0 UPDATE ON GNSDF'S ACROSS GLASGOW**

A significant amount of research and background analysis has already taken place by GCC which will help to inform the development the SDFs. This has involved a variety of approaches including SWOT analysis, design charrettes, survey work and stakeholder engagement, much of which has already been informed by engagement with local communities.

The SDFs are being delivered in phases to ensure that appropriate resources are directed to their preparation.

The River Corridor Development Framework SDF, Govan-Partick SDF and, most recently, the City Centre SDF are now complete and, following submission to the Scottish Government, have been adopted as statutory Supplementary Guidance to the City Development Plan.

It is intended to report separately on the delivery of the respective Action Programmes associated with these SDFs and the subsequent SDFs on adoption.

A report on the Govan Partick SDF was submitted to the Council's Neighbourhoods, Housing and Public Realm City Policy Committee at its meeting on 9th March 2021. Given the importance of these documents and the delivery plans, GCC reports that once adopted, annual reports will be made to Committee to keep members advised of progress.

The next SDFs to be delivered will be:

- Glasgow North SDF
- Inner East SDF



PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

5.0 ADOPTION OF GNSDF

Prior to the adoption of the GNSDF, the Council is required to carry out public consultation. Details of the consultation and the final versions of the SDFs are submitted to the Scottish Government to ensure the process meets statutory requirements.

Glasgow City Council Neighborhood and Regeneration Services (NRS) has now submitted its initial report to the Neighborhood's Committee advising that the final version of the Glasgow North SDF will be presented back to Committee for approval prior to submission to the Scottish Government for adoption as Supplementary Guidance to the City Development Plan.

The report did not give an indicative timeframe for this reporting back however, it is imperative that **ng homes** continues to liaise with GCC and work towards producing outline plans and actions plans which will hopefully be adopted as part of the process outlined.

Whilst we do not have a date for adoption, the submission made by ARKA on behalf of **ng homes** will form the basis of the statutory development plan for Glasgow North when adopted. The positive reaction from GCC on the submission give ARKA confidence and impetus to continue to progress with development proposals at pace. ARKA recognises the need for ng homes to continue to liaise with GCC as the process develops.

6.0 DISCUSSIONS WITH GCC

As part of the initial brief to ARKA it was agreed that informal discussions should take place between ARKA and GCC. These discussions have now been initiated and a series of early actions agreed including the delivery of this project.

For instance, the site bounded by Hawthorn Street, Saracen Street and Mansion Street which is in the ownership of Ogilvie Homes (known as Ogilvie Site) is an early priority of GCC's for receipt of Regeneration Support for Partnership Grant to enable that site to be developed. However, in order to create the necessary volume of housing units for low-cost ownership, Ogilvie need to acquire the current **ng homes** housing stock and the land on Mansion Street owned by GCC to deliver a proper and expanded strategic development scheme.

GCC has confirmed that **ng homes** will have to negotiate a price with Ogilvie and be content with the design of the proposed new development. Patrick Flynn the new Director of City Development has agreed that a subsequent report would be presented to the appropriate Committee of GCC which effectively dealt with wider issues in unlocking this site.

This report will include details of:

- **ng homes** having the right of pre-emption over all Council land in this area as and when it becomes surplus;
- approaching the Scottish Government to change the land protocol to enable (following demolition) the current housing stock land remaining with **ng homes** given that the intention is to repurpose the land for either different tenure or a complimentary use.

Mr Flynn further indicated that he agreed with the masterplanning approach suggested by **ng** in the GNSDF response and indicated that Mr Raffaele Esposito of GCC NRS would be leading from a GCC perspective and agreed to facilitate an early meeting between **ng homes** and ARKA.



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PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

Initially the discussions around this site included the potential to include all or part of the Allied Vehicles site, north or Hawthorn Street. This was due to the potential relocation of that business to a new purpose built facility. However, following some initial business planning, the Board of Allied have taken the decision to remain in-situ and investigate partial on-site redevelopment.

Whilst it is disappointing that the larger area is not part of a significant development opportunity, in many ways the decision by Allied has allowed for a greater focus on what can be delivered and the appropriate boundaries of the NPDO.

In the submission to GCC for the GNSDF, this entire site was identified by ng homes as a mixed-use development opportunity and even with the change in scale, due to Allied's change in circumstances, it is still recommended that ng homes pursues the creation of a mixed-use development with a focus on retail, commercial, residential owner occupation and mid-market rental residential properties.

This is still a significant site in the city and one where ARKA considers a strong market opportunity exists.

The commitment given to ng homes by GCC to deal with not only Council owned land but also land owned by third parties along with approaching the Scottish Government to resolve the clawback issue, essentially facilitates the initiation of more detailed design work to begin.

The initial outline sketches prepared by ARKA are attached to this document at Appendix 3 which merely starts to highlight the size, scale and massing opportunities that exist in this location.



PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

8.0 OGILVIE SITE

As noted above, ARKA facilitated initial discussions with GCC which led to a subsequent discussion between ng homes, Ogilvie and GCC.

