

# Agenda



## Housing and Communities Committee

**Date:** Wednesday, 6 November 2019

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**Time:** 10:00

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**Venue:** Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank

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**Contact:** Gabriella Gonda, Committee Officer  
Tel: 01389 737183 Gabriella.Gonda@west-dunbarton.gov.uk

Dear Member

Please attend a meeting of the **Housing and Communities Committee** as detailed above. The business is shown on the attached agenda.

Yours faithfully

**JOYCE WHITE**

Chief Executive

Distribution:-

Councillor Diane Docherty (Chair)  
Councillor Caroline McAllister (Vice Chair)  
Councillor Gail Casey  
Councillor Karen Conaghan  
Councillor Ian Dickson  
Councillor David McBride  
Councillor Jonathan McColl  
Councillor Iain McLaren  
Councillor Marie McNair  
Councillor John Millar  
Councillor John Mooney  
Councillor Sally Page

All other Councillors for information

Chief Executive  
Strategic Director, Regeneration, Environment & Growth  
Strategic Lead, Housing & Employability  
Strategic Lead, Regeneration

Date issued: 24 October 2019

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## **HOUSING AND COMMUNITIES COMMITTEE**

**WEDNESDAY, 6 NOVEMBER 2019**

### **AGENDA**

**1 STATEMENT BY CHAIR – AUDIO STREAMING**

The Chair will be heard in connection with the above.

**2 APOLOGIES**

**3 DECLARATIONS OF INTEREST**

Members are invited to declare if they have an interest in any of the items of business on this agenda and the reasons for such declarations.

**4 MINUTES OF PREVIOUS MEETING 7 – 12**

Submit for approval as a correct record, the Minutes of Meeting of the Housing and Communities Committee held on 14 August 2019.

**5 OPEN FORUM**

The Committee is asked to note that no open forum questions have been submitted by members of the public.

**6 MORE HOMES WEST DUNBARTONSHIRE – 13 - 30  
WEST DUNBARTONSHIRE COUNCIL HOUSE NEW  
SUPPLY PROGRAMME**

Submit report by the Strategic Lead, Housing and Employability providing an update on progress with West Dunbartonshire's Council House New Supply Programme.

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|-----------|---|------------------|
| <b>7</b>  | <b>SCOTTISH SOCIAL HOUSING CHARTER/REGULATION OF SOCIAL HOUSING IN SCOTLAND PROGRESS REPORT</b>   | <b>31 - 90</b>   |
|           | <p>Submit report by the Strategic Lead, Housing and Employability providing Members with benchmarking information relating to how the Council has performed against the Scottish Social Housing Charter indicators and providing an update into how we are meeting the requirements of the Scottish Housing Regulator's Regulatory Framework.</p> |                  |
| <b>8</b>  | <b>MORE HOMES WEST DUNBARTONSHIRE STRATEGIC HOUSING INVESTMENT PLAN 2020/21 – 2024/25</b>   | <b>91 - 130</b>  |
|           | <p>Submit report by the Strategic Lead, Housing and Employability seeking retrospective approval for the More Homes West Dunbartonshire Strategic Housing Investment Plan (SHIP) for 2020/21 – 2024/25 which required to be submitted to the Scottish Government.</p>   |                  |
| <b>9</b>  | <b>HOUSING &amp; EMPLOYABILITY DELIVERY PLAN 2019/20: MID-YEAR PROGRESS REPORT</b>  | <b>131- 143</b>  |
|           | <p>Submit report by the Strategic Lead, Housing and Employability setting out progress to date in delivery of the actions detailed within the Housing &amp; Employability Delivery Plan 2019/20.</p>  |                  |
| <b>10</b> | <b>EMPLOYEE WELLBEING: BI-ANNUAL RESULTS QUARTER 1 AND QUARTER 2 (APRIL – SEPTEMBER 2019)</b>   | <b>145 - 162</b> |
|           | <p>Submit report by the Strategic Lead People and Technology providing detailed analysis on the attendance performance for quarters 1 and 2 (April 2019 – September 2019).</p>  |                  |
| <b>11</b> | <b>FORMER TENANT RENT ARREARS WRITE OFF – 2019/20 QUARTER 2</b>   | <b>163 - 165</b> |
|           | <p>Submit report by the Strategic Director, Regeneration, Environment &amp; Growth seeking approval for the write-off of rent arrears for quarter 2 of 2019/20 for former tenants, arising from various years and reasons as detailed in Table 1.</p>   |                  |

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**12      HOUSING REVENUE ACCOUNT BUDGETARY CONTROL      167 - 185**  
**REPORT TO 30 SEPTEMBER 2019 (PERIOD 6)**

Submit report by the Strategic Lead, Housing and Employability providing members with an update on the financial performance to 30 September 2019 (Period 6) of the HRA revenue and capital budgets.

**13      FINANCIAL REPORT 2019/20 AS AT PERIOD 6      187 - 198**  
**(30 SEPTEMBER 2019)**

Submit report by the Strategic Lead, Housing and Employability and the Strategic Lead, Regeneration providing an update on the financial performance to 30 September 2019 (Period 6) of those services under the auspices of the Housing and Communities Committee.

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## **HOUSING AND COMMUNITIES COMMITTEE**

At a Meeting of the Housing and Communities Committee held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 14 August 2019 at 10.00 a.m.

**Present:** Councillors Gail Casey, Karen Conaghan, Ian Dickson, Diane Docherty, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Millar, John Mooney and Sally Page.

**Attending:** Richard Cairns, Strategic Director – Regeneration, Environment and Growth; Peter Barry, Strategic Lead – Housing and Employability; Jim McAloon, Strategic Lead – Regeneration; John Kerr, Housing Development and Homelessness Manager; Edward Thomas, Housing Operations Manager; Stephen Brooks, Working 4U Manager; Martin Feeney, Building Services Manager; Alan Young, Housing Asset and Investment Manager; Michelle Lynn, Assets Co-ordinator; Sally Michael, Principal Solicitor; Christine McCaffary, Senior Democratic Services Officer and Gabriella Gonda, Committee Officer.

**Councillor Diane Docherty in the Chair**

### **STATEMENT BY CHAIR – AUDIO STREAMING**

The Chair advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

### **DECLARATIONS OF INTEREST**

It was noted that there were no declarations of interest in any item of business on the agenda.

### **MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the Housing and Communities Committee held on 1 May 2019 were submitted and approved as a correct record.

## **OPEN FORUM**

The Committee noted that no open forum questions had been submitted by members of the public.

### **WEST DUNBARTONSHIRE RAPID RE-HOUSING TRANSITION PLAN “HOME AT THE HEART” UPDATE REPORT**

A report was submitted by the Strategic Lead, Housing and Employability providing an update on the initial Rapid Re-housing Transition Plan (RRTP) for the period 2019/20 – 2023/24 entitled ‘Home at the Heart’.

After discussion and having heard the Housing Development and Homelessness Manager in further explanation of the report and in answer to Members’ questions, the Committee agreed:-

- (1) to note the contents of the report and acknowledge the revisions made to the RRTP;
- (2) to approve the use of the funding allocation from the Scottish Government to meet the objectives of the West Dunbartonshire RRTP, as amended;
- (3) to note that an annual update and progress report will be provided to the Housing and Communities Committee;
- (4) that minutes of previous and future meetings with the Housing Solutions Partnership will be provided to elected members; and
- (5) that a further report would be presented to the Committee on the shortfall in terms of the funding allocation for 2019/20.

Note: Councillor Sally Page arrived during discussion on the above item.

### **MORE HOMES WEST DUNBARTONSHIRE – WEST DUNBARTONSHIRE COUNCIL HOUSE NEW SUPPLY PROGRAMME**

A report was submitted by the Strategic Lead, Housing and Employability providing an update on progress with West Dunbartonshire’s Council House New Supply Programme.

After discussion and having heard the Strategic Lead, Housing and Employability in further explanation of the report and in answer to Members’ questions, the Committee agreed:-

- (1) to note the content of the report and the progress made to date in the delivery of the Council’s More Homes West Dunbartonshire approach;



- (2) to note that the report and the delivery of the Council's ambitious plans to deliver new homes to meet housing need will include significant member involvement in its delivery and as such a regular update report will be provided to each Housing and Communities Committee; and
- (3) that a further report would be presented to the Committee on buyback properties and how the buyback scheme is progressing.

### **SCOTTISH SOCIAL HOUSING CHARTER/REGULATION OF SOCIAL HOUSING IN SCOTLAND ANNUAL UPDATE REPORT**

A report was submitted by the Strategic Lead, Housing and Employability providing Members with West Dunbartonshire Council's annual progress report on meeting the requirements of the Scottish Social Housing Charter.

After discussion and having heard the Strategic Lead, Housing and Employability in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the contents of this report and to recognise the continued improvements within housing services in West Dunbartonshire;
- (2) to note the new regulatory requirements detailed within this report and in particular the briefing sessions to be held to look at the Annual Assurance Statement;
- (3) that a further progress report on the Scottish Social Housing Charter be submitted to the November 2019 meeting of the Housing and Communities Committee. This report will include detailed benchmarking information; and
- (4) that an annual report would be presented to the Committee on the impact of the roll out of Universal Credit on rent arrears.

### **MORE HOMES BETTER HOMES WEST DUNBARTONSHIRE – LOCAL HOUSING STRATEGY 2017 – 2022 SECOND ANNUAL PROGRESS REPORT**

A report was submitted by the Strategic Lead, Housing and Employability providing a progress report on the More Homes Better Homes West Dunbartonshire Local Housing Strategy which covers the period 2017 – 2022.

After discussion and having heard the Strategic Lead, Housing and Employability in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to acknowledge the progress made in meeting the aims and objectives of the More Homes Better Homes West Dunbartonshire Local Housing Strategy 2017 – 2022; and

- (2) to note the contents of the Local Housing Strategy Progress Report, attached as appendix 1 to the report.

### **SCOTTISH GOVERNMENT CONSULTATION ON TEMPORARY ACCOMMODATION STANDARDS**

A report was submitted by the Strategic Lead, Housing and Employability providing an overview of West Dunbartonshire Council's response to the Scottish Government's consultation into Temporary Accommodation Standards for homeless households and seeking approval for the response to be submitted.

After discussion and having heard the Housing Development and Homelessness Manager in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to approve West Dunbartonshire Council's submission to the Scottish Government's consultation and instruct the Housing Development and Homelessness Manager to submit the full response to the consultative exercise, attached as Appendix 1 to the report; and
- (2) to note the implications of the proposed changes to the current legislation and guidance relating to temporary accommodation standards and unsuitable accommodation orders.

### **DELIVERING NEW HOUSING IN WEST DUNBARTONSHIRE – STRATEGIC HOUSING PARTNERSHIPS**

A report was submitted by the Strategic Lead, Housing and Employability seeking approval for the establishment of further Strategic Housing Partnerships to recognise the role of Caledonia Housing Association, Clydebank Housing Association and Dunbritton Housing Association in assisting West Dunbartonshire Council to achieve its aim of developing new affordable housing to meet housing need and to assist in the regeneration of our communities.

After discussion and having heard the Strategic Lead, Housing and Employability in further explanation of the report, the Committee agreed to approve the Strategic Partnerships with Caledonia Housing Association, Clydebank Housing Association and Dunbritton Housing Association to assist in the delivery of the Council's strategic housing objectives including new housing for rent and other affordable housing solutions.

### **GLASGOW AIRPORT AIRCRAFT NOISE MITIGATION TRIAL INITIATIVE**

A report was submitted by the Strategic Lead, Housing and Employability seeking approval to develop in partnership with Glasgow Airport a noise mitigation trial initiative in the context of Glasgow Airport's Noise Action Plan.

Councillor McBride, seconded by Councillor Casey moved:-

That this report be continued to the next meeting of the Committee to allow officers to carry out further works and consultations with other authorities, with the Scottish Government, with tenants and with Glasgow Airport.

As an amendment Councillor McColl, seconded by Councillor McNair moved:-

That Committee agrees:-

- (1) that the Council should participate in the Glasgow Airport Aircraft Noise Mitigation Trial Initiative including a Council contribution of £96k subject to formal agreement with Glasgow Airport;
- (2) to note that the trial project will be funded from within the existing HRA capital plan and that officers intend to seek Scottish Government financial contribution to the project which may reduce the Council contribution; and
- (3) to note that the outcomes of the trial will be reported back to a future Housing and Communities Committee, alongside a number of recommendations for future action.

On a vote being taken 7 Members voted for the amendment and 5 for the motion. The amendment was accordingly declared carried.

Note: Councillors David McBride and Marie McNair left the meeting at this point.

#### **PROCUREMENT OF THE PROVISION OF CLEANING SERVICES AND THE PROVISION OF FURNITURE FOR SUPPORTED AND TEMPORARY ACCOMODATION**

A report was submitted by the Strategic Lead, Housing and Employability seeking approval to initiate a procurement process for the provision of cleaning services and the provision of furniture for the Council's supported and temporary accommodation.

After discussion and having heard the Strategic Lead, Housing and Employability in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to approve the initiation of a procurement process for the provision of cleaning services and the provision of furniture for supported and temporary accommodation; and
- (2) to note that, on conclusion of the procurement process, a further report will be submitted to the Tendering Committee with recommendations on the award of the contracts.

Note: Councillor Gail Casey left the meeting during discussion on the above item.

## **PROCURING EMPLOYABILITY**

A report was submitted by the Strategic Lead, Housing and Employability seeking approval to proceed with the procurement detailed in the report.

Having heard the Strategic Lead, Housing and Employability in further explanation of the report, the Committee agreed to approve the planned approach for managing significant change in the employability service provision environment.

## **HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 30 JUNE 2019 (PERIOD 3)**

A report was submitted by the Strategic Lead, Housing and Employability providing members with an update on the financial performance to 30 June 2019 (Period 3) of the HRA revenue and capital budgets.

Having heard the Strategic Lead, Housing and Employability in further explanation of the report the Committee agreed:-

- (1) to note the contents of the report which shows the revenue budget forecast to underspend against budget by £0.035m (0.1%) at the year end; and
- (2) to note the net projected annual position in relation to relevant capital projects which is showing no projected variance.

## **FINANCIAL REPORT 2019/20 AS AT PERIOD 3 (30 JUNE 2019)**

A report was submitted by the Strategic Lead, Regeneration and Strategic Lead, Housing and Communities providing an update on the financial performance to 30 June 2019 (Period 3) of those services under the auspices of the Housing and Communities Committee.

The Committee agreed:-

- (1) to note the contents of the report which shows the revenue budget forecast to underspend against budget by £0.066m (1.8%) at the year-end;
- (2) to note the net projected annual position in relation to relevant capital projects which is showing no projected variance; and
- (3) to note the progress on efficiencies incorporated into budgets for 2019/20.

The meeting closed at 12:28 p.m.

**WEST DUNBARTONSHIRE COUNCIL****Report by the Strategic Lead, Housing and Employability****Housing and Communities Committee: 6 November 2019**

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**Subject: More Homes West Dunbartonshire – West Dunbartonshire Council House New Supply Programme**

**1. Purpose**

- 1.1** The purpose of this report is to provide the Housing and Communities Committee an update on progress with West Dunbartonshire's Council House New Supply Programme and approve the refreshed Buy Back policy which is a key strand of the More Homes West Dunbartonshire approach.

**2. Recommendations**

- 2.1** It is recommended that the Housing and Communities Committee:

- (i) Note the content of the report;
- (ii) Approve the amended Buy Back Scheme Policy attached as Appendix 1 of this report.

**3. Background**

- 3.1** In West Dunbartonshire the Affordable Housing Supply Programme (AHSP) is delivered through the More Homes West Dunbartonshire strategic approach which was initially tasked with delivering over 1000 new affordable homes in West Dunbartonshire by 2021 and includes the Council's ambitious New House Building Programme.
- 3.2** As part of the Council's More Homes West Dunbartonshire programme a target has been set for 1000 new affordable homes to be built within a 5 year period up to March 2021 between the Council and developing partner Housing Associations. To assist in meeting this target, the Council has ambitious plans which were approved by Council in February 2018 to build around 400 (this figure is inclusive of buy back properties) new homes for social rent from 2018–2021, the first of which were delivered in Spring 2018 in Second Avenue, Clydebank. Partner Housing Associations have a combined target of over 800.

- 3.3** The Council have now delivered 161 new council homes as outlined in Table 1 below:

**Table 1: Completed Council New Build**

Project	No. of Units	Completion Date
Granville Street (Phase 1), Clydebank	24	July 2013
Miller Road, Alexandria	15	October 2013
Granville Street (Phase 2), Clydebank	9	February 2014
Central Bellsmyre, Dumbarton	36	December 2014
Hillstreet Square, Dumbarton	37	August 2015
Second Avenue, Clydebank	40	April 2018
<b>Totals</b>	<b>161</b>	

- 3.4** The Strategic Housing Investment Plan (SHIP) 2018-2023, outlining West Dunbartonshire's Affordable Housing Supply Programme through the More Homes West Dunbartonshire approach was approved by the Housing and Communities Committee in November 2018.
- 3.5** The updated Strategic Housing Investment Plan covering the period 2019-2024 is also being presented to the Housing and Communities Committee in November 2019 and will update members on current and future new build plans for both the Council and developing Housing Associations.
- 3.6** The More Homes Delivery Team continues to prioritise the new build projects in order to ensure that West Dunbartonshire Council delivers the new Council homes within the agreed budget and timescales.

#### **4. Main Issues**

- 4.1** The Scottish Government has a key national target to deliver a minimum of 50,000 new supply affordable homes in Scotland by March 2021 supported by over £3bn of investment. All local authorities have a significant role in terms of the delivery of Strategic Housing Investment Plans (SHIPs) to assist in meeting the 50,000 target. In West Dunbartonshire, our More Homes Better Homes West Dunbartonshire approach outlines the local target for a minimum 1000 new affordable homes to be built by 2021 in West Dunbartonshire between the Council and developing strategic partnering Housing Associations.
- 4.2** On February 19<sup>th</sup> 2018, the Minister for Local Government and Housing wrote to all Scottish Local Authorities reminding them of their responsibilities to accelerate and ensure the delivery of the Affordable Housing Supply Programme; the Council's More Homes West Dunbartonshire approach strongly supports such an aim. This has been strengthened through the formation of a More Homes West Dunbartonshire Project Board chaired by the Strategic Lead for Housing and Employability which will provide strong governance and leadership to ensure the ambitions are achieved.

- 4.3** The Strategic Housing Investment Plan and HRA Capital Plan outlined the plans the Council have for meeting their targets. These revised new build targets for the Council are outlined below:

**Table 2: Council New Build**

<b>Site/Developer</b>	<b>Number of Units</b>
St Andrews High School, Clydebank	126
Dumbarton Harbour	45
Creveul Court, Alexandria	22
Haldane Primary School	58
Aitkenbar Primary, Bellsmyre	55
Clydebank East ex MSF site	50
Queens Quay, Site B/C, Clydebank	60*
<b>416 units</b>	

\*Includes 29 units at Site b and a projected 31 units at Site C

- 4.4** The Housing and Communities Committee in February 2019 approved the addition of Queens Quay, Site C to the Council's new build programme, although it should be noted that this site would not complete before 2021 target; however it is consistent with the Council's stated intention to continue new build development for the foreseeable future. The site would only be taken forward if a financially viable project that meets housing need can be developed and would be funded from the future projects element prescribed within the HRA Capital Plan and therefore not requiring any additional budget provision.
- 4.5** The Council's new build programme has achieved a number of notable milestones since the last update provided to the Housing and Communities Committee, including having 262 new homes at construction stage at present, progress on each of the Council new build projects is outlined below:-

#### St Andrews School Update

This development will provide 126 units in total. This site will now fully be developed by the Council and all units used for council housing.

This project is now on site as of 3<sup>rd</sup> June 2019 and is anticipated to complete in March 2021.

Due to unforeseen ground conditions and the requirement for a detailed remediation strategy, the costs for this project are anticipated to be above budget. This issue is noted at 6.3 in more detail.

#### Aitkenbar Primary School

The project is now on-site as of 14 October 2019. Ongoing progress will continue to be reported to a future Housing and Communities Committees.

Committee will be aware that the Council is working with 2 community organisations who are still utilising the Longcraggs facility located within the development site. The arrangements are now in place for each of these

groups to move into agreed alternative accommodation with modifications and adaptations in both cases being funded by WDC. These works are progressing to ensure the new accommodation is ready. However this process has taken longer than expected.

To alleviate the impacts the Council and its appointed contractor devised a Health and Safety Plan and short term amendment to the programme to work around the Longcrags facility still being in operation this provides an additional 3 week period for the works to the community organisations new accommodation to be concluded.

