



STUDY VISIT GLASGOW

6 – 9 OCTOBER 2026

Leonardo Hotel Glasgow | 80 Jamaica Street | Glasgow G1 4Q

- Outbound flight – Tuesday 6 October 2026 LM KL939 Amsterdam Schiphol – Glasgow International
Departure 12:25 | Arrival 12:55
- Return flight – Friday 9 October 2026 KLM KL940 Glasgow International – Amsterdam Schiphol
Departure 13:30 | Arrival 16:05

PROGRAMME

Thursday 6 October - Theme: The Scottish Context

How has Scotland organised housing, health and social care around communities, and what lessons can we draw for the Netherlands?.

Scotland is internationally recognised for its commitment to prevention, community empowerment and integrated public services. Throughout this study visit we explore how housing, health, social care and local communities work together to improve health and wellbeing, reduce inequalities and strengthen neighbourhoods. We begin by exploring the Scottish policy context and the unique role of housing associations as long-term partners in community development.

12.55 Arrival at Glasgow International Airport
13.30 Transfer to the Leonardo Royal Hotel Glasgow
14.15 Check-in
14.45 Light lunch

15:30 Welcome and Introduction by Dorothée Kaiser and John Bos

15:45 The Scottish Health and Social Care System *(Speaker to be confirmed)*

Scotland has developed an integrated approach to health and social care, bringing together healthcare, social support and community services around the needs of citizens. This session introduces the Scottish system, current policy priorities and the growing emphasis on prevention, community health and reducing health inequalities. It provides an important framework for understanding the organisations we will visit during the coming days.

16:45 Housing in Scotland *(Speaker to be confirmed)*

Housing associations play a distinctive role within Scottish society. Beyond providing affordable homes, they increasingly act as community anchor organisations that invest in neighbourhoods, health, employability and social inclusion. This session introduces the Scottish housing system and explores how housing organisations contribute to healthier, more resilient communities.

17:45 Reflection and Q&A

An opportunity to discuss the key themes introduced during the afternoon and to identify the questions participants would like to explore during the visits throughout the week.

18:15 Check-in

19:00 Joint Dinner



Wednesday 7 October – Theme: Community Empowerment and Strong Communities

How can local communities strengthen health, wellbeing and social cohesion in neighbourhoods facing poverty, inequality and social challenges?

Scotland has long recognised that healthier communities are built not only through healthcare, but also through strong neighbourhoods, active residents and long-term local partnerships. Across Glasgow, housing associations, community organisations, charities and local government work together to improve quality of life, tackle inequalities and strengthen community resilience. During today's programme we explore how these partnerships translate into practical initiatives that empower residents and create healthier neighbourhoods.

Parallel Programme 09:30 – 11:30

A1 Cranhill Development Trust

Cranhill Development Trust is one of Scotland's leading examples of community-led development. Working in one of Glasgow's most deprived neighbourhoods, the Trust supports residents in improving health, wellbeing, education, employment and community participation. Rather than delivering services for local people, the organisation works alongside residents to develop solutions together. During the visit we explore how community ownership, prevention and long-term neighbourhood investment contribute to reducing health inequalities and strengthening local resilience.

B1 Quarriers (to be confirmed)

Quarriers is one of Scotland's largest social care organisations, providing support to children, families, older people and vulnerable adults across the country. The organisation focuses on prevention, early intervention and community-based support, enabling people to remain active and connected within their own neighbourhoods. The visit demonstrates how integrated support contributes to healthier communities and improved quality of life.

12.00 Lunch

Parallel Programme 13:30 – 15:30

A2 Hanover Scotland (to be confirmed)

Hanover Scotland is one of Scotland's leading providers of housing and services for older people. Through accessible housing, housing support and community-based services, the organisation enables older residents to live independently for as long as possible. The visit explores how housing contributes to healthy ageing, prevention and quality of life, and how collaboration between housing, health and local communities supports ageing in place.

B2 Wheatley Group

The Wheatley Group is Scotland's largest housing, care and property-management organisation. Beyond providing affordable housing, Wheatley invests extensively in employability, digital inclusion, financial wellbeing, neighbourhood regeneration and community health. The visit illustrates how housing associations have become strategic partners in improving social outcomes and creating stronger, healthier communities.