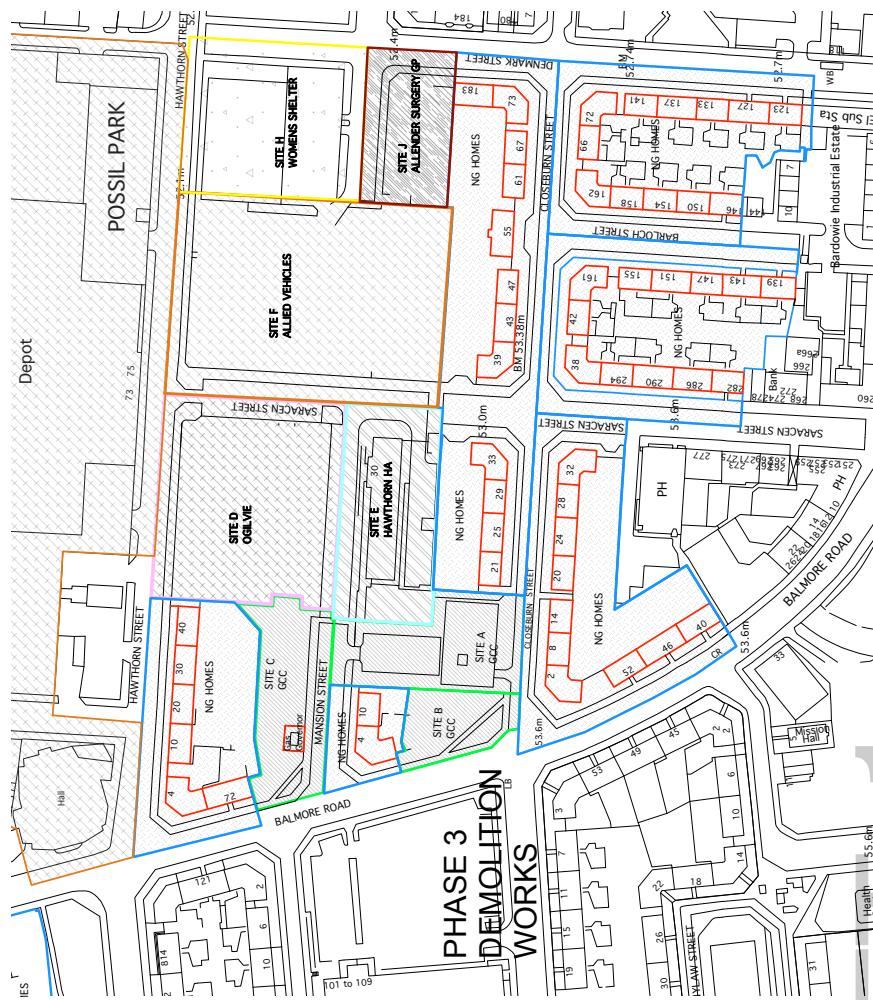
Subsequent discussions confirmed that GCC and Ogilvie require the key site in ng homes ownership at the corner of Hawthorn Street and Balmore Road to make any development work both in terms of location and height and massing which is likely to be greater at the corner than towards the rear of the site. **ng home** land is therefore the key to unlocking this site.

Assuming that Ogilvie are able to agree a valuation with ng homes for its land asset this development can proceed however, given ng homes intentions for the rest of the NPDO it is imperative that a design brief and subsequent design solution for this important main frontage/corner location is delivered to the satisfaction of ng homes. Failure to achieve a suitable design could impact negatively on the proposed mixed-use development within the larger **ng homes** land holding in North Possilpark.

It is also critical to the success of the wider masterplan that Ogilvie are held to the concept of low-cost home ownership. ARKA would further suggest that during the negotiations over land value, ng ensures that a clause is inserted in any disposition between Ogilvie and future property purchasers that prevents the properties from being let or sub-let. This will ensure that the original purpose of the grant funding from GCC is also met.

Given the overarching aim of ng is to improve the socio economic opportunities in Glasgow North and to change the balance of tenure mix, the appropriate disposing of these units to purchasers has to be of benefit to **ng homes**. It is suggested a draft Development Brief is jointly agreed by all parties to help ensure all benefits of the site are delivered.

Much of what can be delivered within the NPDO may be defined by the design quality, scale and massing of the proposed Ogilvie Development, so again ARKA recommends there is ongoing dialogue between the parties and perhaps the setting out of a Draft Brief by **ng homes** and GCC will help ensure Ogilvie understands the expectations of the ng board.



PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

9.0 SUMMARY AND CONCLUSIONS

This document and the commission within which it sits is part of a process to take ng homes towards the creation of a significant development opportunity in North Possilpark. ARKA has facilitated the necessary discussions with GCC and reaffirmed our view on the extent of the NPDO and the best proposed land uses going forward.

ARKA would recommend the next stage of this work would involve a detailed masterplan and initial discussions with agents and developers who have a track record in delivering residential and retail opportunities in order to explore market demand.