If the works are not concluded by the revised date of 14<sup>th</sup> November so that the Longcrags facility can be vacated there is a risk that the Council may have to stop on-site and as a result could face delay charges which will have to be met by the HRA. Interim arrangements to avoid this are being developed for both of the affected groups.

A verbal update on the progress of works will be provided to the Housing and Communities Committee.

#### Aitkenbar Primary School

The project is now on-site as of 14 October 2019. Ongoing progress will continue to be reported to a future Housing and Communities Committees.

Committee will be aware that the Council is working with 2 community organisations who are still utilising the Longcrags facility located within the development site. The arrangements are now in place for them to move into agreed alternative accommodation and works are progressing to ensure the new accommodation is ready; this process has taken longer than expected and is now impacting on the delivery programme for the new homes.

To alleviate the impacts the Council and its appointed contractor devised a Health and Safety Plan and short term amendment to the programme to work around the Longcrags facility still being in operation this provides an additional 3 week period for the works to the community organisations new accommodation to be concluded. If the works are not concluded by the revised date of 14<sup>th</sup> November the Council may have to stop on-site and delay charges will have to be met by HRA.

A verbal update on the progress of works will be provided to the Housing and Communities Committee.

#### Haldane Development

The project is now on-site as of 21 October 2019. Progress will be reported to future Housing and Communities Committees.

The costs for the Haldane development because of siteworks issues are now above the allocated budget by £189,772. To mitigate the increase in costs we have requested additional Scottish Government grant, we will also work



closely with the contractor to drive further efficiencies within this development without any dilution of quality. We anticipate that we would know the outcome of our request for additional grant subsidy from the Scottish Government in early November.

#### Dumbarton Harbour

The Housing Development Team are engaged with Turner Townsend and have agreed the design specification for the delivery of the 45 units. An element of enabling works has already commenced and full planning permission is already secured. A recent issue with site levels across this site and neighbouring projects was identified and has now been resolved. However, the impact had has delayed the site start which will now be November 2019.

#### Creveul Court, Alexandria Town Centre

Creveul Court development will see a 22 unit development of flats with lifts and bungalows a key principle for the design is to build on the housing need already satisfied through the adjacent Caledonia/Dunbritton Housing Association's Kippen Dairy development and meet any unmet need particularly in relation to older person's accommodation.

The development is planned to go on site in early November 2019.

#### Clydebank East

A masterplanning design approach is being developed which could oversee the development of around 140 new homes within this site. While we have previously reported a minimum of 50 new Council homes within this site, we are currently researching opportunities to introduce alternative tenures within the wider regeneration approach. The research will conclude before the end of the year with a view to bring proposals to a Housing and Communities Committee within 2019/20.

The demolition company is now onsite and the demolition is underway and will take around a year, completing next May 2020. Following this the Council will be on-site to develop the social housing element of the site. A briefing in relation to the Clydebank East demolitions was provided to members in October 2019.

#### Queens Quay, Site B, Clydebank

A Planning Application for Site A and B comprising of a total of 146 flatted units (29 WDC units included within this) was made in December 2018 and planning approval was received from the March 2019 Planning Committee.

Council, at the 26 June 2019 meeting approved the use of the Council's General Services capital Regeneration Fund to fund the construction of the four commercial units within the affordable housing development to assist with the delivery of this project.

The Council is working collaboratively with our housing association partners to ensure a site start before the end of 2019.

#### Queens Quay, Site C, Clydebank

The Council is currently developing a design to deliver a projected 31 family type homes on this site to complement the housing mix within sites A and B. It is anticipated more detail will be available for the next meeting of the Housing and Communities Committee. We have ambitions within this development to look at a low/zero carbon house type.

#### Buy Back Scheme

Since 2015 the Council has operated a Buy Back Scheme that assists the Housing Team in purchasing properties of former Council homes that were sold through the Right to Buy Scheme. Not only does this Scheme assist with housing need and accelerating common capital works, it also contributes towards the More Homes agenda by adding additional stock to the Council's portfolio that is the right type and size and in the right location.

To date 27 new homes have been purchased through the scheme at an overall cost of £2,245,370. It should be noted that these costs are inclusive of all works to bring the home up to SHQS and EESSH standard.

We continue to monitor the policy and the West Dunbartonshire More Homes Project Board recently approved slight amendments to this Policy. This was to extend the scheme to allow the Housing Department to purchase under certain circumstances properties from the market that are not former RTB properties. This would only be for certain limited situations where existing stock or proposed new build stock cannot meet a specific applicant's need. The revised policy is included as Appendix 1 of this report and seeks Committee approval to make this minor amendment to add greater flexibility to the scheme to assist in meeting housing need.

- 4.6** The provision of new housing that is the right type and size and that which is needed in accordance with our housing demand lists has contributed to positively regenerating these areas. In addition, the provision of new council housing for rent, along with other housing service led initiatives through our Better Homes West Dunbartonshire approach, such as the implementation of the Housing Asset Management Strategy, housing management initiatives and the HRA Capital Programme carrying out significant works on existing stock have all contributed positively to the overall regeneration of these priority areas.
- 4.7** As part of our strategic housing approach, tenant satisfaction levels and other contributing indicators to analyse the impact of housing regeneration activities will continue to be tracked and be reported to the Housing and Communities Committee. It will be closely monitored through the More Homes Project Board.

- 4.8 In addition to its direct role as a developer of new housing, the Council's Housing Development Team plays a key enabler role through its statutory position as the Strategic Housing Authority.

## 5. People Implications

- 5.1 There are no people implications from this report.

## 6. Financial and Procurement Implications

### Financial

- 6.1 The impacts and ambition of the Council's New Build Programme has been reviewed and assessed, together with the revised target cost, increased abnormal element and inclusion of the development of Queens Quay Site C, through the Council's HRA Business Plan Model and is affordable with no negative impact to the future viability of the HRA.
- 6.2 We are now at the stage where final tender costs are known for St Andrews, Aitkenbar, Haldane and Creveul Court projects. Table 3 below outlines the final cost against the estimated budget cost for these 4 projects:

**Table 3: Final Tender Costs\***

Project	Anticipated Budget	Actual Cost	Variance	Comment
St Andrews	£20,704,750	22,121,767	-1,417,017	Over Budget
Aitkenbar	£10,140,000	9,567,154	572,846	Under Budget
Haldane	£10,740,000	10,929,772	-189,772	Over Budget
Creveul	£3,825,000	3,633,833	191,167	Under Budget

\*Not Whole Programme

- 6.3 As reported at previous Housing and Communities Committee, due to the emergence of detrimental site conditions and the piling solution to resolve this, the costs for St Andrews are over budget and we now know this will be by £1.4m. Whilst costs for Haldane are unexpectedly over budget due to additionality in the extent of the siteworks required, this is somewhat offset by Aitkenbar and Creveul Court being under budget.
- 6.4 In order to realign the affordable housing supply budget, a number of actions will be taken. The Council have met and discussed with Scottish Government officials and have requested additional grant of £3000 per unit for the Haldane and Aitkenbar developments, which when approved will provide additional grant income of £339,000 to the Affordable Housing Supply Programme budget. The Council team will also work on securing additional grant for the project at Queens Quay site C and Clydebank East at the appropriate time.
- 6.5 There are still a number of projects within the current programme that we do not have final costs for. Once received and costing exercises and the overall analysis of projects that have underspent or overspent have taken place it

may be necessary to seek Council permission to to accelerate funds from planned future years spend within the AHSP. Updates to this position will be reported to future Housing and Communities Committees.

- 6.6** The Housing Development Team will continue to work with the Scottish Government, colleagues in Consultancy Services, our current main contractor CCG and any future contractors to ensure that the loss of budget to the current and future new build programmes is minimal.
- 6.7** In February 2019 Council approved the Housing Capital Programme 2019-2024 which has gross profile spend of £96.924m on council new build housing over that 5 year period year period. This includes some £8m per annum from 21/22 provision for future new build projects. The Housing team has already commenced developing the feasibility of future development and these will be included in the draft Strategic Housing Investment Plan reported to the Housing and Communities Committee in November 2019. As highlighted in 4.4 of this report the first future project identified is the development of new homes within Queens Quay Site C.
- 6.8** The introduction of the West Dunbartonshire Affordable Housing Design Standard approved by the Housing and Communities Committee in November 2015 and updated in February 2019 will ensure all new affordable housing developments in West Dunbartonshire will be eligible for the higher 'greener' subsidy levels of £72k (RSL) and £59k (Council). This enables the leverage of an additional £2k of grant funding per unit of affordable housing in West Dunbartonshire.

#### Procurement

- 6.9** As highlighted in section 3.7 of this report, a robust contract strategy resulted in the appointment of CCG Scotland Ltd to deliver five of our new build development sites inclusive of enabling and construction works.
- 6.10** Further opportunities to maximise the positive social, economic and environmental impact for the Council through this contract will also be explored.

### **7. Risk Analysis**

- 7.1** All Council new build projects have their own Risk Register which highlights the risk within and out-with the project team's control. These are maintained and adjusted on an on-going basis.
- 7.2** With any new build project there is a risk that as the projects develop the cost increases beyond the estimated contract cost. Any additional borrowing requirements, or conversely, cost savings will be reported to future meetings of the Housing and Communities Committee. However, this is mitigated through a target cost model approach.

### **8. Equalities Impact Assessment (EIA)**

**8.1** An Equalities, Health and Human Rights Impact Assessment screening was carried out on the revised Buyback Policy and found no substantive negative impacts. The assessment is available as a background paper to this report.

## **9. Consultation**

**9.1** As part of our previous rent consultation exercise, 92% of respondents indicated their support for the Council's ambitious plans to deliver the Housing Revenue Account (HRA) new council house build programme.

**9.2** Regular updates on new build development are provided to the West Dunbartonshire Tenants and Residents Organisation at the bi-monthly liaison meetings.

## **10. Strategic Assessment**

**10.1** The Local Housing Strategy is the overarching document setting out the strategic direction for housing across all tenures and informs the future investment in housing and related services across West Dunbartonshire.

**10.2** Having considered all the Council's strategic priorities, this report and the provision of new supply social housing for rent contributes greatly to all five strategic priorities.

**Peter Barry**  
**Strategic Lead, Housing and Employability**  
**Date: 24 October 2019**

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**Person to Contact:** John Kerr – Housing Development and Homelessness Manager, Housing and Employability, 16 Church Street, Dumbarton, G82 3PU, telephone: 01389 737889, email: [john.kerr@west-dunbarton.gov.uk](mailto:john.kerr@west-dunbarton.gov.uk)

**Appendices:** 1. Buyback Policy, October 2019

**Background Papers:** West Dunbartonshire Council's Local Housing Strategy 2017-2022  
<http://www.west-dunbarton.gov.uk/media/4311723/housing-strategy-2017-2022-final.pdf>

Local Housing Strategy, Equalities Impact Assessment, November 2016  
[http://www.west-dunbarton.gov.uk/media/716927/lhs\\_eia\\_sept\\_2011-revised.pdf](http://www.west-dunbarton.gov.uk/media/716927/lhs_eia_sept_2011-revised.pdf)

More Homes, Better Homes West Dunbartonshire  
Strategic Housing Investment Plan, Housing  
Development, November 2017

Affordable Housing in West Dunbartonshire, Housing  
Strategy and Development, July 2015  
[http://www.west-  
dunbarton.gov.uk/media/4308583/brochure-final-website-  
version.pdf](http://www.west-dunbarton.gov.uk/media/4308583/brochure-final-website-version.pdf)

**Wards Affected:**

All

# Buy Back Scheme Policy

October 2019

## Other formats

This document can be provided in large print, Braille or on audio cassette and can be translated into different community languages.

### Please contact:

Corporate Communications  
Council Offices  
Garshake Road  
Dumbarton G82 3PU  
Tel: 01389 737000

### Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعة الكبيرة وبطريقة سمعية عند الطلب.

### Chinese (Cantonese)

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

### Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

### Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formie audio.

### Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

### Urdu

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔



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## **1. Purpose of Buy Back Scheme**

- 1.1** West Dunbartonshire Council's Buy Back Scheme will assist in increasing the provision of affordable housing in the area by purchasing former Council Right to Buy properties using a robust assessment criteria within a set budget.
- 1.2** It should be noted that this Policy is intended to provide the Council with an increased supply of properties that we require or assist areas of the Council's business that will lead to an improved situation for existing and potential tenants. This Scheme does not exist to assist owners or sellers and as such we have a right of refusal at any point in the process.

## **2. Background**

- 2.1** Since the introduction of the Right to Buy (RTB) legislation in 1981, approximately 12,000 properties have been sold to sitting tenants in West Dunbartonshire. The RTB ended on 31 July 2016. All sales through the RTB legislation have a detrimental impact on the Council's ability to meet the housing needs of the wider community and its ability to meet its statutory responsibilities in respect of homelessness.
- 2.2** West Dunbartonshire's Local Housing Strategy (LHS) highlighted a range of factors which have led to an increased demand for rented accommodation in both social and private sectors including accessing mortgage finance and the number of household significantly growing due to a large increase in single person households over the last 20 years.
- 2.4** The Council has built 161 new properties in the past 6 years with a further 350 either onsite or due to go onsite during 2019/20. These properties will help in re-dressing the mismatch between properties and need identified within the LHS.

## **3. Strategic Context**

- 3.1** The Council's five main strategic priorities for 2017-2020 are:
- A strong local economy and improved job opportunities
  - Supported individuals, families and carers living independently and with dignity
  - Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
  - Open, accountable & accessible local government
  - Efficient and effective frontline services that improve the everyday lives of residents

Any increased provision of social rented housing contributes to these strategic priorities.

- 3.2** The Housing and Employability Delivery Plan sets out the actions that the Division will undertake to help deliver the Strategic Plan. The Buy Back Scheme will help to meet the following Outcome:

- More affordable and suitable housing options

- 3.3** One of the key LHS aims is to ensure that people have access to affordable housing of all tenures which is in the right location and is suitable for their needs.

- 3.4** The Strategic Housing Investment Plan (SHIP) sets out how resources will be used over a 5 year period to deliver affordable housing priorities set out in the LHS

#### **4. Aims and Objectives**

- 4.1** The main objective of the Buy Back Scheme is to:

‘Assist the Council in meeting and delivering its strategic housing objectives’

- 4.2** The main aims of the Buy Back Scheme are:

- The acquisition of social housing units of the right size and type
- Help maintain or create viable sustainable communities
- Assist with managing the effects of Welfare Reform
- Assist the Council with SHQS/Capital Works obligations
- Potentially assist with Empty Homes

#### **5. Principles of the Buy Back Scheme**

- 5.1** All properties will be assessed using a methodology adopted within a Scoring Matrix. The Scoring Matrix which has been developed in consultation with Tenants will be fully outlined within the Buy Back Scheme Procedure.

- 5.2** The Scoring Matrix has been developed based upon the following principles:

##### *Capital Funds*

There must be Capital funds available at the time of any enquiry. If, on consulting the HRA Business Plan, it is established that it is not financially viable then the Council will decline any request.

#### *Rental Potential*

The Council must be able to receive a rent for the property which can contribute to the cost of any associated borrowing.

#### *Housing Need and Demand*

Any acquisition of former RTB properties for social housing use must be of the right size and type. Therefore, any purchase must assist the Council in managing the effects of Welfare Reform by providing 1 bedroom properties or by helping to address the shortage in larger family type housing.

#### *Scottish Housing Quality Standard/Investment Requirements*

The valuation must reflect the current market value and any costs associated with ensuring that the property achieves the SHQS. A condition assessment must represent best value to the Council.

#### *Empty Homes*

There may be potential for the Scheme to assist with the Empty Homes Initiative. However due to the small scale nature of the Scheme, it is not anticipated to have a significant impact on Empty Homes.

#### *Value for Money*

The Council must ensure an acquisition price which represents best value to the Council.

#### *Former Right to Buy or Specific Purchase*

The majority of properties that are purchased will be former Council properties bought through the Right to Buy (RTB) Scheme and will therefore be a similar style and construction to those that the Council already maintain and will be in areas that the Council has a presence.

However, if a specific need that cannot be met through existing stock or planned new build arises that the market can provide the solution too, then so long as the principles outlined above are fulfilled, this purchase would be justified.

## **6. Financial Approach**

### **6.1** The Scheme has the following budget for this and next financial year:

- 2019/20 – £1,384,000
- 2020/21 – £1,000,000

### **6.2** This is likely to provide a return of around 8-10 purchases in each year.

- 6.3** A condition of any purchase will be that any debt owed to West Dunbartonshire Council associated with the property such as council tax arrears or common repairs charges will be deducted from the valuation.
- 6.4** Properties under consideration will be subject to a valuation by the District Valuer who is independent from West Dunbartonshire Council.
- 7. Monitoring and Review**
- 7.1** *Housing Revenue Account (HRA) Capital Programme*  
The actual spend of the Buy Back Scheme will be monitored through the HRA Capital Programme process. All Capital spend is monitored on a monthly basis.
- 7.2** *Housing, Environment and Economic Development Committee*  
The details of the sales, including address, size, type and purchase price will be recorded and reported on an annual basis to the relevant Committee within the Strategic Housing Asset Management Strategy update.
- 7.3** *Policy Review*  
The Buy Back Policy and Procedure will be reviewed on a yearly basis following the end of the financial year.
- 8. Further Information**
- 8.2** If you require further information on the Buy Back Policy or Procedure:
- Email: [jackie.mcrory@west-dunbarton.gov.uk](mailto:jackie.mcrory@west-dunbarton.gov.uk)  
[dawn.conner@west-dunbarton.gov.uk](mailto:dawn.conner@west-dunbarton.gov.uk)  
Phone: 01389 737697/7591

## **9. Glossary of Terms**

### **Right to Buy (RTB)**

The Housing (Scotland) Act 1987 gave tenants the right to purchase the Council home they lived in. However, it ended in 2016.

### **Local Housing Strategy (LHS)**

The Local Housing Strategy (LHS) sets out our understanding of the housing issues over the coming five year period and indicates how the Council and its partners address them.

The LHS provides the strategic direction for housing across all tenures and informs the future investment in housing and related services across West Dunbartonshire.

### **Strategic Housing Investment Plan (SHIP)**

The Strategic Housing Investment Plan (SHIP) sets out the funding priorities for affordable housing in West Dunbartonshire for a three year period.

The LHS and SHIP together guide the application of Scottish Government and other housing funding. The main focus of the SHIP is the targeting of the Scottish Government's Affordable Housing Supply Programme Funding and the Council House Building Programme.

### **Housing Revenue Account Capital Programme**

The Housing Revenue Account Capital Programme is part of Housing's 30 year Business Plan and sets out how the Council will improve and repair its housing and estates. Meeting and maintaining the Scottish Housing Quality Standard (SHQS) is part of this investment.

### **Scottish Housing Quality Standard (SHQS)**

This is the standard that all social landlords in Scotland have to meet.

### **Empty Homes Initiative**

This initiative is called Homes Again West Dunbartonshire and Renfrewshire. The two Councils are working in partnership to bring private sector homes that have been empty for over six months back into use.

## **WEST DUNBARTONSHIRE COUNCIL**

### **Report by the Strategic Lead, Housing and Employability**

**Housing and Communities Committee: 6 November 2019**

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**Subject: Scottish Social Housing Charter/Regulation of Social Housing in Scotland Progress Report**

#### **1. Purpose**

- 1.1** The purpose of this report is to provide members with benchmarking information relating to how the Council has performed against the Scottish Social Housing Charter indicators and to provide an update into how we are meeting the requirements of the Scottish Housing Regulator's Regulatory Framework.

#### **2. Recommendations**

- 2.1** It is recommended that the Housing and Communities Committee:

- (i) notes the contents of this report and appendices and recognises the continued improvements across Housing and Homelessness Services in West Dunbartonshire;
- (ii) approves our Annual Assurance Statement and for this to be submitted to the Scottish Housing Regulator as per the new regulatory requirement;
- (iii) notes the Council's approach in involving tenants and service users has again been cited for excellence through winning the TPAS (Scotland) National Good Practice Awards for the third successive year, and
- (iv) notes that a full annual progress report on the Scottish Social Housing Charter will be submitted to the August 2020 meeting of the Housing and Communities Committee.

#### **3. Background**

- 3.1** The Scottish Government's Scottish Social Housing Charter (SSHC) came into force in April 2012 and was reviewed during 2016. A revised Charter was subsequently approved by the Scottish Parliament and came into effect in April 2017.
- 3.2** The purpose of the Charter is to help improve the quality and value of the services that social landlords provide by:
- stating clearly what tenants and other customers can expect from social landlords and helping them to hold landlords to account;
  - focusing the efforts of social landlords on achieving outcomes that matter to their customers; and

- providing the basis for the Scottish Housing Regulator (SHR) to assess and report on how well landlords are performing.