Transfer to the hotel and time to refresh - Walk to Glasgow City Chambers

17:00 Civic Reception - Glasgow City Chambers

The delegation will be officially welcomed by representatives of Glasgow City Council during a Civic Reception in the historic City Chambers, one of Scotland's most prestigious civic buildings. Hosted by **Bailie Annette Christie**, *Convener for Culture, Sport & International Relations*, the reception offers an opportunity to meet civic representatives and reflect on Glasgow's longstanding commitment to international cooperation, community development and public leadership. Drinks and canapés will be served. A representative of the Dutch delegation will respond to the Civic Welcome on behalf of the participants.



Thursday 8 October – Theme: Housing Associations as Community Anchors

How can housing associations contribute to healthier communities, strengthen social cohesion and improve quality of life?

Scottish housing associations have evolved far beyond their traditional role as providers of affordable housing. Today they are recognised as community anchor organisations that invest in neighbourhoods, support residents and work closely with health, social care and local partners. During today's programme we explore how housing organisations contribute to healthier communities through community development, resident participation and integrated support..

09:30 Queens Cross Housing Association

Queens Cross Housing Association has served the north-west of Glasgow for more than fifty years and is recognised as one of Scotland's leading community-based housing associations. Alongside providing affordable housing, the organisation invests in community facilities, employability, financial inclusion, health initiatives and neighbourhood development.

During the morning we explore how housing associations have become long-term partners in improving health, wellbeing and community resilience, while remaining firmly rooted in the neighbourhoods they serve.

10:00 Introduction

- Fifty years of Queens Cross Housing Association
- Housing associations as community anchor organisations
- Investing in communities rather than housing alone
- Partnerships with health, social care and voluntary organisations
- Questions and discussion

Parallel Programme 10:30 – 12:00

A Housing, Care and Independent Living

This programme explores how housing associations support older residents and people with additional support needs to live independently for as long as possible. Participants learn how housing, care and wellbeing are connected through partnerships with health and social care organisations. The visit demonstrates how early intervention, housing support and neighbourhood services contribute to prevention and quality of life.

B Community Development and Resident Participation

Community development is at the heart of the Queens Cross approach. During this visit participants explore how community centres, volunteering, resident participation and local initiatives strengthen neighbourhoods and improve wellbeing. Staff and residents share practical examples of how communities themselves shape the future of their neighbourhoods.

12.00 Lunch

13:00 Understanding Scotland - From Industrial Heritage to Social Reform

What kind of country is Scotland, and how have its history, social values and sense of community shaped today's approach to housing, health and wellbeing?

To understand today's Scotland, it is important to look beyond contemporary policies and organisations. Scotland's approach to housing, public services and community development has been shaped by a rich social history, a strong sense of identity and a long tradition of collective responsibility. During this afternoon programme we explore the historical, cultural and social developments that continue to influence Scottish society today. By placing the organisations and initiatives we have visited throughout the week in a broader context, we gain a deeper understanding of the values and traditions that underpin Scotland's distinctive approach to community, wellbeing and social justice.

19:00 Diner



Friday 3 October – Theme: Leadership & Reflection

How do we translate policy into people's everyday lives?

Throughout the study visit we have explored how Scotland brings together housing, health, social care and local communities to improve health and wellbeing. We have seen inspiring examples of partnership working, community empowerment and resident involvement. On our final morning we bring these experiences together.

09:00 Workshop and Reflection Session

The National Lived Experience Framework - From Policy to People

Together with Mark Cairney¹, we reflect on what these insights mean for our own organisations, our leadership and the choices we make as public leaders.

The National Lived Experience Framework offers a perspective on leadership, policy development and service design that places people's experiences at the centre of decision-making. It encourages organisations to look beyond systems and structures and consider how policies are experienced in everyday life.

Drawing on the principles of the Framework, Mark Cairney invites participants to reflect on the role of leadership in addressing complex societal challenges. How do we ensure that policies remain connected to the people they are intended to serve? How do we create meaningful space for lived experience in shaping decisions? And what does this ask of us as leaders?

The workshop provides an opportunity to reflect on the lessons from Scotland, exchange perspectives with fellow participants and explore how these insights can strengthen leadership, collaboration and decision-making within our own organisations and regional partnerships.

11:15 *Transfer to Glasgow International Airport*

13:30 *Return flight to Amsterdam*

16:05 *Arrival at Amsterdam Schiphol Airport*

¹ Mark Cairney has over thirty years' experience across housing, social work and community development in Scotland. His work focuses on strengthening the connection between policy, practice and the lived experiences of the people public services are designed to support.