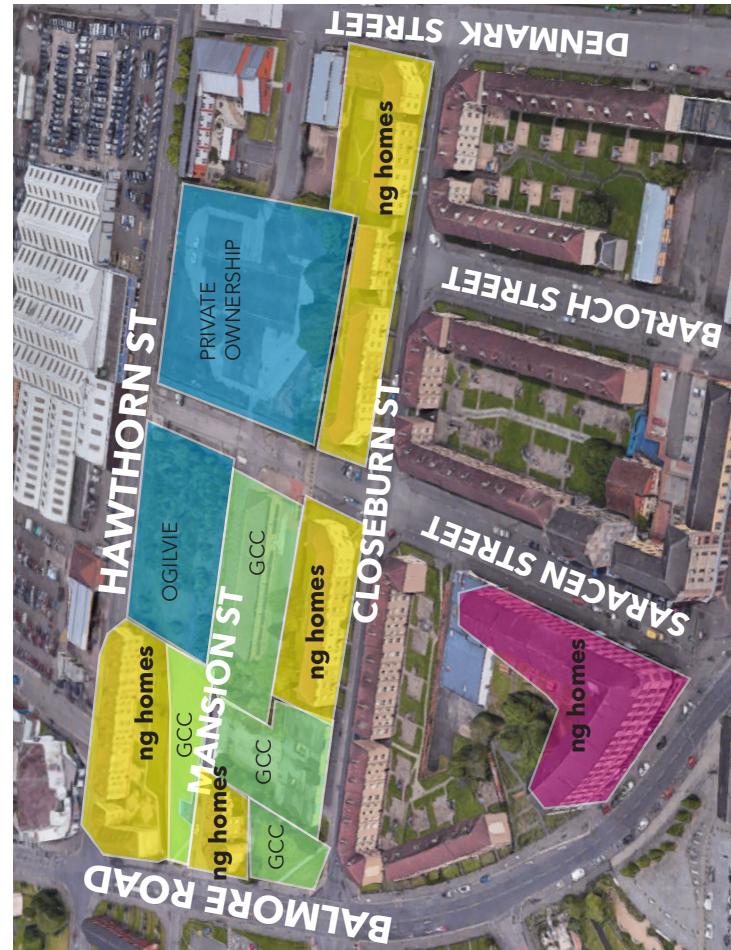
ARKA also considers the early appointment of a development partner should be considered. Bringing a developer on board with a track record of both retail and residential development and with proof of funds would help accelerate the delivery of the NPDO in relatively early course.

ARKA welcomes the proposed agreement with Ogilvie which could act as a catalyst for development in the NPDO, however we consider the recommendations contained within this report pertaining to design, scale, massing, tenure and future letting controls should be accepted in full. This could be done by way of a Draft Brief and a subsequent Minute of Agreement. ARKA would recommend early legal discussion on any such agreement.

This is an exciting development opportunity and provides a significant opportunity to transform the fortunes of Possilpark. The delivery of a masterplan in conjunction with GCC is imperative. Equally important is the procurement of a suitably experienced development partner who can demonstrate a strong track record and the availability of funds. ARKA considers that it is best placed to support ng homes in this regard, given our extensive history in working with ng homes in the development and submission of the GNSDF and the detailed work being carried out in this submission.

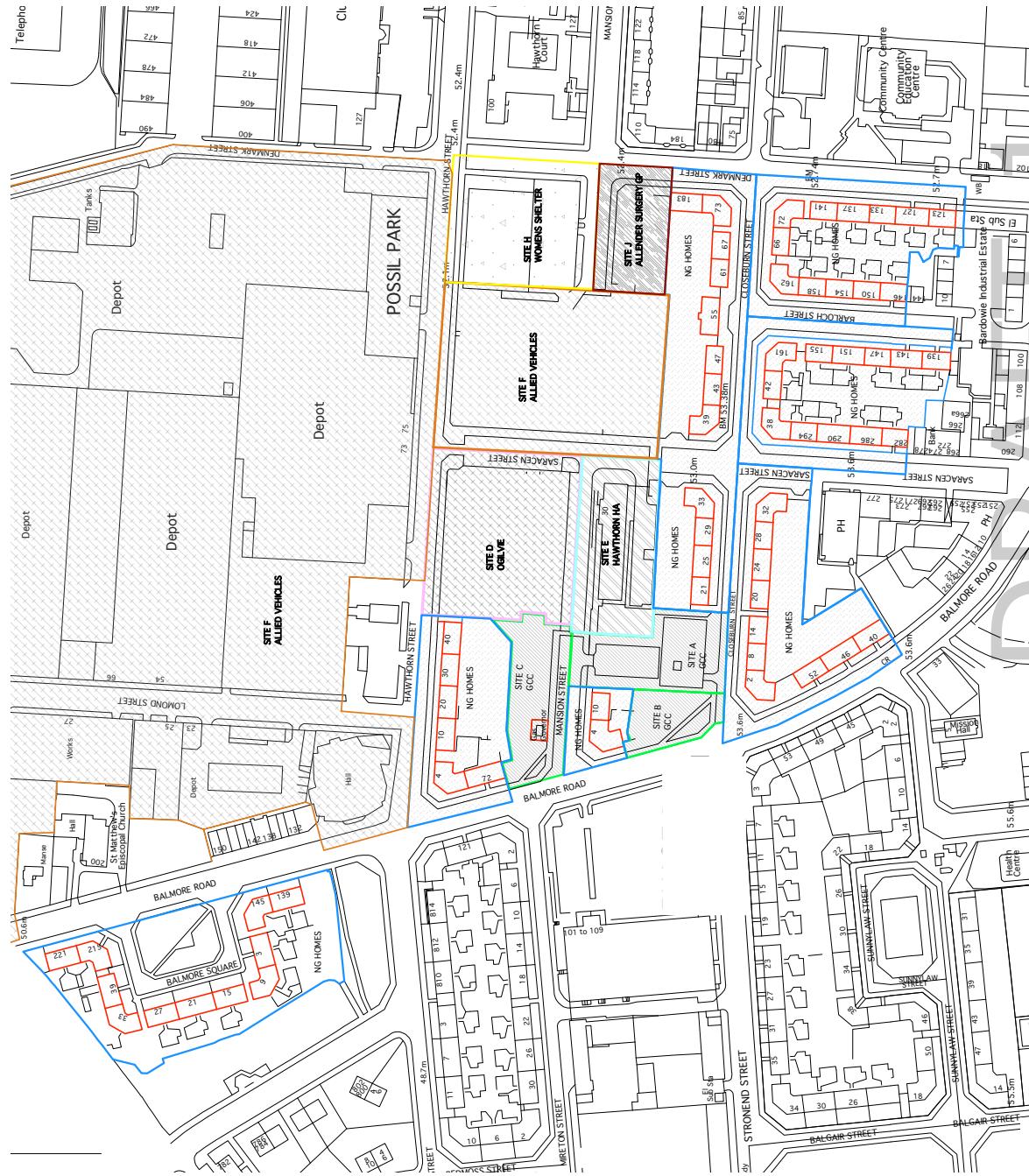
ARKA has established good communication links with GCC and has demonstrated during that during this commission with the facilitated discussions that have taken place. These discussions will have to continue in the NPDO is to be successfully delivered.