**3.3** A revised Regulatory Framework and reporting timetable for the SSHC came into effect on 1<sup>st</sup> April 2019 is shown below:

When	Who	What
Throughout year	Housing Development /Tenants	Assess performance against the Charter Outcomes
May each year	Housing Development	Submission of Annual Return on the Charter (ARC) to Scottish Housing Regulator
August each year	Scottish Housing Regulator	Publishes a report about each social landlord with key data from its ARC on their website
October each year	Convenor of Housing and Communities Committee	Submission of Annual Assurance Statement (AAS) to the Scottish Housing Regulator
October each year	Housing Development	Publication of annual Charter Performance Report for tenants and other customers
by April each year	Scottish Housing Regulator	Publishes an Engagement Plan for each landlord, based on performance against Charter Indicators and outcomes
by April each year	Scottish Housing Regulator	SHR will publish a report on the analysis of the sector's performance in achieving the Charter

**3.4** The main changes introduced as part of this revised framework are the introduction of the Annual Assurance Statement (AAS) which needs to be submitted to the Regulator by the end of October each year and also the introduction of an Engagement Plan published by the Regulator each year and based on performance against the Charter indicators and outcomes.

**3.5** On the 6 August 2014, Members of the Housing and Communities Committee agreed that twice yearly reports be provided as follows:

- August Committee - Scottish Social Housing Charter Annual Update Report; and
- November Committee - Scottish Social Housing Charter Annual Benchmarking Report and Mid-Year Progress Report – (April-September).

## **4. Main Issues**

**4.1** The key areas of focus in relation to the Scottish Social Housing Charter highlighted in this report are as follows:

- an assessment of our progress in relation to achieving the Charter Outcomes;
- the submission of our AAS to the SHR;
- the production and publication of our annual Charter Performance Report for tenants and other customers; and
- the development of effective tenant scrutiny arrangements in conjunction with tenants and other customers.















## Assessment of progress achieving the Charter Outcomes



- 4.2** The SHR uses 37 Charter Performance Indicators to monitor the performance of all social landlords against the Charter outcomes and standards.
- 4.3** West Dunbartonshire Council successfully submitted the Annual Return on the Charter (ARC) to the SHR within target timescales and was not subject to any validation exercise.
- 4.4** An annual report based on 2018/19 performance was reported to Committee in August 2019. This report included key data from the ARC and compared our performance with that of the previous year. The report outlined the on-going journey of continued improvement across housing services in West Dunbartonshire.

## Benchmarking of key performance indicators

- 4.5** Both our ARC submission and our annual submission of performance information to Scotland's Housing Network (SHN) provide opportunities to compare our performance against other landlords (all Scottish local authorities and, where appropriate, Glasgow Housing Association) and to identify areas for improvement. This process is known as "benchmarking".
- 4.6** On 31 August 2019, the SHR published a Landlord Report on their website for every social landlord in Scotland. This report contained key data from the ARC and compared our performance with a Scottish average figure.
- 4.7** On 31 October 2019, SHN provided a report and feedback session for the Convenor of the Housing and Communities Committee, key housing staff, members of the WDTR and members of the West Dunbartonshire Scrutiny Panel.
- 4.8** The key findings are outlined below:

Status Key							
				Peer group compared to is all other local authority landlords, as well as Glasgow Housing Association			
Top quartile	2 <sup>nd</sup> quartile	3 <sup>rd</sup> quartile	4 <sup>th</sup> quartile	No updated values for 2018/19 as no further comprehensive tenant survey required to be carried out until 2019/20			
Customer Satisfaction				2017/18 Value	2018/19 Value	2017/18 Rank	2018/19 Rank
Percentage of tenants satisfied with the overall service				84.1%	84.1%		
Percentage of tenants who feel their landlord is good at keeping them informed				84.5%	84.5%		
Percentage of tenants satisfied with the opportunities given to participate				79.1%	79.1%		
Percentage of existing tenants satisfied with the quality of their home				86.3%	86.3%		

Quality of Housing	2017/18 Value	2018/19 Value	2017/18 Rank	2018/19 Rank
Percentage of tenants satisfied with the standard of their home when moving in	94.9%	87.4%		
Percentage of properties meeting the Scottish Housing Quality Standard (SHQS)	90.2%	91.9%		
Percentage of properties meeting the Energy Efficiency Standards for Social Housing (EESH)	55.9%	77.6%		
Repairs, Maintenance and Improvements	2017/18 Value	2018/19 Value	2017/18 Rank	2018/19 Rank
Average length of time taken to complete emergency repairs	3.67 hours	3.41 Hours		
Average length of time taken to complete non-emergency repairs	7.08 days	5.7 days		
Percentage of reactive repairs carried out completed right first time	88.1%	90.5%		
Percentage of repairs appointments kept	86%	86.1%		
Percentage of properties that had a gas safety check completed by the anniversary date.	99.13%	100%		
Percentage of tenants satisfied with the repairs and maintenance service	92.3%	88.5%		
Neighbourhood and Community	2017/18 Value	2018/19 Value	2017/18 Rank	2018/19 Rank
Percentage of tenants satisfied with the management of the neighbourhood they live in	80.3%	80.3%		
Percentage of anti-social behaviour cases resolved within locally agreed target times	81.4%	80.4%		
The average time to complete applications for medical adaptations	90.3 days	68 days		
Homeless People	2017/18 value	2018/19 Value	2017/18 Rank	2018/19 Rank
Percentage of households requiring temporary accommodation to whom an offer was made	100%	100%		
Percentage satisfied with the quality of temporary or emergency accommodation	83%	76.3%		
Percentage of temporary accommodation offers refused	2.7%	1.9%		
Value for Money	2017/18 value	2018/19 Value	2017/18 Rank	2018/19 Rank
Average time to re-let properties	35.6 days	23.3 days		
Rent loss due to voids expressed as a percentage of the total amount of rent due	0.9%	0.73%		
Rent collected as a percentage of total rent due	98.63%	98.61%		
Gross rent arrears as a percentage of total rent due	8.83%	9.71%		

Factored Owners	2017/18 value	2018/19 Value	2017/18 Rank	2018/19 Rank
Percentage of factored owners satisfied with the factoring service they receive	33%	33%		

- 4.8** Over the past 12 months the Housing Improvement Board (HIB) has monitored closely key work-streams aimed at improving areas of weakness around rent arrears, gas safety, the time taken to carry out medical adaptations and the satisfaction of factored owners.
- 4.9** A comprehensive assessment of 2018/19 performance against the Charter has been carried out and has informed a Charter Improvement Plan which was approved by the HIB in July 2019. This is being implemented across all areas of the housing and homelessness service with the objective of continuing to improve services for our tenants and customers.
- 4.10** There have been sustained improvements in relation to gas safety checks being carried out within statutory timescales, progress in terms of reducing the time taken to carry out medical adaptations and actions taken to improve services to factored owners. EESSH compliance has also risen from 55.9% to 77.3% as we approach full compliance by December 2020.
- 4.11** Universal Credit was rolled out across West Dunbartonshire during 2018/19 and the level of rent arrears remains a concern. In addition, our Engagement Plan published by the SHR in April 2019 highlighted services to homeless people and compliance with gypsy/traveller site standards as areas where the SHR are seeking further assurance. However, we have had positive discussions with the Scottish Housing Regulator regarding these key issues; including advising the SHR we are now fully compliant with minimum gypsy/travellers site start.
- 4.12** The HIB is therefore currently monitoring on a monthly basis key work-streams aimed at driving improvements in the following areas:
- rent collection;
  - medical adaptations;
  - compliance with gypsy/traveller site standards; and
  - services for homeless people.
- 4.13** The table outlined below provides a more local analysis comparing West Dunbartonshire Council's performance against comparable neighbouring housing organisations (3 neighbouring local authorities Renfrewshire, East Dunbartonshire, Stirling and River Clyde Homes operating in Inverclyde).

Indicator	West Dunbartonshire Council	East Dunbartonshire Council	Renfrewshire Council	Stirling Council	River Clyde Homes
<b>HOMES AND RENT</b>					
Total Number of Homes					
	10,397	3,549	12,002	5,686	5,838
Average weekly rent					
2 APT	£75.10	£70.23	£68.88	£62.40	£82.39

3 APT	£77.37	£75.23	£77.81	£64.61	£86.76
4 APT	£82.21	£79.16	£86.97	£67.21	£93.20
5 APT	£88.12	£84.01	£93.62	£68.95	£99.11
Indicator	West Dunbartonshire Council	East Dunbartonshire Council	Renfrewshire Council	Stirling Council	River Clyde Homes
<b>TENANT SATISFACTION</b>					
% of overall satisfaction with the service					
	84.1%	81.0%	88.0%	93.2%	89.3%
<b>QUALITY AND MAINTENANCE OF HOMES</b>					
% of homes meeting the SHQS					
	91.9%	97.8%	94.5%	99.6%	93.9%
Average Number of hours – Emergency Repairs					
	3.4 hours	4.3 hours	5.1 hours	7.8 hours	2.9 hours
Average Number of Days – Non Emergency Repairs					
	5.7 days	16.4 days	6.9 days	4.6 days	3.3 days
Repairs – Right First Time					
	90.5%	77.5%	88.1%	86.6%	97.8%
% of tenants who have had repairs carried out on the last 12 months who were satisfied with repairs and maintenance service					
	88.5%	79.6%	92.5%	90.8%	89.2%
<b>HOUSING MANAGEMENT</b>					
Cases of anti-social behaviour, per 100 homes, reported in the last year					
	3.2	2.5	3.6	7.7	4.8
% of anti-social behaviour cases resolved within locally agreed targets in the last year					
	80.4%	91.0%	96.0%	46.3%	88.9%
<b>VALUE FOR MONEY</b>					
Rent collected as % of rent due					
	98.6%	98.8%	100.0%	98.6%	98.7%
% of Rent due not collected through homes being empty					
	0.7%	1.0%	1.4%	1.0%	1.5%
Average length of time in days taken to re-let homes in the last year					
	23.3 days	48.9 days	38.5 days	58.6 days	67.5 days















- 4.14** As part of the requirements of the SSHC all performance information is publicly accessible via the SHR's website.

#### Mid-year progress against Scottish Social Housing Charter Indicators

- 4.15** Of the 32 Charter Indicators, 21 are reported on an annual basis and 11 on a six monthly basis to the Housing and Communities Committee.
- 4.16** Performance improvement targets for 2019/20 for all the Charter Indicators have been agreed based on robust benchmarking information and previous

performance and challenge the housing service to meet our ambition to be one of Scotland's top performing landlord organisations.

- 4.17** A summary of performance for the period April 2019 – September 2019 for those indicators reported on a 6 monthly basis is outlined in the table below:

Status Key			Scottish Social Housing Charter Mid-year Performance Report (Apr 2019 – Sep 2019)		
 Target Met or exceeded	 Target narrowly missed (within agreed range)	 Target missed			
<b>Estate Management, Anti Social Behaviour, Neighbour Nuisance and Tenancy Disputes</b>			<b>Mid-year Target</b>	<b>Mid-year Value</b>	<b>Status</b>
Percentage of anti-social behaviour cases resolved within locally agreed target times			88%	84.3%	
<b>Repairs, Maintenance and Improvements</b>			<b>Mid-year Target</b>	<b>Mid-year Value</b>	<b>Status</b>
Average length of time taken to complete emergency repairs			3.4 hours	3.75 hours	
Average length of time taken to complete non-emergency repairs			5.7 days	7.1 days	
Percentage of reactive repairs carried out completed right first time			91%	87.5%	
Percentage of properties which had a gas check completed by the anniversary date			100%	100%	
Percentage of tenants satisfied with the repairs and maintenance service			90.9%	66.6%	
<b>Homeless People</b>			<b>Mid-year Target</b>	<b>Mid-year Value</b>	<b>Status</b>
% of repeat homelessness presentations*			4.8%	4.4%	
Percentage of households requiring temporary accommodation, to whom an offer was made			100%	100%	
<b>Vale for Money</b>			<b>Mid-year Target</b>	<b>Mid-year Value</b>	<b>Status</b>
Average time to re-let properties			25 days	23.6 days	
Percentage of rent due lost through homes being empty during the last year			0.88%	0.83%	
Gross rent arrears as a percentage of total rent due			9%	9.3%	

#### Annual Assurance Statement (AAS)

- 4.18** A new aspect of the Regulatory Framework which came into effect in April 2019 is the requirement for all social landlords to prepare an AAS and for this to be submitted to the SHR by the relevant Council committee.
- 4.19** The AAS requires landlords to state they are meeting regulatory requirements and that they are compliant with the relevant regulatory standards, legal requirements and statutory guidance relevant to the sector. Any areas of non-compliance should be highlighted, alongside actions being taken to address this.
- 4.20** Our first AAS is attached as Appendix 1 and, as outlined in the SHR guidance published in February 2019, it is a short, succinct document, in a simple format.

- 4.21** The central aspect of the AAS is that the Committee has been provided with the necessary assurance in terms of information and evidence where required, to support the content of the AAS.
- 4.22** A wide range of arrangements are in place to ensure that we meet our regulatory and statutory obligations and to provide members of the Committee with the assurance required.
- 4.23** Prior to the submission of our first AAS a session was held in October 2019 for members of the Committee, to provide an overview of the new Regulatory Framework, highlighting the new obligations it introduced and specifically focused on the new AAS.
- 4.24** This provided members with detail around how they can be assured that we have properly assessed and can evidence compliance with our regulatory and statutory obligations. A toolkit specifically developed for this purpose is attached as Appendix 2 of this report.
- 4.25** Subject to approval, the AAS will be signed by the Convenor of the Housing and Communities Committee and submitted to the SHR as per the regulatory requirement. As per the SHR guidance, the AAS will then be published to ensure that it is accessible to tenants and other customers.

#### Charter Performance Report

- 4.26** The SHR requires all social landlords to produce an Annual Charter Performance Report for their tenants and other customers no later than 31 October each year.
- 4.27** The statutory regulatory framework states that that this report should include:
- an assessment of performance in delivering the Charter Outcomes;
  - relevant comparisons – with previous years, other landlords and national performance; and
  - how and when the landlord intends to address areas for improvement.
- 4.28** Following discussions with tenants how they wished to be involved, a working group of tenants and officers was established and met in August and September 2019 in order to review and update this report in terms of content, style and format.
- 4.29** A number of changes to the report have subsequently been made; including which indicators have been included, how performance is communicated, including which symbols and comparisons are used and the best style and format to ensure that the report is user friendly and easy to understand. The full extent of this consultation with tenants and the subsequent changes made to the report are outlined in Appendix 3.
- 4.30** The report is attached as Appendix 4 and has been published online within the required timescale. Hard copies of the report will be circulated to all members, sent to all tenants groups, interested tenants, and members of the WDTR0, members of the Scrutiny Panel and also partner organisations and

the Scottish Housing Regulator. In addition, a summary of the report will be sent to every tenant with the winter edition of the Housing News (December), and further hard copies will be available from the Housing Development Team on request.

### Tenant Scrutiny Arrangements

- 4.31** There is a statutory requirement that tenants are involved in scrutinising landlords' performance against the Charter and requires that:
- the form of involvement has been agreed with tenants;
  - involvement is effective and meaningful and that tenants have a real say in assessment of performance;
  - the approach is publicised to tenants; and
  - landlords can demonstrate the agreed approach was actually implemented.
- 4.32** Developing effective tenant scrutiny is therefore a challenging process, however, following support from the Scottish Government's "Stepping Up to Scrutiny" training programme, in which elected members took part, these requirements were successfully met and in November 2014 the Housing and Communities Committee approved the establishment of our Tenant Scrutiny Panel with clear terms of reference.
- 4.33** The Panel has carried out four scrutiny activities and provided four reports with a series of recommendations aimed at improving services. All the recommendations have been adopted by the HIB and the implementation of these actions is monitored closely.
- 4.34** Based on our 2018/19 ARC submission and the outcomes of our Charter self-assessment exercise, the Scrutiny Panel are currently agreeing the focus of their activities for the next year.
- 4.35** The WDTR0 continue to be heavily involved in the scrutiny of the Housing and Homelessness Services and the continuing work of the Joint Rent Group comprising tenants, Council officers and the Convener of the Housing and Communities Committee, looking at the rent setting process and the guidance in relation to the Housing Revenue Account (HRA) is important in ensuring Housing and Homelessness Services provide best value for current and future tenants.

## **5. People Implications**

- 5.1** Delivery on the requirements of the Scottish Social Housing Charter is managed from within existing staffing resources within the Housing Development and Homelessness Team.

## **6. Financial and Procurement Implications**

- 6.1** There are no direct financial or procurement implications in relation to this report.

## **7. Risk Analysis**

- 7.1** There is a significant risk that failure to respond appropriately to the requirements of the SSHC would attract an adverse reaction from the SHR and may have wider consequences for the Council in the context of Best Value.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** Equalities legislation requires that new or significantly changing policies or services and financial decisions should be subject to an assessment of their impact on the wellbeing of certain groups of people. The recommendations within this report do not alter any existing policy or pattern of service delivery and so is not considered to require an equalities impact assessment.

## **9. Consultation**

- 9.1** The Council has in place a well-established and proactive tenants and residents organisational structure. The WDTRO meet with the Council (chaired by the Convener of the Housing and Communities Committee) on a bi-monthly basis to discuss all issues relating to the Housing Service.
- 9.2** There remains a strong appetite among tenants and customers to continue to participate actively to improve housing services in West Dunbartonshire. This is reflected in the successful partnership approach adopted to develop the Charter Performance Report and the on-going activities of the WDTRO and the West Dunbartonshire Scrutiny Panel.
- 9.3** The Council is committed to ensure effective consultation continues and will support arrangements to increase tenant scrutiny activities and assess our performance in line with the statutory requirements under the SSHC and the regulatory framework introduced by the SHR.
- 9.4** During 2019 our approach has been commended via an external validation exercise by TPAS (Tenant Participation Advisory Service) Scotland which awarded West Dunbartonshire Council, a gold accreditation for excellence in tenant participation. This has been further strengthened as our approach has won TPAS (Scotland) National Good Practice Awards in each of the last 3 years.

## **10. Strategic Assessment**

- 10.1** Having considered the Council's strategic priorities, this report contributes significantly to all strategic priorities.

**Peter Barry**  
**Strategic Lead, Housing and Employability**  
**Date: 22 October 2019**

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**Person to Contact:** John Kerr – Housing Development and Homelessness Manager, Housing and Employability, 16 Church Street, Dumbarton, G82 1QL, telephone: 01389 737889, email: [john.kerr@west-dunbarton.gov.uk](mailto:john.kerr@west-dunbarton.gov.uk)



**Appendices:**

1. West Dunbartonshire Council Housing and Homelessness Services Annual Assurance Statement (AAS)
2. AAS Assessment of compliance toolkit
3. Consultation Toolkit, Review of Charter Performance Report
4. West Dunbartonshire Council Annual Charter Performance Report for Tenants and Customers 2018/19

**Background Papers:**

Scottish Housing Regulator West Dunbartonshire Council Landlord Report, Scottish Housing Regulator, August 2019

The Scottish Social Housing Charter: Indicators and Context Information, Scottish Housing Regulator  
[http://www.scottishhousingregulator.gov.uk/sites/default/files/publications/Charter%20Indicators%20Document%20-%20Final%20Draft%20-%2027%20September\\_0.pdf](http://www.scottishhousingregulator.gov.uk/sites/default/files/publications/Charter%20Indicators%20Document%20-%20Final%20Draft%20-%2027%20September_0.pdf)

West Dunbartonshire Council Scottish Social Housing Charter Self-Assessment Improvement Plan

West Dunbartonshire Tenant Participation Strategy 2017-2020  
“Involving You”

Scottish Social Housing Charter Annual Update Report, Report by Executive Director of Infrastructure and Regeneration, Housing and Communities Committee, 14 August 2019

**Wards Affected:**

All



**6<sup>th</sup> November 2019**

**West Dunbartonshire Council Annual Assurance Statement**

We confirm that we comply with the regulatory requirements set out in Chapter 3 of the Scottish Housing Regulator's Regulatory Framework.

This includes that we:

- achieve all of the standards and outcomes in the Scottish Social Housing Charter for tenants, people who are homeless and others who use our services
- comply with our legal obligations relating to housing and homelessness, equality and human rights, and tenant and resident safety

We confirm that we have seen and considered sufficient evidence to give us this assurance.