We trust that this document meets with the requirements of **ng homes** and looks forward to our continued working.



PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

13.0 APPENDIX 1: OWNERSHIP SITE PLAN



PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

14.0 APPENDIX 2: ARIAL VIEW OWNERSHIP



TENEMENTS
FOR SITE
REDEVELOPMENT

PRIVATE
OWNERSHIP SITES

GCC OWNERSHIP



PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

15.0 APPENDIX 3: SITE AREA



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KEY OWNERSHIP DEVELOPMENT SITES

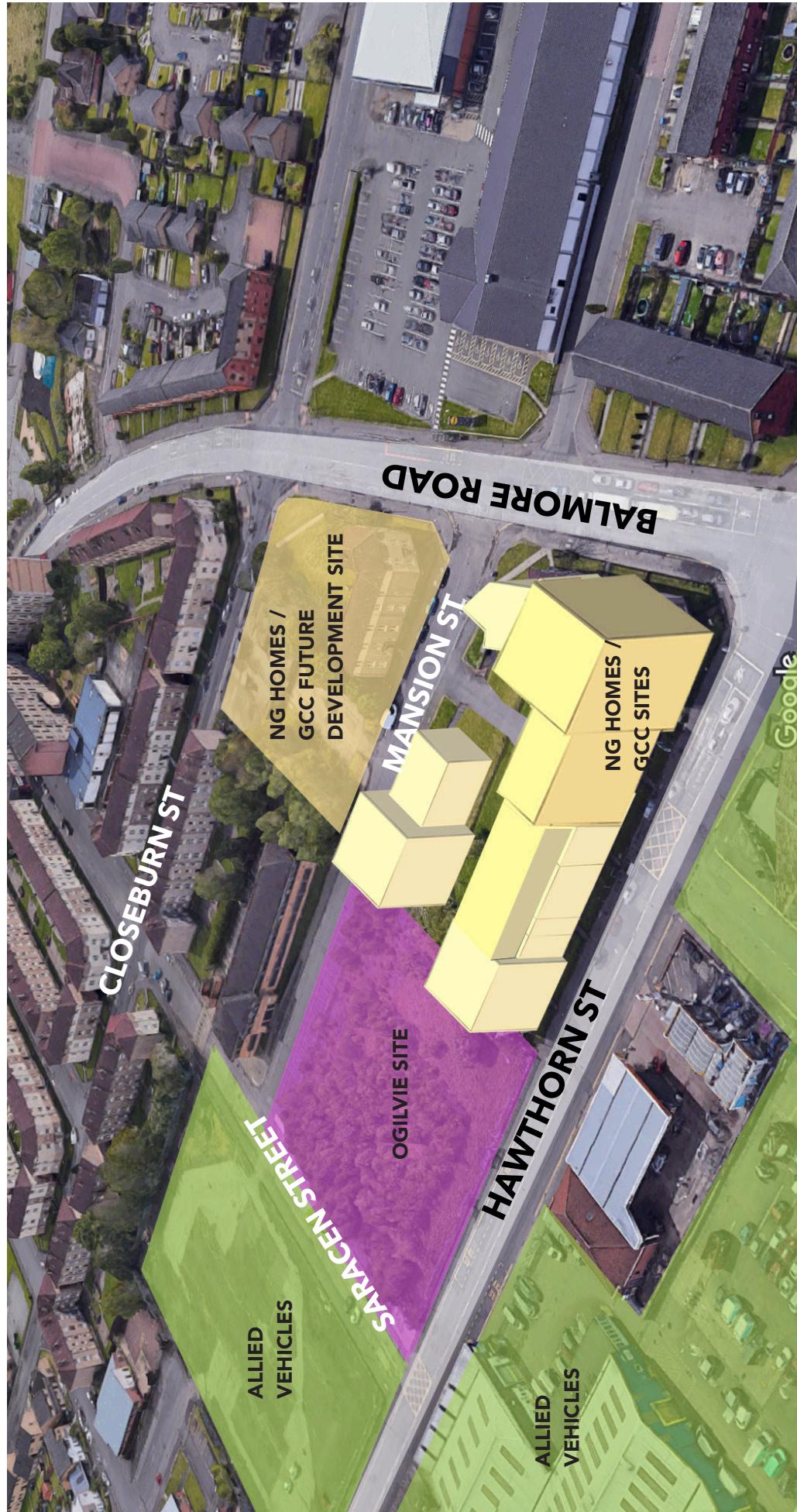
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PROJECT 2 - NORTH POSSILPARK DEVELOPMENT OPPORTUNITY