We approved our Annual Assurance Statement at the meeting of our Housing and Communities Committee on 6<sup>th</sup> November 2019.

I sign this statement on behalf of the Committee.

**Convener's signature:**

Diane Docherty,  
Convenor, Housing and Communities Committee

SHR REGULATORY REQUIREMENT/STANDARD		INDICATOR	SOURCES OF ASSURANCE	EVIDENCE PROVIDED	INDICATOR MET?
Assurance and Notification	AN1	Prepare an Annual Assurance Statement in accordance with SHR published guidance, submit it to us between April and the end of October each year, and make it available to tenants and other service users.	Timetable has been developed for preparation and submission of AAS.	AN1 1 <a href="#">Timetable for submission of Annual Assurance Statement</a>	<b>Actions;</b>  Hold workshops for Elected Members  Make AAS available to tenants via multiple channels including website
			We have considered the SHR guidance on Annual Assurance Statements when preparing our AAS and referenced relevant sources of assurance throughout this assessment document.	AN1 2 <a href="#">SHR Assurance Statement Statutory Guidance Feb 2019</a>	
			A Charter update report was provided to HACC August 2019 highlighted the introduction of the AAS as part of the regulatory framework and a further update report to HACC November 2019 will include the detail of our AAS.	AN1 3 <a href="#">HACC 14 Aug 2019 document pack</a>	
			A workshop for Elected Members arranged to ensure member involvement in effectively assessing compliance with the Regulatory Framework. Session will include a generic briefing outlining the introduction of the AAS and	AN1 4 <a href="#">Elected Member AAS workshop - Presentation</a>	

			<p>the role of Elected Members, as well as an assessment of compliance to provide members with assurance via an evidence base so that the AAS can be signed-off.</p> <p>Our initial AAS will be made available to tenants when signed off by Convenor on behalf of the Housing and Communities Committee following two workshops in September and October 2019</p>		
	<b>AN2</b>	<p>Notify us during the year of any material changes to the assurance in its Assurance Statement.</p>	<p>A report to the HIB in July 2019 advised Strategic Lead and senior managers of this requirement, highlighting definition of “material change” and tasking each service area to highlight any changes which represent a material breach to the SHR via the Housing Development and Homelessness Manager.</p> <p>This ensures that we monitor ongoing compliance with the requirements of the Regulatory Framework and that any changes in compliance will be</p>	<p>AN2 1 <a href="#">HIB 29 Jul 2019 Annual Assurance Statement</a></p>	<p>Yes</p>

			communicated.		
	<b>AN3</b>	Have assurance and evidence that it is meeting all of its legal obligations associated with housing and homelessness services, equality and human rights, and tenant and resident safety.	<p>We have an effective arrangement of ensuring that we are aware of changes in legislation by providing reports to either the HACC or briefing notes to Elected Members, outlining implications and actions being taken. We also contribute to Scottish Government consultations.</p> <p>Our policies refer to the relevant legislative framework and requirements.</p> <p>We carry out an annual assessment of compliance with the Standards and Outcomes outlined in the Scottish Social Housing Charter and report this annually to the Housing and Communications Committee. This assessment highlights any areas of weakness and informs an annual action plan.</p> <p>Via this assessment process, we assure ourselves that we meet our legal obligations including the following;</p>	<p>AN3 1 <a href="#">HACC Nov 2018 RRTP position paper</a></p> <p>AN3 2 <a href="#">EM briefing May 2019 – SHR's new Regulatory Framework</a></p> <p>AN3 3 <a href="#">WDC response to SG consultation on Local connections and Intentionality</a></p> <p>AN3 4 <a href="#">Allocation Policy approved by HACC Nov 2017 provided as an example (Section 2)</a></p> <p>AN3 5 <a href="#">HACC 14 Aug 2019 SSHC Annual Update Report</a></p> <p>AN3 6 <a href="#">HIB Jul 2019 SSHC update</a></p>	

		<ul style="list-style-type: none"> <li>• our allocations policy and practice are compliant with the law and good practice</li> <li>• ASB is being tackled effectively and that our legal responsibilities are being met</li> <li>• we are meeting our legal obligations to people who are homeless?</li> <li>• We continue to work toward full compliance with the Scottish Government's HRA Guidance</li> </ul> <p>Our Committee reports include consideration of equalities issues by having a EIA section included as part of the standard report template used.</p> <p>The legal implications of each Committee Report are considered by asking Legal Services for comments as part of the pre-agenda process</p>	<p>AN3 7 <a href="#">Charter Outcome 10 Access to social housing</a></p> <p>AN3 8 <a href="#">Charter Outcome 6 Est Man and ASB</a></p> <p>AN3 9 <a href="#">Anti-social Behaviour Strategy</a></p> <p>AN3 10 <a href="#">Charter Outcome 12 Homeless people</a></p> <p>AN3 11 <a href="#">Charter Outcome 14 15 Rents and service charges</a></p> <p>AN3 12 <a href="#">HACC 14 Aug 2019 Document Pack</a></p>	
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	<b>AN4</b>	Notify us of any tenant and resident safety matters which have been reported to, or are being investigated by the Health and Safety Executive, or reports from regulatory or statutory authorities, or insurance providers, relating to safety concerns.	Report to HIB in July 2019 advising Strategic Lead and senior managers of this requirement, highlighting that the Regulator should be notified of any incidents reported to or being investigated by the Health and Safety Executive.	AN4 1 <a href="#">HIB 29 Jul 2019 Annual Assurance Statement</a>	Yes
	<b>AN5</b>	Make its Engagement Plan easily available and accessible to its tenants and service users, including online.	Our Engagement Plan is easily accessible via our <a href="#">website</a>	AN5 1 <a href="#">WDC Engagement Plan</a>	Yes
	<b>AN6</b>	Register all requirements for providing data to us with the Information Commissioner's Office as a purpose for which they are acquiring data under the Data Protection Act 2018.	This requirement has been removed from the Regulatory Framework as per communication from SHR 20 June 2019.	AN6 1 <a href="#">SHR letter 20 June 2019</a>	N/A
SHR REGULATORY REQUIREMENT / STANDARD		INDICATOR	NOTES	SOURCES OF ASSURANCE (EVIDENCE PROVIDED)	INDICATOR MET?
Scottish Social Housing Charter Performance	<b>CH1</b>	Submit an Annual Return on the Charter to us each year in accordance with our published guidance.	An action is included within H&E Delivery Plan which outlines this requirement. Progress is reported regularly to Council, PAMG and monitored closely by the	CH1 1 <a href="#">H&amp;E Delivery Plan 2019/20</a>	Yes



		<p>HIB which are provided with regular briefing notes highlighting any concerns.</p> <p>Milestones include;</p> <ul style="list-style-type: none"> <li>the submission to the Regulator of our Annual Return on the Charter by the end of May each year</li> <li>a report to the HACC in August each year outlining performance</li> <li>a report to the HACC in November each year outlining benchmarking data and how this data is used to influence service delivery (i.e. inform improvement plan)</li> </ul> <p>To ensure accuracy of all data submitted, both internal and external validation checks are carried out and Data Dictionaries confirming compliance with the SHR's Technical Guidance and full evidence base are held in a central folder for audit purposes</p> <p>We engage with tenants about our performance via the WDTRO liaison meetings and also support the West Dunbartonshire Scrutiny</p>	<p>CH1 2 <a href="#">WDC ARC submission 2018/19</a></p> <p>CH1 3 <a href="#">HIB Charter update report confirming ARC submission</a></p> <p>CH1 4 <a href="#">HACC 7 Nov 2018 SSHC progress report</a></p> <p>CH1 5 <a href="#">SHN WDC ARC validation 2018/19</a></p> <p>CH1 6 <a href="#">Charter Indicator 18 Data Dictionary</a></p>	
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			<p>panel which scrutinizes performance and carries out activities in areas of weakness..</p> <p><a href="#">Scottish Social Housing Charter April 2017</a></p> <p><a href="#">SHR Scottish Social Housing Charter Indicators Statutory Guidance</a></p> <p><a href="#">SHR Charter Technical Guidance (Feb 2019)</a></p>		
	<b>CH2</b>	<p>Involve tenants, and where relevant other service users, in the preparation and scrutiny of performance information. It must:</p> <ul style="list-style-type: none"> <li>• agree its approach with tenants</li> <li>• ensure that it is effective and meaningful – that the chosen approach gives tenants a real and demonstrable say in the assessment of performance</li> <li>• publicise the approach to tenants</li> </ul>	<p>We agreed our approach to tenant scrutiny with tenants via the development of a Terms of Reference for the West Dunbartonshire Scrutiny Panel, which was developed in conjunction with panel members and approved by Committee. Panel members also sign a agreed Code of Conduct.</p> <p>The Scrutiny Panel determine their scrutiny priorities via an assessment of our performance and understanding of where improvements are required.</p> <p>We gain assurance that tenant views inform and influence the delivery of our</p>	<p>CH2 1 <a href="#">Scrutiny Panel Terms of Reference</a></p> <p>CH2 2 <a href="#">Scrutiny Panel Code of Conduct</a></p> <p>CH2 3 <a href="#">SP Aug 2016 – SSHC performance briefing</a></p> <p>CH2 4 <a href="#">HIB 26 Aug 2019 Agenda</a></p>	Yes

		<ul style="list-style-type: none"> <li>• ensure that it can be verified and be able to show that the agreed approach to involving tenants has happened</li> <li>• involve other service users in an appropriate way, having asked and had regard to their needs and wishes.</li> </ul>	<p>services, as the recommendations made are monitored via the HIB.</p> <p>In addition to our annual report, performance information is part of our on-going engagement with the WDTRO and Scrutiny Panel.</p> <p>Tenants more broadly are involved in monitoring our performance via regular updates via the Housing News and published via the WDC website. This informs regular queries and feedback and also the annual scrutiny activities of the Scrutiny Panel.</p> <p>We are confident that we provide appropriate support to tenants to enable them to exercise their scrutiny role effectively.</p> <p>We include information about how tenants can become involved in helping to assess our performance on our website, social media platforms and in our publications.</p>	<p>CH2 5 <a href="#">WDTRO liaison 22 Aug 2019 Agenda</a></p> <p>CH2 6 <a href="#">HN insert Autumn 2019</a></p>	
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	<b>CH3</b>	<p>Report its performance in achieving or progressing towards the Charter outcomes and standards to its tenants and other service users (no later than October each year). It must agree the format of performance reporting with tenants, ensuring that it is accessible for tenants and other service users, with plain and jargon- free language.</p>	<p>Tenants were central in the development of our Annual Charter Performance Report, in terms of style content and layout. The Scrutiny Panel are involved in the annual assessment of performance and play a key role in ensuring that it is accessible in terms of using plain, jargon-free language.</p> <p>Opportunities are provided every year to provide comments and changes have been made over the initial 5-year period as a result. We carried out a more in depth review exercise with tenants in terms of the report in August and September 2019. This exercise has shaped our report due to be published in October 2019.</p> <p>We have therefore consulted with tenants about the format of our annual Charter Report and their views have influenced the style and content of the report.</p> <p>We will publish our annual Charter report by October for the period covered by this Annual Assurance</p>	<p>Copy of Annual Charter Report to tenants and other customers</p> <p>Copy of Consultation Toolkit outlining review of format, style and content of report</p> <p>Report to HIB seeking approval for action plan</p> <p>Report to HACC advising of report</p>	Yes
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			Statement. We make the report available via our website, provide hard copies to Elected Members, members of the WDTRO, members of the Scrutiny panel and members of our Interested Tenants list. We will also provide a summary of the report to all tenants via an insert in the Winter edition of Housing News.		
	<b>CH4</b>	When reporting its performance to tenants and other service users it must: <ul style="list-style-type: none"> <li>• provide them with an assessment of performance in delivering each of the Charter outcomes and standards which are relevant to the landlord</li> <li>• include relevant comparisons – these should include comparisons with previous years, with other landlords and with national performance</li> <li>• set out how and when</li> </ul>	Our annual Charter report meets all of these requirements.	CH4 1 <a href="#">Charter Performance Report 2017/18</a>	Yes

		<p>the landlord intends to address areas for improvement</p> <ul style="list-style-type: none"> <li>• give tenants and other service users a way to feed back their views on the style and form of the reporting</li> </ul>			
	<b>CH5</b>	<p>Make our report on its performance easily available to its tenants, including online.</p>	<p>Publication of the annual report is publicised widely and is available online via the WDC website. Hard copies of the full report are provided to all TRA members, Scrutiny Panel members, our interested tenants list, partner agencies and Elected Members. In addition, a summary of the full report is provided to all tenants via an insert provided with the Housing News.</p> <p>Our report is therefore easily accessible from our website and we have promoted our report on our social media platforms.</p>	<p>CH5 1 Link to where annual report is published on the website <a href="http://www.west-dunbarton.gov.uk/council/performance-and-spending/housing-services-performance-information/charter-performance-report-201718/">http://www.west-dunbarton.gov.uk/council/performance-and-spending/housing-services-performance-information/charter-performance-report-201718/</a></p>	<p>Yes</p>

SHR REGULATORY REQUIREMENT/STANDARD		INDICATOR	NOTES	SOURCES OF ASSURANCE (EVIDENCE PROVIDED)	INDICATOR MET?
Tenant and Service User Redress	TS1	Make information on reporting significant performance failures, including our leaflet, available to its tenants.	<p>This leaflet is available on the WDC website and has been highlighted to tenants (can we show we sent to WDTR0 etc.?)</p> <p><a href="#">SHR Significant Performance Failure Leaflet for Tenants</a></p>	<p>TS1 1 Link to where leaflet is on the website  <a href="http://www.west-dunbarton.gov.uk/council/performance-and-spending/housing-services-performance-information/scottish-housing-regulator-significant-performance-failures/">http://www.west-dunbarton.gov.uk/council/performance-and-spending/housing-services-performance-information/scottish-housing-regulator-significant-performance-failures/</a></p>	Yes
	TS2	Provide tenants and other service users with the information they need to exercise their right to complain and seek redress, and respond to tenants within the timescales outlined in its service standards, in accordance with guidance from the Scottish Public Services Ombudsman (SPSO).	<p>This information is available on the WDC website so that tenants and other service users are able to complain.</p> <p>Performance relating to response times are reported as part of our ARC submission and also internally to each Strategic Lead.</p> <p>Complaints are handled by a centralised Council team who follow SPSO guidance.</p>	<p>TS1 2 Link to where leaflet is on the website  <a href="http://www.west-dunbarton.gov.uk/council/performance-and-spending/housing-services-performance-information/complaints/">http://www.west-dunbarton.gov.uk/council/performance-and-spending/housing-services-performance-information/complaints/</a>  <a href="http://www.west-dunbarton.gov.uk/media/401311/shr_complaints_factsheet.pdf">http://www.west-dunbarton.gov.uk/media/401311/shr_complaints_factsheet.pdf</a></p>	Yes

	<b>TS3</b>	Ensure it has effective arrangements to learn from complaints and from other tenant and service user feedback, in accordance with SPSO guidance	Complaints are handled by a corporate Team and assessment of performance and improvement actions are developed on an annual basis.	TS3 1 <a href="#">Communication assessment 2018/19</a>	
SHR REGULATORY REQUIREMENT / STANDARD		INDICATOR	NOTES	SOURCES OF ASSURANCE (EVIDENCE PROVIDED)	INDICATOR MET?
<b>Whistleblowing</b>	<b>WB1</b>	Have effective arrangements and a policy for whistleblowing by staff and governing body/elected members which it makes easily available and which it promotes.	We have effective arrangements and a policy for whistleblowing by staff and elected members which is easily available via our intranet and includes a Public Interest Disclosure Policy.  <a href="#">SHR Whistleblowing Fact Sheets</a>	WB1 1 link to intranet page outlining our Whistleblowing policy <a href="http://intranet.west-dunbarton.gov.uk/chief-executive/resources/audit-fraud/whistleblowing/">http://intranet.west-dunbarton.gov.uk/chief-executive/resources/audit-fraud/whistleblowing/</a>	Yes

SHR REGULATORY REQUIREMENT / STANDARD		INDICATOR	NOTES	SOURCES OF ASSURANCE (EVIDENCE PROVIDED)	INDICATOR MET?
<b>Equality and Human Rights</b>	<b>EH1</b>	Have assurance and evidence that it considers equality and human rights issues properly when making all of its decisions, in the design and review of internal and external policies, and in its day-to-day service delivery.	We have a legal obligation to assess the impact of our policies and services on the well-being of "equalities" groups.  The purpose of Equality	EH1 1 Link to website referred to in notes; <a href="http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/council-wide-plans-and-">http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/council-wide-plans-and-</a>	Yes



		<p>Impact Assessment (EIA) is to work out how a policy or function will affect the wellbeing of different groups of people, with particular needs, or who are disadvantaged in some way. EIA is an opportunity to drive fairness and good business practice.</p> <p>Our guidance was revised to take account of the Equality Act 2010 and relevant guidelines.</p> <p><a href="#">Equality Impact Assessment Guidance</a> (PDF 45KB)</p> <p>An EIA is used for any new and developing policies, while a system of review for existing policies is used to ensure that relevant services are not discriminating in how they deliver services. Reports to Council and its committee's are required to provide information on whether an impact assessment has been carried out.</p> <p>Recent summary reports are available to read on the <a href="#">strategies/equality-diversity-and-fairness/equality-impact-assessments/</a></p>	
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			WDC website.		
	<b>EH2</b>	To comply with these duties, landlords must collect data relating to each of the protected characteristics for their existing tenants, new tenants, people on waiting lists, governing body members and staff. Local authorities must also collect data on protected characteristics for people who apply to them as homeless. Landlords who provide Gypsy/Traveller sites must collect data on protected characteristics for these service users.	Data is collected and has been submitted as part of our ARC.	EH2 1 <a href="#">Charter Indicator 2 Equalities</a>	Pending further guidance being issued, compliance with this requirement will not be measured by the SHR until April 2021. In the meantime, it is recommended that landlords continue to collect the equalities data that was previously submitted in the Annual Return on the Charter (ARC) – i.e. Ethnic origins and disability details of service users, staff and governing body/committee members.



# Consultation Toolkit for Housing Services

## Introduction

Involving tenants and other service users in decisions about their homes and communities is now accepted as normal practice within social housing.

The Tenant Participation Strategy outlines key legislative and regulatory requirements to involve and consult our tenants and service users; however our commitment to consultation goes beyond statutory requirements. Our services and policy development should be based on a sound knowledge and understanding of what our tenants need and want.

Good practice in consultation should be carried out by all parts of Housing and is not the sole responsibility of the Tenant Participation Service. This toolkit is designed to ensure that your consultation is meaningful for both the Council and customers taking part, that it reflects good practice and that it can be evidenced.

We have a duty to consult individual tenants as well as tenants and residents' groups about

- proposals for managing housing and the standard of service we provide
- proposals to sell, transfer or demolish our housing
- rent and rent policy, development (specification for capital work, design and layout of new developments, environmental proposals), managing housing (allocations policy, repairs and maintenance service, managing estates, managing properties, tenancy agreements, dealing with anti-social behaviour, developing estate-management area action plans)

We have agreed to give tenants and tenant organisations at least eight weeks to respond to consultation. If we are unable to provide an 8 week period, we must ask for permission from our Strategic Lead. If permission is granted, we will explain why the consultation must be carried out within a shorter timescale.

### Before you start – Is it Consultation?

Consultation with the public raises expectations. Make sure that you know the difference between providing information and consultation.

If you are simply providing information then be careful not to describe what you're doing as consultation. Consultation implies **views and opinions are sought** and that the views given are **going to be considered before** a decision is made.

The more time you take to plan your consultation at the start the better the outcome. The steps below take you through some of the key stages of the planning sheet at the end of toolkit. Use the planning sheet before you start your consultation.

### **Step One: Set out the aims and objectives of your consultation**

Think about and write down the aims and objectives of your consultation.

<b>1.</b>	<b>What is it you are consulting about?</b> Are you measuring satisfaction or prioritising future spending, perhaps you want to set targets for a service or shape the way a service is delivered. Whatever the issue is – write it down. If you're not clear no one else will be.
<b>2.</b>	<b>Who are you targeting?</b> Whose views are you trying to obtain? Who will be affected by your proposals? Make sure you include all the right people and that you don't leave anyone out.
<b>3.</b>	<b>Timescale</b> Housing is committed to providing a minimum of 8 weeks consultation. If you have a deadline for a report you need to work your way back to ensure that you have enough time to meet your deadline and to ensure that the 8 week timescale is met.
<b>4.</b>	<b>What will happen once you have people's views?</b> Set out how views are going to be incorporated into decision making (and be able to evidence this) and make sure you think about letting people know the next steps after you have their views and feedback about final decisions.

#### **GOOD PRACTICE POINT**

Avoid arranging consultations during or shortly following holiday periods, watch out for other local events or consultations which may clash.

### **Step Two: Decide which methods will be used**

There are a wide range of methods (all with advantages and disadvantages) you can use in order to obtain people's views. The methods you choose should depend on the scale and significance of your consultation.

1. Think about who you are aiming to get views from and what methods will best suit them (for example using interactive methods with younger people).
2. Use a number of methods in order to increase people's opportunity to get involved, for example the Housing News, leaflets, posters, public meetings, conferences and seminars, drop in groups, questionnaires and surveys. You can also tap into existing groups such as TRA's, Sheltered Housing Forum etc.

**Don't just rely on consulting tenants and residents associations, individual tenants have legal rights to be consulted too.**

3. Some methods cost more than others, think about the resources available to you.
4. Once you have decided which methods you will use make sure that everyone can get involved. Consider people's individual needs (meeting places which are accessible, information which is available in large print or in other languages). Make sure your methods are inclusive.

#### **GOOD PRACTICE POINT**

Discuss your ideas with existing tenant groups as part of your planning process. They are a good source of information and will be more likely to support your project if you do.

### **Step Three: The Consultation Calendar and promoting your consultation**

The tenant participation section maintains an annual consultation calendar which is shared with tenant organisations and is on the Council's website. As soon as you know you are going to carry out a consultation you should add it to the consultation calendar.

When you are planning your consultation think about how you are going to promote it. Posters at area offices/libraries, information screens at One Stop Shops, inclusion in the Housing News, press release, local radio, Council's website, letters, text messaging and social media.

Four editions (Spring, Summer, Autumn and Winter) of the Housing News are delivered to all our tenants and tenant organisations. Think about this when you are at your planning stage.

### **Step Four: During your consultation**

The following information must be shared as part of your consultation:

1. (where relevant) how your proposal will affect people taking part
2. how and when the final decision will be taken
3. how and within what timescale they can make their views known
4. the contact person dealing with the consultation
5. information on how and where to complain

**Structure your consultation by asking specific questions. This helps people to understand what is being asked of them and will ensure that their responses are focused and meaningful.**

## GOOD PRACTICE POINT

Consultation planning should include opportunities to gather information about equal opportunities. All housing services are required to ensure that they are meeting equal opportunity requirements.

If you are designing a questionnaire or holding a meeting think about ways to gather equalities information about who is taking part in your consultation (The Council's Equal Opportunities form is at the end of this toolkit).

### Step Five: You said – we did

Providing feedback to participants is a vital part of carrying out your consultation.

People are more likely to get involved in future consultation if they get feedback about what we did with their views (whether we agreed with it or not\*) and the outcome of the consultation. It makes people feel valued and assures them that their time was not wasted.

It's not acceptable to carry out consultation and not provide feedback – make sure that you build it into your consultation plan.

There are a range of methods you could use in order to provide feedback to people who gave up their time and took part in your consultation, for example reports, newsletters, or meetings. You must also report the outcome of your consultation more widely. Other people who may be affected by your consultation are entitled to information about the outcome. You can use the Council's website, the Housing News or press releases – this also tells others who didn't take part that getting involved has an impact and is worthwhile.

\*NB: Consultation means that views are considered as part of the decision making process. There will be times when views and ideas expressed by respondents can't be delivered, this might be because of resources or legislation for example. Feedback should explain why.

### Step 5: Evidencing your consultation

At the end of each year the Council is required to evidence the number of consultations carried out and their impact. This includes recording information about the methods used, the number of individual tenants and tenant organisations who got involved, whether or not feedback was provided and the outcome of the consultation.

Planning your consultation and using the consultation recording sheet enclosed in this toolkit will help ensure that you have this information to hand.

### **GOOD PRACTICE POINT**

The consultation recording sheet at the end of this toolkit should be completed and submitted as a background paper with Council Committee Reports where consultation is a key part of the decision making process.

### **Other sources of help and information**

Share your consultation plan with the tenant participation team and the WDTRO. They are happy to advise you about meeting statutory requirements, good practice and maximising your consultation. Other sources of help include:

- Tenant Participation Strategy 2017-20 'Involving You'
- Tenant Communication Strategy
- West Dunbartonshire Council Consultation Toolkit (August 2012)

# Housing Services Consultation Planning Sheet



1. Issue (where can people have influence)
The aim of the consultation is to review the style, content and format of our Annual Charter Performance Report and also review and update the Service Standards we have in place across housing services.
2. Target (who's being consulted?)
We will aim to target tenants, future tenants and homeless people.
3. Broad timescale
Consultation is planned to begin with it being publicized in Summer edition of Housing News due to be published in 21 June 2019 and carry on over July and August. The consultation will inform the publication of our Annual Charter Performance report due to be published in October 2019 and also the revised Service Standards which will be put in place also from October 2019.
4. How people's views be used and next steps
People's views will dictate the style, content and format of our Annual Charter Report and also update the Service Standards that are in place across housing services and which are reported regularly to tenants and other service users (via website and insert with Housing News).
5. Summary of methods to be used during consultation
Consider including a survey asking for views of existing report / performance insert – existing survey included as part of the current report sent to the 8 volunteers who have agreed to take part in the consultation.  Establish a working group of volunteers, expected to meet 3-5 times – working group of 8 tenant volunteers has been established following promotion of the consultation outlined below.
6. Promoting the consultation
Publicize the consultation via Housing News – article in summer edition of Housing



News and also mentioned in performance insert provided with summer edition

Send letters to Scrutiny Panel members, WDTR0, TRA members, Sheltered Housing Forum members, and Interested Tenant Register.

Highlight at WDTR0 liaison meetings, Joint Rent Group meetings and Scrutiny Panel meetings.

Promote via WDC website and social media.

Explore options to use QL to further promote consultation (e.g. via MyAccount) – not employed as QL not implemented.

### Information you should provide to participants as part of your consultation:

7. How will the proposal affect tenants (and other customers)?
The outcome of the consultation will change the information provided to tenants and other service users about how housing services are performing, which will in turn inform their perception of housing services and views on where improvements actions should be focused.
8. How and when will the final decision be taken?
It is expected that recommendation made by the working group will be adopted. A paper will be provided to the Housing Improvement Board summarizing the consultation and seeking approval for the recommendations to be implemented.
9. How and within what timescale can participants make their views known?
Each element of the consultation process will outline a timescale for views to be submitted
10. Who is the contact person dealing with the consultation?
Stefan Kristmanns, Housing Development Co-ordinator Jane Mack, Tenant Participation Officer
11. How and where can people complain?
Information around how to complain can be accessed via the WDC website.

12. When and how will feedback be provided
An article will be included in the Housing News highlighting the new format, content and style of the Annual Performance Report and the new Service Standards and how these were influenced by the consultation process.

#### Agenda for meeting 1 – 7<sup>th</sup> August 2019

1. Share and discuss existing report
  - Copy of 2017/18 sent out to working group members prior to meetings
  - Talk through existing report in detail, answering queries and taking notes of comments throughout process
2. Provide examples of reports produced by other landlords, existing Housing News performance inserts, SHR Landlord Reports and performance updates against existing Service Standards posted on WDC website.

#### Agenda for meeting 2 – 28<sup>th</sup> August 2019

1. Obtain working group views on the following:  
Content
  - Performance Indicators included – compare to Landlord Report, PI's used as Service Standards, wider Charter Indicators and local indicators. Get agreement on what the most important indicators to tenants are, which will be used in the report and also should these then also be the reviewed Service Standards
  - Discuss and agree what information should be provided for each PI, i.e. annual value, trend, target met. Especially important for updating Service Standards quarterly as needs to address issue of individual quarters versus year to date data
  - Agree the peer group which should be used for comparing performance with other landlords
  - Discuss and agree a view around the length of the report, especially the Charter Outcomes covered (all? or are there some where tenants have little interest?), the extent of the narrative provided and the inclusion of agreed improvement actions

#### Agenda for meeting 3 – 17<sup>th</sup> September 2019

1. Sign-off on the changes made to report based on meetings 1 and 2.
2. Final comments, changes.
3. Proof read.

## Housing Services Consultation Recording Sheet

Person responsible: Stefan Kristmanns

Consultation Start date: 21<sup>st</sup> June 2019

End date: 17<sup>th</sup> September 2019

1.	Title of consultation / participation exercise	Review of Charter Performance Report and Service Standards
2.	Aims and objectives	The aim of the consultation is to review the style, content and format of our Annual Charter Performance Report and also review and update the Service Standards we have in place across housing services
3.	Invited to get involved: (e.g. all tenants, tenant from the interested tenants register, RTOs, staff)	All tenants via Housing News Members of WDTR0 Members of Scrutiny Panel
4.	Methods used to promote/invite stakeholders to get involved? (e.g. letters, posters, website)	Housing News Website Directly at WDTR0 liaison meetings and Scrutiny Panel meetings
5.	Who took part (Actual number of individuals and or number of tenant organisations represented)	8 tenants / tenant reps
6.	Method(s) used to obtain views? (e.g. focus/working group, newsletter, survey) Why ?	Series of three working group meetings
7.	What good practice or minimum standards can you evidence as part of your consultation?	Good practice – detailed record of impact of tenant feedback

8. Outcome of consultation?

Section	Feedback	Action
All	"Development" is good but wording could be changed	Changed to "What we are doing"
All	Focus of report should be on Charter Indicators as these facilitate benchmarking	Local indicators removed and Charter Indicators added as requested
All	Should be an action to address and symbols that are red	
All	Change the word "Rank" in the tables	"Rank" replaced with the word "Comparison"
Foreword	Too many words	Reduced narrative
Foreword	Contained jargon	Jargon replaced
Foreword	Last paragraph should be at beginning	Moved to being the first paragraph
Foreword	Would look more interesting with some logo or photo	Included a picture
Contents	Would look more interesting with some logo or photo	Included a logo
Introduction	Too many words	Reduced narrative
Introduction	Include tenant involvement	Moved to this page
Introduction	Include a guide to symbols	Moved to this page
Introduction	Make the peer group clear	Sentence added clarifying this
Introduction	Photo out of date	Replaced with new photo of tenant working group
Key achievements	This is covered in the Foreword	Page removed

	Quality of housing	No indicator relating to EESSH	Indicator added
	Quality of housing	No mention of demolition programme	
	Repairs and maintenance	Need to include actions being taken relating to appointments and customer satisfaction	
	ASB and Estate Man	Indicators don't say much	Agreed to add Refusals indicator
	Access to housing	Add how many housing applications were processed	Figure has been added
	Access to housing	Add how many medicals were processed	Figure has been added
	Tenancy sustainment		Updated indicators as per discussion
	Homeless people		Updated indicators as per discussion
	Value for Money	Indicator relating to rent collection deemed confusing	Indicator removed
	Rents and service charges	Includes jargon	Jargon removed
	WD Scrutiny Panel	Title should be changed to "Tenant Involvement" and content to match	Page and content updated to promote different ways tenants can get involved
<p>Style</p> <ul style="list-style-type: none"> <li>• Symbols to be used</li> <li>• Jargon free narrative</li> </ul> <p>Format</p> <ul style="list-style-type: none"> <li>• Colour scheme used</li> </ul>			

	<ul style="list-style-type: none"> <li>• Sequence of report? After discussion agreed that order should be by Charter Outcome</li> <li>• Should this be an online report with summary provided with Housing News? after discussion about costs this was agreed to be best option</li> <li>• Should the format be A4 as at present? After discussion agreed that this was best option</li> <li>•</li> </ul>
9.	<p>How did the consultation influence decision making?</p> <p>Consultation directly influenced the content of the Annual Charter Performance Report and aligned this to the Service Standards reported regularly to tenants</p>
10.	<p>Are you able to demonstrate this? YES <input type="checkbox"/></p>
11.	<p>How was feedback about the consultation and final decision given?</p> <p>At final meeting where report was shared and impact / influence discussed</p>
12.	<p>Was the eight week timescale observed? YES <input type="checkbox"/></p>
13.	<p>Was equal opportunities information collected? NO <input type="checkbox"/></p>
14.	<p>Did you check with participants that they were happy with the opportunities given to make their views known and that they felt that they were listened to and acted upon?</p> <p>Yes</p>

# West Dunbartonshire Council

## Housing Services

### Annual Charter Performance Report for Tenants and other Customers 2018/19









# Foreword

Welcome to our “2018/19 Annual Charter Performance Report” for tenants and other customers. This report outlines how we have performed against the outcomes set out in the Scottish Social Housing Charter.

Areas where we have performed well are highlighted and also areas where we need to improve. The report sets out some of the actions we are taking during 2019/20 in order to respond positively to the challenges we face and ensure that we achieve our goal of being a top performing landlord across all the Charter Outcomes, delivering both value for money and excellent customer service.



As you would expect, it has been another busy year across Housing and Homelessness services, as we continue to respond to the challenges of Welfare Reform and deliver improving customer focused housing services.

Highlights during the past year include the progression of the Council’s new build housing programme, including the beginning of works at the old St Andrew’s high school site in Clydebank, which will deliver 126 new council homes and the approval of our new 5 year Capital Investment Programme, which will deliver a £170 million investment in our tenants homes. Our commitment to housing quality was also reinforced as we updated and strengthened the West Dunbartonshire Design Standard, which applies to all new build social housing, maximising energy efficiency benefits to all new social tenants.

We are also beginning to implement our new ‘Home at the Heart’ approach to homelessness, which aims to provide settled accommodation to households and provide the support to ensure positive housing solutions. We have reviewed and updated “Help to Rent”, our scheme to assist households access the private rented sector. We have also considerably reduced the time taken to re-let empty properties via our “every day counts” approach and we continue to take forward our “No Home for Domestic Abuse” initiative, our zero tolerance approach to domestic abuse, which has now been shared across the housing sector.

We are rightly proud of our relationship with the many tenant groups that we have and how effective they are in representing their communities and getting involved in decision making. This relationship was recognised earlier in the year when we were awarded Gold Accreditation for Excellence in Tenant Participation from TPAS Scotland (Tenant Participation Advisory Service).

As always we welcome your opinion and would be happy for you to provide your views via the Housing Development team at [HousingStrategy@west-dunbarton.gov.uk](mailto:HousingStrategy@west-dunbarton.gov.uk)

Peter Barry

Strategic Lead, Housing and Employability







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# Introduction

The Scottish Social Housing Charter sets out the outcomes and standards that the Scottish Government expects landlords to be delivering for their tenants and other customers.

All landlords assess their performance against these Charter outcomes on an annual basis and produce a report based on this assessment, which includes actions being taken to address any areas of weakness.



This report outlines how Housing and Homelessness Services performed during 2018/19. It focuses on the areas that tenants have said are the most important to them and each page includes key measures of performance, whether this performance has improved or not since the previous year and how this performance compares to other landlords.

## Tenant involvement in this report

The Scottish Social Housing Charter expects landlords to fully involve tenants in assessing and reporting their performance. In August and September 2019, a group of tenants were involved in reviewing the content, style and format of this report. Lots of valuable feedback was provided and all of the changes asked for by tenants have been made.

These changes include a reduction in the number of words in some sections, less jargon being used and some pages being removed, as they were seen as being repetitive and not required. Some of the performance measures used have also been changed and performance against these measures will be reported to tenants throughout the year via the Housing News.

A key task of the review was to consider the best group of landlords to compare our performance against. There are many “peer groups” that can be used, each with some benefits and drawbacks. In the end, tenants have asked that the report shows how our performance compares with that of all the other local authorities in Scotland that have housing stock.

This comparison is shown using symbols, which again have been chosen by tenants, are used consistently throughout the report and are explained below.

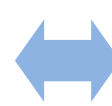
### Comparison with previous year



Better



Poorer



No change

### Comparison with other landlords.



Top Quarter



Second Quarter



Third Quarter





Bottom Quarter



## Outcomes 2,3

# Communication and Participation

**Aims:** Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides. Tenants and other customers find it easy to participate in and influence their landlords' decisions at a level they feel comfortable with.

Performance Indicator	2017/18	2018/19	Trend	Comparison
% of tenants who feel that we are good at keeping them informed about services and decisions	84.5%	84.5%	↔	
% of tenants satisfied with the opportunities given to them to participate in their landlords' decision making processes	79.1%	79.1%	↔	

We continue to improve communication with tenants and also develop the opportunities to get involved and influence the decision making process.

We also continue to ensure that tenants and other customers find it easy to participate in and influence decisions at a level they feel comfortable with and 2018/19 saw us implement Year 2 of our Tenant Participation Strategy "Involving You".



Key achievements have included successful tenant involvement and influence in our Rent Setting process and the continued development of the West Dunbartonshire Tenants and Residents Organisation (WDTRO), the West Dunbartonshire Scrutiny Panel and the Joint Rent Group which looks at value for money across housing services.



Following a robust scrutiny of our tenant participation provision, we were also extremely proud to gain Gold Accreditation for Excellence in Tenant Participation from the Tenant Participation Advisory Service (TPAS).

For more information about becoming involved see page 14 of this report.

### What we are doing in 2019/20

- We will carry out a comprehensive Tenant Satisfaction survey and develop improvements based on feedback
- We will implement Year 3 of our Tenant Participation Strategy
- We will carry out a review of the Service Standards in place across Housing and Homelessness Services





Performance Indicator	Stage 1	Stage 2
% of complaints responded to within target timescales	76%	65%
% of complaints that were upheld	56%	24%





## Outcome 4 The Quality of Housing

**Aims:** Tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) when they are allocated, are always clean, tidy and in a good state of repair, and also meet the Energy Efficiency Standard for Social Housing (ESSH) by December 2020.

Performance Indicator	2017/18	2018/19	Trend	Comparison
% of Council's housing stock meeting the Scottish Housing Quality Standard	90.2%	91.9%	↑	
% of Council's housing stock meeting the Energy Efficiency Standard for Social Housing (ESSH)	55.9%	77.6%	↑	
% of existing tenants satisfied with the quality of their home	86%	86%	↔	
% of tenants satisfied with the standard of their home when moving in	94.9%	87.4%	↓	



Our “More Homes, Better Homes” approach in West Dunbartonshire is on track to deliver 1000 new homes for West Dunbartonshire Communities. These properties will all meet the affordable housing design standard, which provides sector leading energy efficiency and space standards. We will continue to push the boundaries in terms of our housing building programme, putting quality first.

We will also continue to invest in improving existing Council homes and local estates. The investment will enable the Council to maintain its commitment to meeting the Scottish Quality Housing Standard and meet the Energy Efficiency Standard for Social Housing by 2020.

### What we are doing in 2019/20

- We will implement Year 2 of our Housing Asset Management Strategy “Better Homes West Dunbartonshire”
- We will continue to invest in our housing stock by delivering our Housing Capital Investment Plan
- We will progress with our New Build Programme





## Outcome

# 5

# Repairs, Maintenance and Improvements

**Aims:** *Tenants' homes are well maintained; with repairs and improvements carried out when required, and tenants are given reasonable choices when work is done.*

Performance Indicator	2017/18	2018/19	Trend	Comparison
Average length of time taken to complete emergency repairs	3.67 hours	3.41 hours	↑	
Average length of time taken to complete non-emergency repairs	7.08 days	5.7 days	↑	
% of reactive repairs carried out in the last year completed right first time	88.1%	90.5%	↑	
% of repairs appointments kept	86.05%	86.13%	↑	
% of tenants satisfied with the repairs and maintenance service	92.3%	88.5%	↓	
% of properties that had a gas safety check within 12 month anniversary date	99.13%	100%	↑	

During 2018/19 there was improvement in 5 of the 6 key measures of performance. This included the average time taken to carry out both emergency and non-emergency repairs and our performance compares well when compared to other local authorities.

An external service review has recently been carried out and an improvement plan based on this exercise is currently being developed. We expect that this, together with the implementation of our new Integrated Housing Management System during 2019/20, will lead to an improved service for tenants.

### What we are doing in 2019/20




- We will develop and implement an improvement plan based on the external review carried out in 2019
- We will implement our new Integrated Housing Management System to improve our appointment system and the number of appointments kept
- We will develop improvement actions based on tenant feedback from Repairs satisfaction surveys





## Outcome 6 Managing our estates, anti-social behaviour, neighbour nuisance and tenancy disputes

**Aims:** Tenants and other customers live in well maintained neighbourhoods where they feel safe.

Performance Indicator	2017/18	2018/19	Trend	Comparison
% of tenants satisfied with the management of the neighbourhood they live in	80%	80%	↔	
% of anti-social behaviour cases resolved within locally agreed targets	81.4%	80.4%	↓	
% of tenancy offers refused	55.9%	54.6%	↑	

Ensuring that tenants live in well maintained neighbourhoods where they feel safe is a key objective. Our “No Home for Domestic Abuse” initiative continues to ensure that victims have immediate access to practical help, as well as specialist legal assistance and support following any incident of domestic abuse, in order that they can remain in and feel safe within their home.