16.0 APPENDIX 4: BLOCK PLANS – HEIGHT SCALE AND MASSING OPPORTUNITIES



ARKA & PARTNERS
CANAL HOUSE
2 SPEIRS WHARF
GLASGOW | G4 9UG

MOB: 07590 548 623
EMAIL: ARTAN@ARKACO
WWW.ARKACO



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PROJECT 3: BALGRAYHILL DECK ACCESS - SPRINGBURN NORTH RENEWAL PROJECT

GLASGOW NORTH STRATEGIC DEVELOPMENT FRAMEWORK

22 JUN 2021

Prepared by :
ARKA

GLASGOW NORTH STRATEGIC DEVELOPMENT FRAMEWORK



PROJECT 3: BALGRAYHILL DECK ACCESS- SPRINGBURN NORTH RENEWAL PROJECT**Contents Page**

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DRAFT 1

PROJECT 3: BALGRAYHILL DECK ACCESS- SPRINGBURN NORTH RENEWAL PROJECT

1.0 INTRODUCTION

This is the third in the trilogy of documents included in the commissioning letter issued to ARKA on 01 March 2021 by **ng homes**. All three documents have been prepared in connection with the ongoing development of three major regeneration/renewal projects identified within **ng homes** response to the consultation issued by Glasgow City Council on the Glasgow North Strategic Development Framework (GNSDF) in January 2021.

The first 2 parts of the commission, Project 1: Saracen Street Tenure Change and Project 2: North Possilpark Development Opportunity have been separately issued to **ng homes**.

This third project continues the theme of major transformational change in Glasgow North, led by the ambitions of **ng homes**. The initial phases of this commission concentrated on Possilpark whereas this document turns the focus towards north Springburn. The potential for this strategic development project to transform a highly visible area of Springburn should not be under-estimated. The area of land which could, arguably should, be included in this Project is discussed later in this document.

ARKA has created the working title of "Springburn North Renewal Project" (SNRP)

2.0 BACKGROUND

In line with the latest fire safety regulations issued by Scottish Government for properties in excess of 18 meters height, **ng homes** has embarked on a significant programme of improvement and safety works in relation to the 4 Balgrayhill multi-storey blocks.

This extensive and improvement programme is currently estimated to cost in the region of £25M or £6.25M per block. Whilst these multi-storey blocks are popular and almost fully let, the same cannot be said of the adjacent "deck access" units at Balgrayhill. See diagram 1

These are very complex units and continue to be almost impossible to let. There is simply no "real demand" for these units. The flats have benefitted from previous improvement works however that has not improved their appeal to tenants.

Notwithstanding historic improvements works previous works, due to the size and scale of the deck access properties being in excess of 18-metre height, a full comprehensive remodelling of the flats is required to meet the latest fire safety regulations. Based on the current investment spend in Balgrayhill Multi Storey Flats, it is likely that necessary upgrade works for the "deck access" blocks will not be financially feasible.

ARKA has considered the likely costs of the refurbishment against the complete lack of tenant demand and drawn the obvious conclusion that it would not make commercial sense for **ng homes** to spend the sums of money required to complete a full refurbishment programme.



Diagram 1 - Balgrayhill Flats

PROJECT 3: BALGRAYHILL DECK ACCESS- SPRINGBURN NORTH RENEWAL PROJECT

3.0 CURRENT POSITION

The obvious conclusion drawn by ARKA is that the investment required in the "desk access" blocks is not the best use of scarce resources.

ng homes has commissioned a demolition survey of the 3no deck access blocks immediately adjacent to Balgrayhill Road as shown on the attached plan. Whilst this is the current position, ARKA recommends that similar demolition surveys are undertaken across the remaining deck access blocks in Balgrayhill.

The output of these surveys will help inform the development of a detailed masterplan for the wider area, should **ng homes** decide to proceed.

Proposed demolition



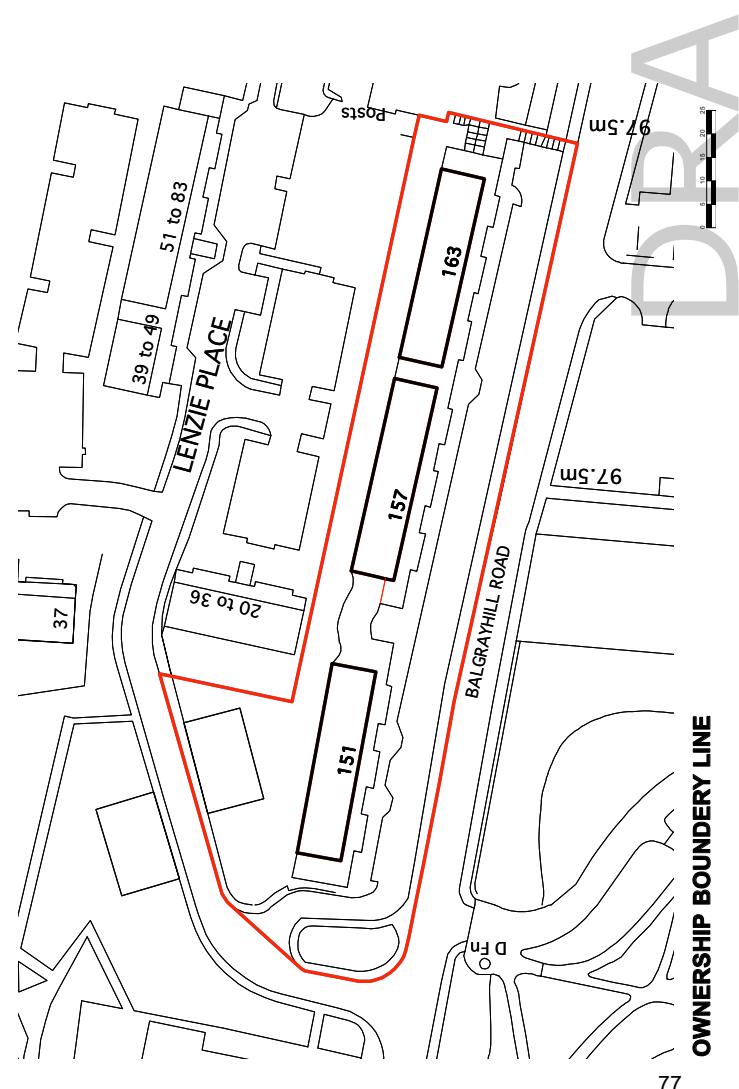
Lenzie Place VIEW



Lenzie Place VIEW



Balgrayhill Road VIEW



4.0 DISCUSSIONS WITH GLASGOW CITY COUNCIL

ARKA recently facilitated an online Microsoft Teams discussion with Patrick Flynn, Director of City Development in connection with all three Glasgow North projects.

All three projects were generally well received and outputs for the first 2 projects have been included in those documents.

In relation to the Deck Access units GCC confirmed that it would not normally be the position of GCC to assist with demolition costs as this was considered to be „normal estate management”. However, ARKA confirmed to GCC that the proposal wasn't only a demolition programme but rather the emerging proposal is to demolish the existing deck access units and bring forward a larger proposal for an area renewal/regeneration strategy.

This emerging proposal would cover a larger development site area than the footprint of the deck access blocks with potentially several additional complimentary development opportunities being included.

GCC has agreed to consider that in those circumstances, demolition costs may be eligible grant expenditure to allow for delivery of the wider renewal/regeneration masterplan. GCC further confirmed that it was willing to speak with Scottish Government over the land protocol clawback issues and consider asking a GCC Committee to ringfence any GCC owned land for use by **ng homes** in delivering the masterplan within a boundary which will have to be agreed.

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PROJECT 3: BALGRAYHILL DECK ACCESS- SPRINGBURN NORTH RENEWAL PROJECT

5.0 POTENTIAL MASTERPLAN PROJECT AREA

ARKA has spent time exploring the recent GCC led regeneration efforts across Glasgow and has engaged with some of those directly and indirectly involved in these projects.

Following this research, ARKA considers that an area much larger than the footprint of the deck access units is required to achieve the size, scale and scope of a successful regeneration project.

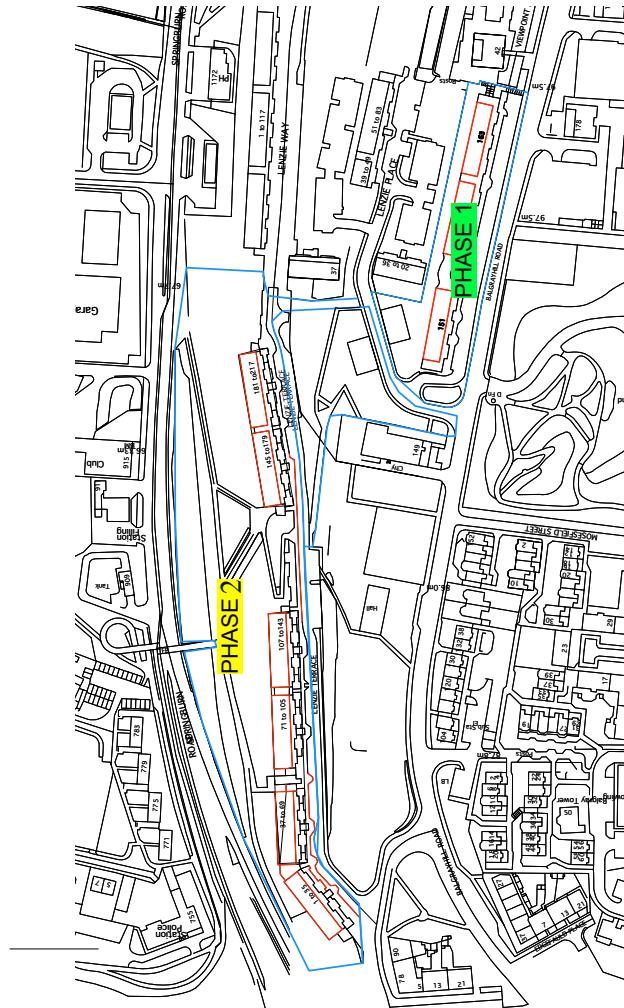
On each occasion that GCC embarked on an area based strategy such as Sighthill, Gorbals, Laurieston or the emerging Easterhouse housing tenure change plan that a suitable masterplan was commissioned.

The masterplan would normally be submitted for formal planning approval and would be layered on top of the city development plan as a statutory document. Similarly, ARKA strongly recommends the creation of a detailed masterplan which would compliment the GNSDF document and become the guiding document for delivery of the SNRP.

ARKA is recommending to **ng homes** the area shown on the attached site plan at Appendix 2 is the basis for the preparation of a masterplan. This would extend the area included in the masterplan north towards Colston, east to incorporate part of the historic Springburn Park and south towards Springburn Town Centre.