During 2018/19, in conjunction with tenants, we reviewed our target timescales for resolving complaints of anti social behaviour and we are currently restructuring our Anti Social Behaviour and Estate Caretaking services to ensure neighbourhoods are clean, safe and vibrant communities for our tenants and residents to live in.



### What we are doing in 2019/20

- We will restructure our Anti Social Behaviour and Estate Caretaking services to ensure neighbourhoods are clean, safe and vibrant communities for our tenants and residents to live in
- We will continue to roll out our zero tolerance approach to domestic abuse via our “No Home for Domestic Abuse” initiative
- Our Homelessness and Housing Options Service will help reduce the percentage of tenancy offers refused by capturing applicant preferences more accurately





## Outcome 10 Access to Social Housing

**Aims:** People looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and their prospects of being housed.

Local Performance Indicator	2017/18	2018/19	Trend
Average time to assess housing applications	4.2 days	3.8 days	↑
% of medical assessments assessed within 28 day target	28%	15%	↓

We are committed to ensuring that people find it easy to apply for the widest choice of housing available and which meets their needs. In addition to being given information about their prospects of being housed by the council, our application process provides information about how homes are allocated and information about a range of housing options.

During 2018/19 there was a reduction in the average time taken to assess housing applications. Following the successful implementation of our updated Allocations Policy, we were delighted that our approach to helping Young Care Leavers access housing was short listed for a number of awards.

We remain concerned with the time it currently takes for medical applications to be assessed and we are currently taking action to address this and ensure that performance improves during 2019/20.





	2017/18	2018/19
Total number of properties	10485	10397
Total number of lets in the year	907	993
Total number on waiting list	3810	3968
Total number added to waiting list during 2018/19	1790	2167
Number of medical applications received	645	826
Number of medical applications assessed	687	740

### What we are doing in 2019/20

- We will carry out a review of the Service Level Agreement in place with Occupational Therapy services, in order to increase the number of medical applications being assessed within target
- We will review and update the tenant handbook

**Aims:** *Tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and other organisations.*

Performance Indicator	2017/18	2018/19	Trend	Comparison
% of all new tenants housed in 2017/18 who were still in their tenancy 12 months later	88.5%	87.1%	↓	
Average time to complete medical adaptations	98 days	68 days	↑	

Providing support to those who need it to remain in their homes is a key priority and we will continue to develop initiatives to ensure that tenants are provided with the support they need to maintain their tenancy. This includes tenants who may be at risk of falling into arrears with their rent, and tenants who may need their home adapted to cope with age, disability, or caring responsibilities.









During 2018/19 we introduced stronger monitoring of new tenant rent accounts and introduced a dedicated Welfare Officer to assist tenants with debt that they may have. The average time taken to carry out medical adaptations also reduced significantly and we aim to do more to reduce this further.

**What we are doing in 2019/20**

- We will increase the number of visits carried out when a tenant wants to terminate their tenancy, to see if we can support them to remain in their home
- We will monitor and review our adaptations process to ensure



**Aims:** *Homeless people get prompt and easy access to help and advice; are provided with suitable, good quality temporary or emergency accommodation when this is needed, and are offered continuing support to help them get and keep the home they are entitled to.*

Performance Indicator	2017/18	2018/19	Trend	Comparison
% of people satisfied with the quality of temporary accommodation	83.3%	76.3%		
% of households requiring temporary accommodation to whom an offer was made	100%	100%		
% of temporary accommodation offers refused	2.7%	1.9%		




There continues to be a reduction in incidences of homelessness across West Dunbartonshire, with decisions on cases being made promptly and efficiently and households being provided with temporary accommodation when required.

Following an extensive review of supported and temporary accommodation provision, we have developed a 5-year Rapid Rehousing Transition Plan. This plan is aimed at ensuring that people who have experienced homelessness or housing crisis reach a settled housing solution as quickly as possible





This new approach to homelessness builds on our existing homelessness strategy “More than a Roof”, which had already made a positive impact and sets out a number of key actions and developments that will be taken to ensure that these improvements are sustained and we continue to prevent and alleviate homelessness in West Dunbartonshire.

#### What we are doing in 2019/20

- We will implement Year 1 of our Rapid Rehousing Transition Plan
- We will review and update our partnership protocol to ensure access to Housing Association stock for homeless households
- We will introduce enhanced Housing Options And Prevention Services including providing a housing options service to all young people in West Dunbartonshire
- We will introduce a Resettlement Service to support new tenants in social and private rented housing

Local Indicator	2017/18	2018/19	Trend
Incidences of homeless in West Dunbartonshire	1048	1037	
% of homeless cases re-assessed within 12 months (repeat homelessness)	5.0%	4.9%	
Incidences of youth homeless in West Dunbartonshire	290	280	

**Aims:** *Tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.*

Performance Indicator	2017/18	2018/19	Trend	Comparison
% of tenants who feel that the rent for their property represents good value for money.	75.3%	75.3%	↔	
Gross rent arrears as a percentage of rent due for the reporting year.	8.83%	9.71%	↓	
% of rent lost through properties being empty during the last year.	0.9%	0.73%	↑	
Average length of time taken to re-let properties in the last year.	35.6 days	23.3 days	↑	



Welfare Reform continues to pose a significant challenge and following the roll out of Universal Credit in West Dunbartonshire in November 2018, there has been an increase in the level of rent arrears. Via our “Help Us, Help U” campaign, we continue to engage with tenants facing difficulties with rent payments,, with early intervention being our priority.

We have made significant improvement in term of how many and how long properties are empty for.

Our “every day counts” approach to managing empty homes has resulted in the average time to re-let empty properties reducing from 35.6 days to 23.3 days and the rental income lost as a result of properties being empty reducing to 0.73% of our total rental income.



**What we are doing in 2019/20**

- We will review and update our rent collection policy in partnership with tenants
- We will focus on taking actions to reduce the number of new tenants in arrears

**Aims:** Social landlords set rents and service charges in consultation with their tenants and other customers.

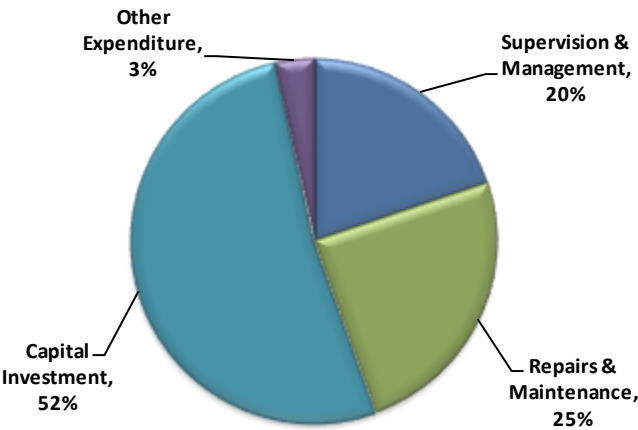
	2 Apt	3 Apt	4 Apt	5 Apt
WDC average rent	£75.10	£77.37	£82.21	£88.12
Scottish average rent	£76.10	£77.70	£84.84	£93.49

All tenants want to live in good quality, energy efficient homes in well maintained neighbourhoods, where they feel safe. For this reason, we continue to invest heavily in both our housing capital programme and our new council house building programme and employ housing officers to manage estates, promote successful tenancy sustainment and tackle anti-social behaviour.

We strive to keep our costs as low as possible and carry out a rent consultation process annually in conjunction with tenants.

This consultation focuses on the Council’s plans to both meet and maintain the Scottish Housing Quality Standard and the Energy Efficiency Standard for Social Housing, alongside our ambitions to improve our housing and communities.

Last year various options were looked at and discussed with tenants and proposals were developed which were then agreed by the Council. This resulted in a below inflation rent rise of 2%.



How we spent each £1 of your money in 2018-19

**Supervision and Management:**

employee costs, administration costs (this also includes payments to other departments for example financial services, computer systems, human resources, corporate communications, architectural services) and property costs.

**Repairs and Maintenance:**

the costs for day to day repairs carried out across all properties and costs associated with medical adaptations.

**Capital Investment:**

the interest and principal repayments on money we have borrowed to fund the Council’s new build programme and carry out major works and improvements (e.g. cladding, kitchens, bathrooms, roofs).

**Other expenditure:**

costs associated with arrears and the collection of rents, bad debt provision (funds required to account for rents and debt accounts which are not paid to the Council) and Council Tax and lost rent on empty homes.





# Tenant Involvement



At West Dunbartonshire Council we have a long history of tenant involvement. Tenant participation helps you to become directly engaged in decision making which will influence housing service decisions now and in the future.

Details about the various ways tenants can become involved are available online at <http://www.west-dunbarton.gov.uk/housing/council-housing/tenant-participation/>

There are many ways to participate. You could join a Tenants and Residents Association, be part of a scrutiny group, or register as an Interested Tenant and we will keep you updated on all information relating to housing at West Dunbartonshire Council.

You can participate from your home by following us on Facebook, where we post regular information about housing and events.

We produce a quarterly newspaper called Housing News, which is delivered to all West Dunbartonshire tenants. It provides up to date news on housing in West Dunbartonshire including information on our new housing developments, tenant consultations, staff profiles and information on tenant participation activities.

A copy of Housing News is delivered to your door or you can pick up a copy at your local library. It is also available online at <http://www.west-dunbarton.gov.uk/housing/housing-news/>

If you would like more information about tenant involvement, then please get in touch with Jane Mack, 01389 737281, 07983542993 or email [jane.mack@west-dunbarton.gov.uk](mailto:jane.mack@west-dunbarton.gov.uk). Training, support and travelling expenses are provided.



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2



Housing Development Team  
Council Offices  
West Dunbartonshire Council  
16 Church Street  
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अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

## West Dunbartonshire Council

### Report by Strategic Lead Housing and Employability

**Housing and Communities Committee: 06 November 2019**

**Subject: More Homes West Dunbartonshire Strategic Housing Investment Plan 2020/21– 2024/25**

#### **1. Purpose**

- 1.1** The purpose of this report is to seek retrospective approval of the More Homes West Dunbartonshire Strategic Housing Investment Plan (SHIP) for 2020/21– 2024/25 which required to be submitted to the Scottish Government by 25<sup>th</sup> October 2019.

#### **2. Recommendation**

- 2.1** It is recommended that the Housing and Communities Committee:

- i) Approve the draft SHIP 2020/21 - 2024/25 as appended to this report, designed to continue the delivery of the ambitious programme of over 1,000 new affordable homes as introduced in the West Dunbartonshire Local Housing Strategy (LHS)..
- ii) Request that the Strategic Lead, Housing and Employability, in consultation with the Convenor of Housing and Communities Committee, ensure the implementation of the Strategic Housing Investment Plan in partnership with all relevant stakeholders inclusive of Scottish Government, Registered Social Landlords and our communities..

#### **3. Background**

- 3.1** The Scottish Government required local authorities to submit a Strategic Housing Investment Plan (SHIP) by 31<sup>st</sup> October 2019. The core purpose of the SHIP is to set out the strategic investment priorities for affordable housing over a five year period designed to achieve the overarching outcomes contained in the Local Housing Strategy.
- 3.2** The SHIP focuses on the delivery of affordable housing by location, type and tenure and indicates how the programme will be resourced, particularly through the Scottish Government's Affordable Housing Supply Programme(AHSP) funding and its Council House Building Programme (CHB) component.

- 3.3** This new Strategic Housing Investment Plan (SHIP) sets out the funding priorities for new affordable housing in West Dunbartonshire for the next five years, 2020/21 – 2024/25. It complements the new West Dunbartonshire Local Housing Strategy approved by Council. It also details how the Council will continue to support the Scottish Government's commitment to provide new affordable housing, including meeting the 50,000 new homes target by 2021 set by the *More Homes Scotland* initiative. Most of this SHIP period extends beyond 2021 and into a period of funding unknowns. However, because of evidenced need we will continue with the key aim to deliver over 1,000 new affordable homes in West Dunbartonshire during the timeframe of this SHIP.
- 3.4** To assist in advance planning of housing investment, the Scottish Government advises local authorities annually of their minimum Resource Planning Assumptions (RPA). This would normally cover the five years of the plan. This year there is uncertainty over future funding and only the funding for 2020/21 is known with any confidence. In the absence funding details beyond March 2021, in discussion with Scottish Government officials we have planned based on existing minimum RPA levels. Similarly, the project grant levels have been estimated on the basis of current guidance with the West Dunbartonshire base line of £72K for Housing Association schemes and £59K for Council ones. The Table below shows estimated RPA to 2024/25 on this basis:

**West Dunbartonshire Resource Planning Assumption 2021/22-2024/25**

Year	Resource Planning Assumption at 13 June 2018
2020 – 2021	£11.128m
2021 – 2022	£11.128m*
2022 - 2023	£11.128m*
2023 - 2024	£11.128m*
2024 - 2025	£11.128m*
<b>Total</b>	<b>£55.64m*</b>

\*Estimated

- 3.5** The Scottish Government recommends preparing a programme which significantly exceeds the RPA figure. This SHIP has taken account of this advice and “over-programmed” on projects listed in the schedules. The funding required to deliver the priority projects listed in the programme amounts to around £77M. Further discussion will take place with the Scottish Government's More Homes Division over resourcing this SHIP programme within the context of the approach to housing supply beyond 2021 and consideration of future grant award levels.

#### 4. Main Issues

4.1 The purpose of the SHIP is to set out the strategic investment priorities for new affordable housing over a 5 year period to achieve the outcomes contained in the LHS. This SHIP sets out the planned housing investment programme for 5 years, covering the period 2020/21 – 2024/25.

4.2 The funding for the projects will be from two principal sources:

- the allocation from the Scottish Government's Affordable Housing Supply Programme
- the remainder of the required funding will require to be found from the developing organisations' own borrowing resources.

4.3 The SHIP contains tables which detail the projects included in the proposed programme. The position on the programme broadly reflects the prioritisation and estimated deliverability of the projects. It must be stressed that inclusion in the SHIP does not guarantee scheme approval, as each proposal will require to go through a further detailed strategic housing assessment before funding is committed. This assessment is undertaken within the Council's Housing Development Team fulfilling their statutory role as the strategic housing authority.

4.4 All homes built through the SHIP will require to meet high quality design, space and energy efficiency requirements inclusive with the Council's Design Standard for Affordable Housing, which was updated in February 2019. We will continue to encourage innovation in design including consideration of zero/low carbon construction and *Passivhaus* principles. Notably, there are a couple of developments included within the SHIP that will pioneer these approaches within West Dunbartonshire and inform future delivery..

#### 4.5 Progress on the previous SHIP's Priority Projects

The following table shows progress on existing projects and notes future ones identified in the SHIP:

Projects Completed 2019/20			
Project	Units	Status	Developer
Bonhill Primary School, Alexandria	44	Completed July 2019	Cube HA.
Dumbain Road/Carrochan Road, Alexandria	35	Completed October 2019.	Cube HA
Stirling Road, Alexandria	8	Completed October 2019	Cube HA
<b>TOTAL</b>	<b>87</b>		

<b>Projects Currently On-Site/Due on Site 2019/20</b>			
<b>Project</b>	<b>Units</b>	<b>Status</b>	<b>Developer</b>
<b>Dumbarton Harbour</b>	150	On-site. Due to complete between May/June 2020	Dunbritton HA
<b>Dumbarton Harbour</b>	45	On site November: due to complete October 2020	WDC
<b>Westcliff, Dumbarton</b>	46	On site: due to complete March 2020.	Cube HA
<b>St Andrew's High School, Clydebank</b>	126	Work commenced May 2019: due to complete in March 2021.	WDC
<b>Queens Quay, Clydebank</b>	177 (WDC 60/ Cube 80/ Clydebank HA 37)	Due to commence November 2019 and initial phase complete March 2021.	WDC, Cube HA and Clydebank.
<b>Haldane Primary School,</b>	58	On site October 2019. Due complete: February 2021	WDC
<b>Aitkenbar Primary School, Bellsmyre</b>	55	On site: October 2019 Due complete: February 2021	WDC
<b>Creveul Court, Alexandria</b>	22	On site: November 2019 Due complete: October 2020	WDC
<b>Muir Road, Bellsmyre</b>	66	Due on site: late 2019 Due complete: mid-2021	Caledonia HA
<b>Highdykes, Bonhill</b>	49	Site start achievable late 2019. Completed by March 2021.	Caledonia HA
<b>Dalquhurn Phases 4,5,6</b>	75	Site Start possible late 2019. Initial handovers March 2021	Caledonia HA

<b>Faifley Bowling Club, Clydebank</b>	15	Possible Site start early 2020 with completion March 2021.	Knowes HA
<b>140 Dumbarton Road, Old Kilpatrick</b>	40	Site start early 2020 with completion March 2021	Link HA
<b>Dalton Avenue, Clydebank</b>	25	Site start March 2020 with completion March 2021	Clydebank HA
<b>TOTAL</b>	<b>949</b>		

#### **Future Sites Identified in SHIP\***

<b>Project</b>	<b>Comments</b>
<b>Clydebank East</b>	WDC are masterplanning a multi-tenure project on the site of the former MSF blocks which is anticipated to include around 50 social rented homes as part of a mixed tenure development.
<b>Pappert, Alexandria</b>	WDC are considering a 30 unit development on this former demolition site.
<b>Cottage Hospital, Dumbarton</b>	Dunbritton Housing Association are currently looking at the possibility of developing 10 units of social housing on the site. This project has been delayed due to ongoing title issues.
<b>Golfhill Drive, Alexandria</b>	Dunbritton Housing Association are investigating the possibility of developing 7 social housing units. It is anticipated that development costs will be very high on this small site. There may be an option to accelerate this project through Scottish Government Bond funding.
<b>Boquhanran Road, Dalmuir</b>	Clydebank HA is in early stage discussion with a / # developer to build up to 70 units here.
<b>Glebe, Old Kilpatrick</b>	Trust HA is interested in developing 22 units on this site and is developing proposals to deliver these new homes.
<b>Clydebank /Hardgate Health Centre Sites</b>	There is interest from more than one developer in these sites which may become available in the future.
<b>OLSP School, Dumbarton</b>	Cube HA looking at 40 unit development within this proposed development site.

\*A number of other projects are listed/noted in the SHIP: these may be brought forward once more information on them is available.

- 4.6** In total the wider SHIP shows the development of more than 1300 new affordable homes over the 5-year plan period. This level of development, averaging more than 200 per year, continues the recent huge growth in the new affordable house building programme which until recently had an annual target of 80 units. The delivery of this ambitious plan will depend upon the support of our developing RSL partners and ongoing strong funding availability from the Scottish Government.
- 4.7** The SHIP in addition seeks funding from the Affordable Housing Supply Programme to support the successful Buyback programme of ex- local authority and RSL housing stock. Approval of this approach is being sought from the Scottish Government. It is proposed that a minimum additional 100 units are acquired over the five year period of the SHIP.
- 4.8** The funding required to deliver the three years of from 2020/21 to 2024/25 is estimated to be around £66.5M. This compares with an estimated Resource Planning Target of £55.64M for the same period. Further discussion will be required with the Scottish Government's More Homes Division over resourcing such an ambitious programme within the context wider consideration of the approach to housing supply beyond 2021.
- 4.9** In preparing the SHIP, developers have been encouraged to consider diversity of tenure. While most projects are for social rent, there are a small number proposed for shared equity by Caledonia HA in Bellsmyre and Renton. The Council is also giving consideration and developing other alternative affordable tenures in some of its future projects to meet evidenced need.
- 4.10** Due to uncertainties over details of some of the proposed projects in the SHIP and the availability of funding, the SHIP will require to demonstrate flexibility and will be subject to continual monitoring and evaluation. Monitoring of progress will be carried out through the Council's performance management system and through key structures such as the Strategic Housing Providers Forum and programme review meetings with the Scottish Government.
- 4.11** The Council has carried out an analysis of potential projects against an objective Prioritisation Scoring Matrix and scored them accordingly. A number of factors are taken into account including availability of land, type of housing being proposed, compliance with LHS objectives, deliverability and value for money. This analysis has informed this SHIP and such projects will be further assessed prior to being included within any future development programme.

## **5. People Implications**

- 5.1** There are no direct people implications related to this report.



## **6. Financial Implications**

- 6.1** There is a danger that future resource allocation could suffer if the SHIP fails to deliver on the programme contained in this SHIP. In respect of the Council House Build element, financial modelling demonstrates that the new council house building programme is beneficial to the HRA. However, care requires to be taken to ensure that the prudential borrowing required is financially sustainable especially given rising unit costs. To mitigate the impact of rising costs, the Council is seeking higher grant levels from the Scottish Government for a number of projects in the current programme.

## **7. Risk Analysis**

- 7.1** The absence of a RPA beyond 2020/21 presents the risk that the sum of £55.64M shown for the period of the plan will not be available resulting in the programme being diluted, however having a bold and ambitious plan in place will allow West Dunbartonshire to be best placed to secure funding opportunities..
- 7.2** Inevitably, with such a varied programme of projects there are risks that the ambitious outputs set out in the SHIP will not be met. A number of the projects are at an early stage with site investigations not having been carried out or infrastructural constraints fully known.
- 7.3** There is a risk that AHSP funding will be reallocated to other Council areas if the Council is unable to spend within any financial year. West Dunbartonshire have responded positively in the face of such challenges to date, including this year where we have benefited from an additional £7m funding to West Dunbartonshire to allow our new build ambitions to be realised.
- 7.4** Concern has been expressed that both locally and nationally, the More Homes targets will put a strain on the building industry's capacity to deliver on the scale required. This should also be considered in the context of Brexit.
- 7.5** Monitoring of progress will be carried out through the Council's Pentana performance management system and through key structures such as the Strategic Housing Providers Forum, the Housing Improvement Board, the More Homes Delivery Group and programme review meetings with the Scottish Government. A new SHIP will be submitted annually to the Scottish Government each October and will be the subject of a report to the Housing and Communities Committee.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** An integrated impact assessment has been carried out on the parent strategy, the Local Housing Strategy 2017 - 2022 which predicted that the strategy would have an overwhelmingly positive impact.
- 8.2** All new housing supported through the programme will be compliant with the West Dunbartonshire Design Standard and will meet the Housing for Varying Needs requirements. The West Dunbartonshire Design Standard requires developers in the programme to provide higher standards than those required by statute and are of particular benefit to those with mobility issues. The SHIP supports the delivery of specialist housing provision and generally allows for a minimum 10% element in each project.

## **9. Consultation**

- 9.1** The SHIP was drawn up in consultation with potential RSL partners and the Scottish Government More Homes Division. Where an interest has been shown, detailed discussions have taken place with the prospective developer on how the project could be accommodated in the programme.
- 9.2** The preparation of the SHIP has been a corporate task, involving all relevant departments of the Council and has been carried out in collaboration with colleagues in the Scottish Government More Homes Division.
- 9.3** As part of our wider regular engagement with tenant representatives, the delivery of new housing is a standard agenda item at each liaison meeting with the WDTRO, in addition to this a full presentation of the SHIP was made to the WDTRO on 24<sup>th</sup> October 2019.

## **10. Strategic Assessment**

- 10.1** This Strategic Housing Investment Plan presents the priorities for affordable and deliverable housing development for the next five years as set out in the LHS and supports all the Council's key strategic priorities to:

**Peter Barry, Strategic Lead, Housing and Employability**

**Date: 23 October 2019**

---

**Person to Contact:** John Kerr, Housing Development and Homelessness Manager, Housing Development and Homelessness Team, Housing and Employability, 16 Church Street, Dumbarton  
[John.Kerr@west-dunbarton.gov.uk](mailto:John.Kerr@west-dunbarton.gov.uk)

<b>Appendix:</b>	Appendix 1: Strategic Housing Investment Plan 2020/21 - 2024/25 plus Annexes
<b>Background Papers:</b>	West Dunbartonshire Council's Local Housing Strategy 2017-2022 <a href="http://www.west-dunbarton.gov.uk/media/4311723/housing-strategy-2017-2022-final.pdf">http://www.west-dunbarton.gov.uk/media/4311723/housing-strategy-2017-2022-final.pdf</a>
<b>Wards Affected:</b>	All Wards



**West Dunbartonshire Council**  
**Strategic Housing Investment Plan**  
**2020/21 – 2024/25**  
**November 2019**



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## 1. Introduction

- 1.1 The Strategic Housing Investment Plan (SHIP) 2020/21 – 2024/25 sets out the funding priorities for affordable housing in West Dunbartonshire for the next five years as outlined in the West Dunbartonshire More Homes Better Homes Local Housing Strategy 2017-2022. The SHIP is an operational document rather than a strategic one.
- 1.2 The SHIP is an annual document whose main focus is to set out strategic housing investment priorities through the targeting of the Scottish Government's Affordable Housing Supply Programme Funding (AHSP), including its Council House Building Programme (CHB) component.
- 1.3 The SHIP details how the Council will assist in meeting the Scottish Government's commitment to support new affordable housing, including meeting the 50,000 affordable new housing target by 2021 set by the *More Homes Scotland* initiative. Most of this SHIP goes beyond the 2021 and into a period of funding uncertainty. It is aimed to deliver around 1300 new social rented homes in West Dunbartonshire during the timeframe of this plan.
- 1.4 The SHIP has been prepared using the following principal guidance:
  - MHDGN 2019/04 Guidance on the Preparation of Strategic Housing Investment Plans - August 2019
  - MHDGN 2019/03 Affordable Housing Supply Programme: Process and Procedures - April 2019
  - MHDGN 2019/02 Guidance for Setting Local Housing Strategy Targets to Support the Delivery of More Wheelchair Accessible Housing – March 2019.
- 1.5 Housing Services has worked with all appropriate service areas and with the West Dunbartonshire HSCP in the preparation of this Plan. Consultation has taken place with the RSLs operating in West Dunbartonshire through the Housing Providers Forum and regular programme/liason arrangements. The Scottish Government More Homes Division Glasgow and Clyde Area Team have contributed to the preparation of the SHIP. Further information on the consultation process is contained at Section 10 below.



- 1.6 The new SHIP Guidance (MHDGN 2019/04) notes the commencement of public consultation on the Scottish Government's Housing to 2040 Vision and Principles discussion paper. It introduces some new areas for consideration in the SHIP, such as and links to the Child Poverty (Scotland) Act 2017 and accommodation for Gypsy/Travellers, while giving greater emphasis to existing areas such as Wheelchair Accessible Housing and Rapid Rehousing Transition Plans.
- 1.7 To assist in advance planning of housing investment, the Scottish Government advises local authorities annually of their minimum Resource Planning Assumptions (RPA). The West Dunbartonshire RPA for 2020/21 is £11.128m. In the absence of RPAs post 31 March 2021, SG advises local authorities to plan on the basis of existing RPA levels. The table below shows the RPA to 2024 -25, with estimated figures for the last four years of the programme.

**Table 1: WD Resource Planning to 2019/24 at 13 June 2018**

<b>Year</b>	<b>Resource Planning Assumption at 29 April 2019</b>
2020 - 2021	£11.128m
2021 - 2022	£11.128*
2022 - 2023	£11.128*
2023 - 2024	£11.128*
2024 - 2025	£11.128*
<b>Total</b>	<b>£55.64*</b>

\* Estimated

- 1.8 The period covered by this SHIP is largely beyond the completion of the *More Homes Scotland* initiative to provide 50,000 new affordable homes by March 2021. This programme saw a very significant housing budget increase but it remains uncertain what funding will be available beyond 2021/22. As noted above, the Scottish Government advises that local authorities plan on the basis of their existing Resource Planning Awards. They also suggest that a minimum slippage of 25% be applied to the first year of the programme. The funding required to deliver the programme detailed in this SHIP is estimated to be around £65.5m.

This compares with an estimated Resource Planning Target of £55.64m for the same period. This estimate may be considered generous at this time. Further discussion will be required with the Scottish Government's More Homes Division over resourcing this SHIP programme within the context wider consideration of the approach to housing supply beyond 2021.

- 1.9 WDC has been successful in accessing additional funding from the Scottish Government including bond funding for new programmes to the 2019/20 -2023/24 SHIP which will complete by March 2021. This additional grant funding has augmented the RPA by over £7m in 2019/20 alone.
- 1.10 The funding shown for projects is an indication only of the spending plans and does not guarantee that these sums will be made available. Each proposal will require going through a further detailed assessment before funding is committed to ensure that the project complies with requirements and to ensure that funding is available.
- 1.11 Following submission of the SHIP, the Scottish Government will issue a Strategic Local Programme Agreement to West Dunbartonshire Council (SLPA) confirming the AHSP funding. The previous SLPA was issued on 2 May 2019.

## 2. Purpose of the Strategic Housing Investment Plan

2.1 The principal purpose of the SHIP is to set out the strategic investment priorities for affordable housing over a 5 year period to achieve the outcomes set out in the LHS. This SHIP sets out the planned housing investment programme for 5 years, covering the period 2020/25.

### 2.2 The SHIP:

- Sets out investment priorities for affordable housing
- Demonstrates how these will be delivered
- Identifies the resources required to deliver these priorities
- Enables the involvement of key partners in the delivery of affordable housing.

2.3 Key investment priorities on a site by site basis are set out in the templates attached to this plan. The templates give information on the following:

- The priorities for new affordable housing projects
- Estimated start and completion dates
- Projected funding sources
- The number of units to be provided (by tenure and type)
- Funding rents of Committed Projects

### 3. Key Objectives

- 3.1 The overarching objective of the SHIP is to help deliver the Council's key housing priorities as contained in the recently published Local Housing Strategy, in particular by directing investment to the agreed regeneration areas and on increasing the supply of new affordable housing across West Dunbartonshire. The LHS sets an annual Housing Supply Target of 230 new houses across all tenures, with 80 of these being for Social Rent.
- 3.2 The Council welcomed the Scottish Government's 50,000 new affordable homes target by 2021 under the *More Homes Scotland* banner supported by measures such as increasing investment, legislative programme to make planning more effective and supporting infrastructure. Under its *More Home West Dunbartonshire* initiative, the Council has made and continues to make a significant contribution to this goal.





## 4. Policy Context

- 4.1 The Scottish Government's Joint Delivery Plan, identifies priority actions to ensure housing is able to deliver the strategic objectives set out in Homes Fit for the 21st Century, and other subsequent Scottish Government strategies.
- 4.2 The LHS provides the principal West Dunbartonshire Council policy backdrop to the SHIP.
- 4.3 West Dunbartonshire Council through its representative organisations COSLA and ALACHO will continue to engage with the Scottish Government in identifying more effective and better value processes for the delivery of new affordable housing including on parity between Council and RSL benchmark subsidy rates.
- 4.4 Welfare reform continues to have an impact on the HRA and the financial resources available to deliver all housing related objectives.
- 4.5 All Scottish Local Authorities have in place a Rapid Rehousing Transition Plan (RRTP) setting out their approach to minimising the time a household remains homeless and ensuring they can access appropriate housing as soon as possible. To help the delivery of the WDC RRTP, the Council has agreed to allocate one property in each of its new CHB projects for RRTP purposes. We are engaging with our SHIP developing partners with a view to them taking a similar approach should demand require it.

## 5. Local Housing Strategy 2017 - 2022

- 5.1 The Local Housing Strategy continues to place an emphasis on regeneration, acknowledging the need to improve many of our neighbourhoods and to provide housing which meets the changing requirements of our communities. In terms of the types of housing which is required, we recognise that physical access to too many of our houses is an issue. We will therefore encourage the provision of more accessible housing and ones which are suitable for wheelchair users. Similarly, we know that there is a size imbalance between the available housing and the demand, with particular shortages of 1-bedroom properties and specifically larger family houses. Developers seeking to access AHSP funding must consult with WDC Housing Development team on how best to contribute to addressing these imbalances and on meeting the objectives of the LHS.
- 5.2 In addition to the regeneration agenda, the Council is keen to encourage an increase in the housing supply more generally across West Dunbartonshire to mitigate an ageing demographic and to stimulate the local economy.
- 5.3 The Council, as Strategic Housing Authority, has the statutory lead role in setting out the investment priorities for the delivery of affordable housing and through the *“More Homes West Dunbartonshire”* approach, we are working with our strategic development partners to take forward opportunities

to provide a broad range of high quality affordable homes in safe and attractive neighbourhoods that meet the needs of our residents. Our Strategic Housing Partnership with the Wheatley Group, Clydebank HA, Caledonia HA and Dunbritton HA brings added value to the delivery of affordable housing and there continues to be significant scope for other housing developer organisations to make a contribution to the programme. We welcome all proposals for future inclusion should resources allow.

- 5.4 There is a shared recognition that the Housing Sector – through the leadership of the Council – and the West Dunbartonshire Health and Social Care Partnership (HSCP) must work together closely in supporting the delivery of the health and social care integration agenda. The Local Housing Strategy notes that successful housing and social care support depends on the location, model and range of housing available.
- 5.5 The HSCP provides knowledge on the health and social care needs of the West Dunbartonshire population and works with the housing sector in developing the new build housing programme, in regeneration planning and in preparing the SHIP. The SHIP supports the policy of shifting the balance of care from institutional settings to tenancy based support in the community.

- 5.6 A Housing Contribution Statement has been published which acts as the bridge between the HSCP Strategic Plan and the Local Housing Strategy and sets out the important role housing will play in the Health and Social Care integration process. The HCS will be reviewed as part of the forthcoming update of the HSCP Strategic Commissioning Plan. We encourage Housing Associations to bring forward projects which contribute to meeting these objectives.
- 5.7 Given the local demographic, the prevalent topography and the nature of our housing stock, accessibility to housing for people with a mobility issue is a big concern in West Dunbartonshire. We continue to encourage developers to prioritise developments which meet the needs of people with mobility issues.
- 5.8 All new housing supported by the AHSP is required to satisfy Housing for Varying Needs (HfVN) criteria.
- 5.9 We also aim to continue to improve the supply of housing suitable for wheelchair users. In some circumstances the provision of lifts may present a solution to accessibility issues. The West Dunbartonshire Design Standard: 2019 requires that all SHIP projects provide a minimum 10% proportion of wheelchair accessible homes (see 17.2 below). This requirement may only be relaxed in exceptional circumstances where, for example, the project is being developed for different specialist housing purposes or where the topography is particularly difficult. Where no specific specialist housing provision is stipulated in the project, it will generally be assumed that around 10% on each site will be for this purpose, with the detail being agreed at a later date in consultation with HSCP colleagues.
- 5.10 The Council has published its Local Child Poverty Action Report 'Improved Life Chances for all Children, Young People and Families'<sup>i</sup> which contains a number of housing related actions relevant to the SHIP. In particular, the SHIP supports those actions in the report around the delivery of new affordable housing through the More Homes better Homes West Dunbartonshire approach (H&E/1819/HD&H/002), developing community benefits including job opportunities (RES/1718/PR/001) and reducing the cost of living through better energy efficiency (H&E/1920/W4U/12). Working 4U are represented on the More Homes Delivery Group where they help shape the development of the programme.
- 5.11 The Council welcomes the prospect of funding being made eligible through the AHSP for permanent affordable housing to meet the needs of Gypsy/Travellers. This is an option the Council will investigate.
- 5.12 An Affordability Analysis carried out for the Council in 2014 did not indicate a strong market for intermediate/mid-market rent products (MMR). Some housing providers retain an interest in looking at such products and this SHIP contains a small number of shared equity projects. The Council too will give consideration to providing some shared equity tenure homes as part of Council house new build programme.

## 6. Project Assessment Methodology

6.1 Projects considered for inclusion in the SHIP are subject to a matrix based scoring analysis to assess their relative merits. Various criteria are employed in assessing and prioritising the projects. These are:

- The strategic priorities of the Council
- Contribution towards meeting the assessed housing need and demand
- Meeting regeneration /Planning objectives
- SIMD Scoring
- Affordability
- Deliverability including site constraints
- Level of subsidy required

The results of the exercise are contained in **Annexe B Scoring Matrix**.

6.2 There are information gaps in respect of some mooted projects: these have been listed on the scoring pro-forma as “shadow” or reserve projects and these will be subject to reassessment when the full information is available. These may feature in future versions of the SHIP.



## 7. Funding

7.1 Funding for the projects in this programme comes from two principal sources:

- the allocation from the Affordable Housing Supply Programme as noted at 1.6 above and
- funding from the housing providers' sources, primarily private borrowing by RSLs and Prudential borrowing by the Council.

7.2 Unless otherwise known, it has been assumed that RSLs projects will be seeking the current benchmark support figure of £72,000 per unit (3 person equivalent) and that the Council equivalent in most cases will be £59,000 (flat rate). It is understood that there is upward pressure on prices and it is felt that this will result in more pressure to equalise the subsidy differences between Local Authorities and RSLs.

7.3 Where a Council House Building project is proposed on a Housing Revenue Account site, it is assumed that there will be no acquisition costs to the project.

7.4 In collaboration with the Scottish Government More Homes Division, and representative bodies such as ALACHO, the Council will continue to consider alternative and innovative funding proposals for the delivery of affordable housing. In addition, we will seek to explore with partner RSLs any opportunities to support the programme with funding from their financial reserves or other sources.

7.5 West Dunbartonshire Council has entered into a call-off contract with CCG Scotland Ltd under the Scottish Procurement Framework to form a strategic development partnership to deliver its new Council house building programme to 2021/22 as outlined in this SHIP. It is anticipated that new Scotland Excel framework which went live in August 2019 will provide a helpful delivery vehicle for the remainder of the Council programme.

## 8. Progress on Previous SHIP 2019/20 – 2023/24

8.1 The progress on the SHIP 2019/20 - 2023/24 priority projects is summarised in table 2 below:

**Table 2: Progress on Previous SHIP 2019/20 – 2023/24**

<b>Projects Completed 2019/20</b>			
<b>Project</b>	<b>Units</b>	<b>Status</b>	<b>Comments</b>
<b>Bonhill Primary School, Alexandria</b>	44	Completed July 2019	Cube Housing Association went on-site in June 2017. Programmed to be complete in February 2019.
<b>Dumbain Road/Carrochan Road, Alexandria</b>	35	Dumbain completed July 2019. Carrochan completed October 2019.	Cube Housing Association.
<b>Stirling Road, Alexandria</b>	8	Completed September/October 2019	Off- the-shelf purchases from Barratt Homes.
<b>Projects Currently On-Site/Due on Site 2019/20</b>			
<b>Project</b>	<b>Units</b>	<b>Status</b>	<b>Comments</b>
<b>Dumbarton Harbour</b>	150	On-site. Now due to complete between May/June 2020 following delays due to harbour wall issues.	Dunbritton Housing Association: it will include a new HA office.
<b>Dumbarton Harbour</b>	45	On site October 2019 and due to complete October 2021	WDC
<b>Westcliff, Dumbarton</b>	46	On site - due to complete March 2020.	Cube Housing Association.
<b>St Andrew's High School, Clydebank</b>	126	Work commenced May 2019. Due to complete in March 2021.	WDC: formerly a joint project with Cube HA, now wholly WDC.

<b>Queens Quay, Clydebank</b>	185  (WDC 29/ Cube 90/ Clydebank HA 66)	Due to commence October 2019 and complete March 2021.	WDC, Cube Housing Association and Clydebank Housing Association are jointly developing this key regeneration site.
<b>Haldane Primary School,</b>	58	Due on site: October 2019. Due complete: February 2021	WDC
<b>Aitkenbar Primary School, Bellsmyre</b>	55	Due on site: October 2019 Due complete: February 2021	WDC
<b>Creveul Court, Alexandria</b>	22	Due on site: November 2019 Due complete: October 2020	WDC
<b>Muir Road, Bellsmyre</b>	66	Site start late 2019 with completion mid-2021	Caledonia HA:
<b>Highdykes, Bonhill</b>	49	Site start achievable late 2019. Anticipated most of the project can completed by March 2021.	Caledonia HA
<b>Dalquhurn Phases 4,5,6</b>	75 (inc 20 Shared Equity)	Site Start possible late 2019.	Caledonia HA:
<b>Faifley Bowling Club, Clydebank</b>	15	Site start early 2020 with completion March 2021.	Knowes HA
<b>140 Dumbarton Road, Old Kilpatrick</b>	40	Site start early 2020 with completion March 2021	Link HA
<b>Dalton Avenue, Clydebank</b>		Site start March 2020 with completion March 2021	Clydebank

<b>Future Sites Identified in SHIP*</b>	
<b>Project</b>	<b>Comments</b>
<b>Queens Quay Site 3</b>	WDC are drawing up proposals for around 31 units.
<b>Clydebank East</b>	WDC are master planning a multi-tenure project on the site of the former MSF blocks which is anticipated to include around 50 social rented homes.
<b>Pappert, Alexandria</b>	WDC are considering a 30 unit development on this former demolition site.
<b>Cottage Hospital, Dumbarton</b>	Dunbritton Housing Association are currently looking at the possibility of developing 10 units of social housing on the site. This project has been delayed due to title issues.
<b>Golfhill Drive, Alexandria</b>	Dunbritton Housing Association are investigating the possibility of developing 7 social housing units. It is anticipated that development costs will be very high on this small site. There may be an option to accelerate this project through Bond funding.
<b>Boquhanran Road, Dalmuir</b>	Clydebank HA is in early stage discussion with a Passivhaus developer to build up to 70 units here.
<b>Glebe, Old Kilpatrick</b>	Trust HA is interested in developing 22 units on this site.
<b>Clydebank /Hardgate Health Centre Sites</b>	There is interest from more than one developer in these sites which may become available in the future.
<b>Regeneration Sites</b>	The Council are assessing other sites for inclusion in future programme post 2021.