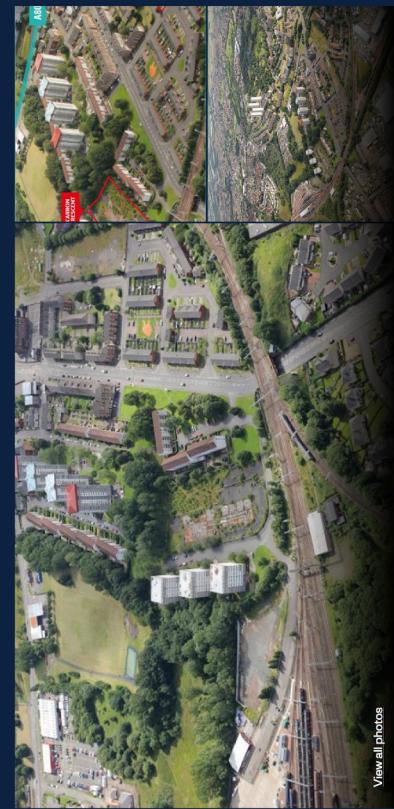
ARKA further recommends that at least 2 sites on the opposite side of the Springburn dual carriageway, currently being marketed by City Property (Glasgow) LLP on behalf of GCC be ringfenced as possible reprofiling sites. 12 Carron Crescent and 97 Elmvale Street.

It is envisaged important that where any tenants are displaced as a result of the ongoing regeneration proposals that suitable accommodation is provided for residents who wish to remain as social rented tenants.



APPENDIX 2

Land at 12 Carron Crescent and 96 Elmvale Street



Land at 12 Carron Crescent and 96 Elmvale Street
For sale

City Property for sale sites



PROJECT 3: BALGRAYHILL DECK ACCESS- SPRINGBURN NORTH RENEWAL PROJECT

6.0 SPRINGBURN NORTH RENEWAL PROJECT

ng homes is committed to improving the quality of accommodation within its geographical area and improve life chances of the residents of Glasgow North. It is also committed to tackling the current tenure imbalance that exists in Glasgow North where 73% of residents live in social rented accommodation.¹ Whilst **ng homes** remains fully committed to the provision of social rented properties and providing improved social rented stock for its tenants, it recognises the need for a greater tenure balance and choice.

With this in mind, and following discussions with GCC, ARKA considers that, other than the two potential sites around the Carron Street area for reprovisioning, all new properties within the SNRP should either be developed for private sale, low cost home ownership or mid-market rental.

It is envisaged that at least two of these tenure types will fit with Glasgow City Council aspirations for Affordable Homes across the city and therefore likely to be eligible for Transfer of Development Funding (TDF) financial support. Further discussions will be required with GCC to explore this matter in detail however, ARKA is aware from our initial discussion that GCC is generally supportive of this emerging proposal.

It is unlikely there will be a significant requirement for retail space in the SNRP given its proximity to Springburn Town Centre however, it would be worth exploring whether some small scale retail spaces should be created to provide amenity for the larger community that will exist in the SNRP.

ARKA considers that for the most part the development of a masterplan will be uncontroversial however as can be seen from the attached plan ARKA is recommending that a small part of Springburn Park is included in the SNRP, which ⁸ may cause some initial controversy.

ARKA considers that by including this small part of the park in the masterplan boundary there is an opportunity to develop accommodation for market sale with part of the profit being used to support the development of less attractive development opportunities within the masterplan area.

ARKA strongly recommends early **ng homes** Board and political engagement on this part of the proposal and consideration is given by ng homes to divert some of the profit from this part of the development into much needed improvements within the park. This might include cleaning and preservation of monuments and funding a full investigation into the costs of and the creation of a detailed business plan for the Springburn Winter Gardens Project.

As mentioned above ARKA has explored similar regeneration projects in the city and we note with interest that in the Sighthill masterplan the formal park, which contained the famous Sighthill Standing Stones, was relocated as part of the Sighthill masterplan. ARKA considers there is a precedent for appropriate development in parks, especially where the wider benefit can be shown to both park users and the wider community.

In addition, the Sighthill Masterplan was created upon the basis of a green network so any loss of space in the formal park was effectively recreated across the streets and play spaces of the new Sighthill. ARKA would again recommend that in the development of the masterplan for the SNRP, the adoption of green development principles, including a green on street network should be adopted.

DRAFT 1



PROJECT 3: BALGRAYHILL DECK ACCESS- SPRINGBURN NORTH RENEWAL PROJECT

7.0 NEXT STEPS

There is a considerable amount of work required to turn this strategic vision into a deliverable reality. ARKA recommends early and more detailed discussions with GCC are required to ensure support to the scale of **ng homes** ambitions for this area.

It is recommended that a masterplan approach is developed, along similar lines to the residential led masterplans for other similar regeneration projects across the city. The masterplan should then be submitted for formal approval to GCC's Planning Applications Committee so that ultimately the document will be endorsed as complementary planning guidance to the existing development plan which oversees and controls development within the masterplan area.

Following recent discussions with GCC, ARKA recommends that **ng homes** requests an early Committee Report which will recommend that all GCC land within the proposed masterplan area is ring fenced to secure necessary reprofiling sites. This should include the land identified within Springburn Park, albeit some preparatory work on whether the title to the park would allow for any residential development should be explored. This will clarify if the land within the park is in the "Common Good" account and then whether it is considered "alienable or inalienable".

ARKA has explored the publicly available information on the history of Springburn Park however, it is unclear whether this land sits within the Common Good account. ARKA has however, noted the development of a football pitch and a pavilion by GCC and operated by Glasgow Life which charges for participation. In most common good titles such a use would be prohibited. ARKA is therefore hopeful that the title to the park will allow for development.

ARKA therefore recommends that **ng homes** considers early engagement with its Board to build a momentum for these emerging proposals. It is likely that some of the strategic proposals, for instance, development within Springburn Park may meet with an element of local interest.

Conversely a well developed and appropriately consulted proposal may gain widespread support when the larger opportunity and potential benefits for strengthening the remainder of the park are explained and developed in partnership with, for instance, Friends of Springburn Park. Local political engagement will also be key.

Assuming all of the above matters can be resolved, ARKA further recommends the appointment of a Development Partner by **ng homes**. A suitable development partner will have to demonstrate considerable experience of building quality homes and have access to funds so that some initial speculative development can be delivered. In return, **ng homes** working with GCC should be able to secure public subsidy for both low-cost home ownership and mid-market rented accommodation, as well as providing a suitable land bank to allow the necessary scale of development to occur.

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8.0 CONCLUSION AND SUMMARY

As noted at the beginning of this document, this submission to **ng homes** represents the third in a trilogy of reports on the three exciting Glasgow North projects which **ng homes** is promoting as part of the submission to the GNSDF document.

All three projects are ambitious and have the potential to transform Glasgow North into a mix tenure, mixed use attractive destinations both for existing and new residents alike. The size and scale of all 3 projects will, when taken together, be transformative when delivered.

ARKA commends **ng homes** for its ambitions and its determination to address a number of socio-economic issues that still exist in Glasgow North.

Importantly, whilst these projects are exciting, they are also deliverable with the right approach. In both of the major regeneration proposals in North Possilpark and in North Springburn, suitable masterplans are required.

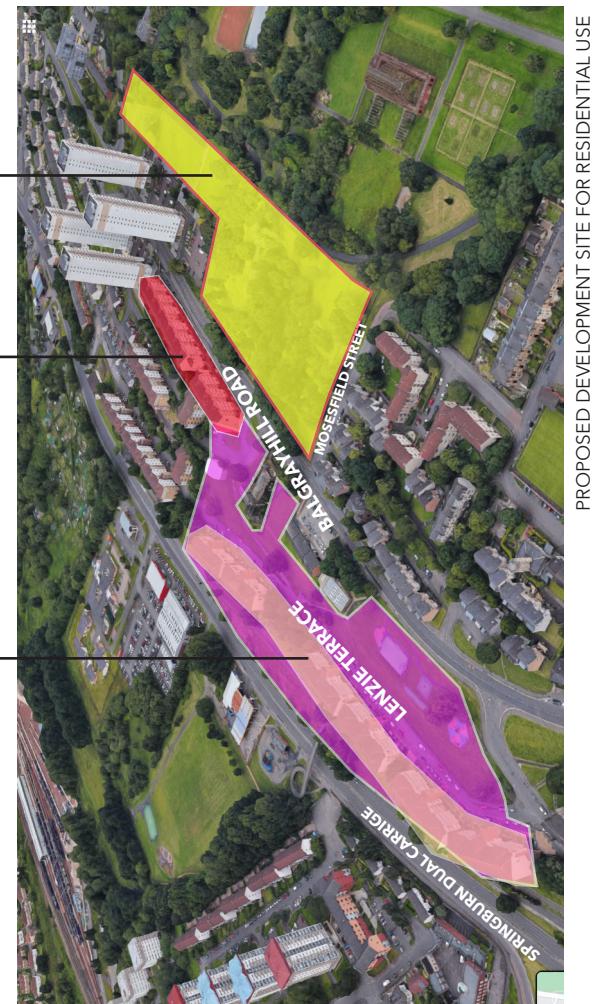
Throughout this document ARKA has made a series of recommendations which we consider, if accepted and adopted by **ng homes**, will create a pathway for these proposals to be implemented.

ng homes has maintained the momentum created by the launch of the draft GNSDF. ARKA considers that all three projects will require the same level of support from senior officers within **ng homes** to ensure that GCC prioritises both staff and financial resources to support the delivery of these emerging proposals.

ARKA has built a strong working relationship with senior officers in GCC and therefore we consider that we are best placed to provide continued support to the board and officers of **ng homes** in developing the next stages of these 3 exciting projects.

The next stage for North Springburn and North Possilpark will involve detailed work on masterplans which will also set out the detailed delivery programme to match the ambitions of **ng homes**.

ARKA recommends this and the other 2 reports to **ng homes** and looks forward to engaging further on these exciting development proposals.



PROPOSED DEVELOPMENT SITE FOR RESIDENTIAL USE

DRAFT 1



DRAFT 1

ARKA & PARTNERS
CANAL HOUSE
2 SPEIRS WHARF
GLASGOW | G4 9UG

MOB: 07590 548 623
EMAIL: ARTAN@ARKACO

WWW.ARKACO



ng homes
Ned Donaldson House
50 Reidhouse Street
Springburn
Glasgow
G21 4LS
Tel: 0141 560 6000

Email:
info@nghomes.net

ng homes
Saracen House
139 Saracen Street
Possilpark
Glasgow
G22 5AZ
Tel: 0141 336 1300

Web: nghomes.com

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Ltd
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