## 9. SHIP 2019 – 2024: Priority Projects

9.1 Table 1 of the SHIP Templates at Annexe A, Affordable Housing Supply Programme: Years 2020/21 -2024/25, details the projects contained in this SHIP. The priority projects for this period are as shown in table 3 below. All units are social rented unless otherwise stated and unit numbers are draft in most cases.

**Table 3: SHIP 2018- 2023: Priority Projects by Developer\***

Site/Developer	Number of Units
<b>West Dunbartonshire Council</b>	
St Andrews	126
Dumbarton Harbour	45
Creveul Court, Alexandria	22
Haldane Primary School	58
Aitkenbar Primary, Bellsmyre	55
Queens Quay Site B	29
Clydebank East (ex MSF site)	54
Queens Quay Site C	31

Pappert	30
Clydebank Health Centre	60
Regeneration	20
<b>530 units</b>	

<b>Wheatley Group/Cube</b>	
Westcliff, Dumbarton	46
Stirling Road, Bonhill	8 (off the shelf)
Dumbain Road/Carrochan Road, Haldane (2 sites)	35
Queens Quay, Clydebank	80
<b>169 units</b>	

<b>Knowes Housing Association</b>	
Faifley Bowling Club	15
<b>15 units</b>	

Clydebank Housing Association	
Queens Quay, Clydebank	37
<b>37 units</b>	

Link Housing Association	
146 Dumbarton Road, Old Kilpatrick	40
<b>40 units</b>	

Dunbritton Housing Association	
Dumbarton Harbour	150
Golfhill Drive, Dalmonach	7
Cottage Hospital, Dumbarton	10
Dumbain Road, Haldane	44
<b>211 units</b>	

Trust Housing Association	
Glebe, Old Kilpatrick	22
<b>22 units</b>	

Caledonia Housing Association	
Bellsmyre Regeneration Phase 1&2	60
Bellsmyre Regeneration Phase 1&2	20 Shared Equity
Dalquhurn, Renton Phase 4	25
Dalquhurn, Renton Phase 5	10
Dalquhurn, Renton Phase 5	10 Shared Equity
Dalquhurn, Renton Phase 6	20
Dalquhurn, Renton Phase 6	10 Shared Equity
Muir Road, Bellsmyre	66
Highdykes Primary School	49
<b>270 units</b>	

<b>TOTAL PRIORITY PROJECTS</b>	<b>1294</b>
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\* All homes are social rented unless otherwise stated

- 9.2 WDC operates a very popular “Buy Back” scheme where the Council can purchase vacant properties which are on the market, to help meet strategic housing objectives, including regeneration projects. Demand for this project currently outstrips the availability of funding and local RSLs are also interested in taking part. It is considered that the buyback scheme would provide support to the Rapid Rehousing Transition Plan. The SHIP proposes an annual quota of 20 properties at a £50K AHSP (or 50% of purchase price, to a maximum of £50K) rate, giving a spend of £1.0M each year on the Buy Back scheme, or £5.0M over a five year period.
- 9.3 Including the reserve projects, the SHIP shows the development of around 1,000 new rented homes over the 5-year plan period. The delivery of this ambitious plan will depend upon the ongoing support of our developing RSL partners and, in particular, appropriate funding from the Scottish Government.
- 9.5 The funding required to deliver this programme is estimated to be around £77.45m, significantly in excess of the estimated Resource Planning Target of £55.64m for the period. Discussion will take individually with developing organisations over options
- 9.6 While most projects contained in this SHIP are for social rent, alternative tenure in the form of shared equity units are proposed by Caledonia HA. Further investigation of the market for alternative tenures requires to be carried out in West Dunbartonshire.
- 9.7 Due to continuing uncertainties over details of some of the proposed projects in the SHIP and the availability of funding, the SHIP will require to show flexibility and be subject to continual monitoring. With the SHIP now moving to an annual cycle monitoring will be more frequent and will be carried out through the Council’s performance management system and through key structures such as the More Homes Delivery Group, the Strategic Housing Providers Forum, Housing Improvement Board and programme review meetings with the Scottish Government.
- 9.8 The Council has carried out an analysis of potential projects against an objective Prioritisation Scoring Matrix and assessed them accordingly. A number of factors are taken into account including availability of land, type of housing being proposed, compliance with LHS objectives, deliverability and value for money. This analysis has informed this SHIP and is attached as Annex B.
- 9.9 The SHIP scoring matrix contains a longer list of projects which have been brought forward for consideration. These are considered to be reserve projects. If there is slippage, or if additional funding becomes available, some of these projects may be introduced into the programme. We will remain open to consideration of other projects which may be presented during the course of this plan period, indeed these would be welcomed, though bearing in mind that resources are likely to be more limited during this period.

## 10. Consultation

- 10.1 This SHIP has been prepared in consultation with all RSLs operating in West Dunbartonshire who were approached with a “call for sites” for consideration for inclusion in the programme.
- 10.2 The SHIP was the subject of discussion at the Strategic Housing Providers Forum and subsequent individual meetings took place with potential developing associations.
- 10.3 The Scottish Government’s More Homes Division, Glasgow and Clyde Team were consulted throughout in the preparation of this SHIP.
- 10.4 A consultation with West Dunbartonshire Tenants and Residents Organisation was held on 24<sup>th</sup> October 2019 to consider the content of the SHIP before presentation to Housing Committee on 6th November 2019.



## 11. Infrastructure Fund

- 11.1 The Infrastructure Fund provides grants for local authorities and RSLs as well as loans to the private sector to help in the delivery sites for new affordable housing.
- 11.2 The Council has so far been unsuccessful in accessing this fund but will engage further with colleagues in the SG More Homes Division to look at possibilities for grant assistance to ease some of the infrastructural constraints likely to affect projects late in the programme.



## **12. Council Tax on Empty and Second Homes**

- 12.1 In West Dunbartonshire funding raised from reducing empty and second hand homes is used to support our Homes Again West (Empty Homes) approach which has led to on average 40 homes in the local authority area being brought back into use.

## **13. Developer Contributions**

- 13.1 At present there is no Affordable Housing Policy in West Dunbartonshire, and therefore no developer contributions providing support to the programme in West Dunbartonshire.

## **14. Constraints**

- 14.1 Scottish Government guidance indicates that SHIPs should have an emphasis on deliverability. In preparing the SHIP, every effort has been made to take account of any constraints that may affect the delivery of the projects and this is taken account of in the assessment scoring. There is recognition that many of the easier sites have been developed in the drive to meet the 2021 target and the programme outlined in this Plan may be more problematic to achieve.
- 14.2 A number of the projects contained in this SHIP are at the early stage of their development and the full issues/constraints are not known at this stage. For example, a number of the projects contained within the SHIP are not at the stage of having Planning consent

## 15. Local Authority Assistance in the Delivery of the SHIP

- 15.1 The Council is committed to assist where possible in the delivery of the SHIP projects within the context of the More Homes West Dunbartonshire initiative as outlined in the Local Housing Strategy.
- 15.2 Within the Council, the officers' *More Homes Delivery Group* monitors the delivery of the new council home element of the programme and will continue to seek to identify additional sites to extend the Council's new build programme, supported by prudential borrowing, the AHSP and the Council's rent pooling strengths. The Council's element of the programme will in the main be carried out in-house by our Housing Development, with the assistance of Consultancy Services and other Council service areas, demonstrating efficiency and best value in the process, however other routes to delivery, such as off-the- shelf and design and build, will continue to be investigated.
- 15.3 Land has previously been made available by the Council at below market value to facilitate the development of affordable housing to meet identified needs. However, there is a need to balance this against the Housing Revenue Account's (HRA) interests and the very significant pressures facing Council budgets. In addition, the Council is mindful of the need to balance the provision of private sector and affordable housing sites to meet our Housing Supply Targets.
- 15.4 Vacant sites in the Housing Revenue Account, or areas of surplus stock, have generally been made available to support the development of social rented housing where appropriate. The costs of acquiring all sites will be reviewed on a case by case basis and the Council as a developing organisation and our partner housing associations will be expected to review their ability to make full use of existing assets and borrowing capacity.
- 15.5 Housing will continue work closely with Planning colleagues to ensure an adequate supply of development land to meet the increased targets within the context of the Local Development Plan and Housing Land Audit.
- 15.6 Throughout the lifetime of this new Strategic Housing Investment Plan, the Council will continue to explore options around innovative delivery mechanisms to expand the supply of affordable housing.



## 16. Delivery

- 16.1 In terms of the procurement arrangement noted above, there may be an opportunity in the future to widen the scope to include other partner developers in the programme. In addition, scoping will continue of other new frameworks as they become available to ensure the delivery of the programme and of best value.

## 17. Energy Efficiency, Environmental Standards and Sustainability

- 17.1 Local Authorities are among a wide range of public bodies required to meet the duties place on them by the Climate Change (Scotland) Act 2009. In this context, developments arising from the SHIP must take account of the change agenda. New Build developments must contribute to the Single Outcome Agreement local outcome commitment to reduce fuel poverty.
- 17.2 In 2015 the Council introduced a pioneering a new higher standard for Council and Housing Association homes being built in West Dunbartonshire. The *West Dunbartonshire Design Standard* applies to all new build projects being supported by the Affordable Housing Supply Programme and requires these homes to meet a higher standard than the statutory minimum. New homes constructed under this scheme will achieve at least an Energy Efficiency Rating of B and an Environmental Impact Rating of B. As well as improving energy efficiency, the policy encourages better external design and internal space standards. The Design Standard was shortlisted for the prestigious Chartered

Institute of Housing (Scotland) 2016 National Good Practice Excellence Awards in the category “Excellence in Housing Innovation”. The *West Dunbartonshire Design Standard* was updated in February 2019 and the revised standard will apply to all schemes being approved through this SHIP commencing from 2020/2021.

- 17.3 West Dunbartonshire Council is part of Scotland’s Housing Network, a benchmarking and practice exchange organisation covering over 120 local authorities and RSLs across Scotland, representing almost 90% of the sector’s stock. We are engaged with the work the SHN is doing, in partnership with the Scottish Government, on a housing development performance framework for benchmarking of new build projects. The work will include looking at value for money in procurement, performance and quality. But it is likely to at least two years to bring the project to its conclusion.
- 17.4 The Council continues to encourage the consideration of district heating systems or other innovative measures which contribute to meeting climate change objectives. There are plans to roll out the ambitious district heating scheme at Queens Quay, Clydebank to nearby housing projects.



## 18. Equalities Issues

- 18.1 West Dunbartonshire Council is committed to delivering good quality services which are underpinned by a clear understanding of Equality and Diversity and to promoting and sustaining equality and inclusion, and equality and diversity principles.
- 18.2 An integrated impact assessment was carried out on the recent LHS which predicted that the strategy would have an overwhelmingly positive impact.

## 19. Strategic Environmental Assessment (SEA)

- 19.1 A Strategic Environmental Assessment (SEA) pre-screening report has been carried out in respect of the parent Local Housing Strategy. The Council has determined that a SEA is not required in this instance.

## 20. Monitoring

20.1 Monitoring of progress will be carried out through the Council's performance management system and through key structures such as the Strategic Housing Providers Forum, the Housing Improvement Board, the More Homes Delivery Group and programme review meetings with the Scottish Government. A new SHIP will be submitted annually to the Scottish Government each October following approval by the Housing and Communities Committee.

## 21. Feedback

For more information, or if you want this information in a different format or language, please use the contact details below:

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<sup>i</sup> <https://www.west-dunbarton.gov.uk/media/4317421/west-dunbartonshire-lcpr-19-20.pdf>

MORE HOMES DIVISION

STRATEGIC HOUSING INVESTMENT PLAN 2020/21-2024/25

Table 1 - AFFORDABLE HOUSING SUPPLY PROGRAMME - Years 1-5 2020/21-2024/25

West Dunbartonshire Council																																								
PROJECT	SUB-AREA	PRIORITY  Low / Medium / High	GEOGRAPHIC COORDINATES (X:EASTING Y:NORTHING)	GEOGRAPHIC CODE (Numeric Value - from Drop Down Table Below)	DEVELOPER	UNITS - TENURE						UNITS - BUILT FORM					UNITS - TYPE			Total Units by Type	APPROVAL DATE  Financial Year (Estimated or Actual)	UNITS SITE STARTS					UNITS - COMPLETIONS						SG AHSP FUNDING REQUIREMENT (£0.000M)					TOTAL AHSP FUNDING REQUIRED OVER SHIP PERIOD		
						Social Rent	Mid Market Rent	LCHO - Shared Equity	LCHO - Shared Ownership	LCHO - Improvement for Sale	PSR	Total Units	Rehab	Off the Shelf	NB	Total Units	GN	Specialist Provision	Specialist Particular Need (If Known)			2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL SITE STARTS OVER PERIOD	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	TOTAL COMPLETIONS OVER PERIOD	2020/21	2021/22	2022/23		2023/24	2024/25
St Andrew's High School, Whitecrook Street, Clydebank	Clydebank	High	X250165 Y669660	9	Council	126						126			126	115	11	10 wheelchair + Older People	126	2019/20						0		126					126						7.434	
Creveuil Court, Alexandria	Dumbarton/Vale	High	X239225 Y680114	9	Council	22						22			22	22	22		22	2019/20						0		15					15						1.298	
Westcliff, Dumbarton	Dumbarton/Vale	High	X237731 Y675766	5	Cube HA	46						46			46	45	5	Amenity	46	2019/20						0		46					46						0.000	
Muir Road, Bellsmyre	Dumbarton/Vale	High	X241071 Y676732	5	Caledonia HA	66						66			66	60	6	Wheelchair	66	2019/20	66					66	66						66		4.752				4.752	
Haldane Primary School	Dumbarton/Vale	High	X239810 Y681780	9	Council	58						58			58	53	5	Wheelchair	58	2018/19	58					58	58						58						3.596	
Aitkenbar Primary School, Bellsmyre	Dumbarton/Vale	High	X241145 Y676251	9	Council	55						55			55	52	3	Wheelchair	55	2018/19	55					55	55						55						3.410	
Bellsmyre Regeneration Phase 1 & 2	Dumbarton/Vale	High	X240580 Y676894	5	Caledonia HA	60						60			60	54	6	Wheelchair	60	2019/20		30	30		60					30	30		60			2.160	2.160		4.320	
Bellsmyre Regeneration Phase 1 & 2 SE	Dumbarton/Vale	High	X240580 Y676894	7	Caledonia HA			20				20			20	18	2	Wheelchair	20	2019/20		20			20						20						0.700	0.700		
Clydebank East	Clydebank	High	X250777 Y669222	9	Council	54						54			54	49	5	Wheelchair	54	2020/21		27	27		54				27	27		54			1.593	1.593			3.186	
Dumbarton Harbour	Dumbarton/Vale	High	X239853 Y675280	5	Dunbritton HA	150						150			150	125	25	20 Supported 5	150	2017/18					0		150						150	5.400					5.400	
Dumbarton Harbour	Dumbarton/Vale	High	X239853 Y675280	9	Council	45						45			45	41	4	Wheelchair	45	2018/19					0		45						45						0.000	
Queens Quay, Clydebank Cube	Clydebank	High	X249621 Y670047	5	Cube HA	80						80			80	75	5	Wheelchair	80	2019/20					0		80	45	45				80			4.600	4.600		9.200	
Queens Quay, Clydebank CHA	Clydebank	High	X249621 Y670047	5	Clydebank HA	37						37			37	66	31	6	Wheelchair	37	2019/20					0		37					37			2.331	2.331		4.662	
Queens Quay, Clydebank WDC	Clydebank	High	X249621 Y670047	9	Council	29						29			29	29	0		29	2019/20					0		29						29						0.000	
Faifley Bowling Club	Clydebank	Medium	X250412 Y672937	5	Knowes HA	15						15			15	15	13	2	Wheelchair	15	2019/20	15				15				15			15			1.080			1.080	
Dalquhurn Phase 4	Dumbarton/Vale	Medium	X239042 Y677788	5	Cordale HA/Caledonia HA	25						25			25	25	25		25	2019/20					0		25						25	1.800					1.800	
Dalquhurn Phase 5	Dumbarton/Vale	Medium	X239042 Y677788	5	Cordale HA/Caledonia HA	10						10			10	10	9	1	Wheelchair	10	2019/20			10		10						10				0.784		0.784		
Dalquhurn Phase 5 SE	Dumbarton/Vale	Medium	X239042 Y677788	7	Cordale HA/Caledonia HA	10		10				10			10	10	9	1	Wheelchair	10	2019/20			10		10						10				0.400		0.400		
Dalquhurn Phase 6	Dumbarton/Vale	Medium	X239042 Y677788	5	Cordale HA/Caledonia HA	20						20			20	20	18	2	Wheelchair	20	2019/20			20		20						20			0.885	0.885			1.770	
Dalquhurn Phase 6 SE	Dumbarton/Vale	Medium	X239042 Y677788	7	Cordale HA/Caledonia HA	10		10				10			10	10	9	1	Wheelchair	10	2019/20			10		10						10				0.400		0.400		
Golfhill Drive, Alexandria	Dumbarton/Vale	Medium	X239840 Y680315	5	Dunbritton HA	7						7			7	7	6	1	Wheelchair	7	2018/19	7				7	7						7			0.550			0.550	
Queens Quay, Site 3 Clydebank WDC	Clydebank	High	X249621 Y670047	9	Council	29						29			29	29	26	3	Wheelchair	29	2020/21		29			29					29			29			2.088			2.088
High Dykes Primary School, Braehead	Dumbarton/Vale	High	X240373 Y678750	5	Caledonia HA	49						49			49	49	45	4	Wheelchair	49	2019/20					0		25	24				49	1.764	1.764					3.528
OLSP School, Dumbarton	Dumbarton/Vale	Medium	X277703 Y675991	5	Cube HA	40						40			40	40	36	4	Wheelchair	40	2021/22				40	40							40	40			2.880		2.880	
Cottage Hospital, Dumbarton	Dumbarton/Vale	Medium	X239964 Y676011	5	Dunbritton HA	10						10			10	10	9	1	Wheelchair	10	2018/19	10				10		10						10			0.780			0.780
140 Dumbarton Road, Old Kilpatrick	Clydebank	Medium	X246902 Y672100	5	Link HA	40						40			40	40	36	4	Wheelchair	40	2020/21	40				40					40					2.880			2.880	
Glebe, Old Kilpatrick	Clydebank	Medium	X246287 Y672987	5	Trust HA	22						22			22	22	20	2	Wheelchair	22	2021/22			22		22					22						1.584		1.584	
Clydebank Health Centre	Clydebank	Medium	X 249757 Y671484	9	Council	60						60			60	60	54	6	Wheelchair	60	2020/21			60		60						60	60				3.540		3.540	
Hardgate Clinic	Clydebank	Medium	X249891 Y672668	5	TBC	6						6			6	6	4	2	Wheelchair	6	2020/21			6		6						6	6				0.432		0.432	
Buy Back Properties					Council/HAs	100						100		100		100	100		100	2020/21	20	20	20	20	20	100		20	20	20	20	20	100	1.000	1.000	1.000	1.000	1.000		5.000
												0							0						0													0.000		
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Total						1261	0	40	0	0	0	1301	0	100	1201	1330	1166	139	0	1301		271	126	215	60	20	692	7	787	131	231	102	126	1294	9.964	16.823	10.409	15.764	8.756	77.454

Geographic Code	
West Highland/Island Authorities/Remote/Rural Argyll - RSL - SR - Greener	RSL - SR - Greener
West Highland/Island Authorities/Remote/Rural Argyll	RSL - SR - Other
Other Rural	RSL - SR - Greener
Other Rural	RSL - SR - Other
City and Urban	RSL - SR - Greener
City and Urban	RSL - SR - Other
All	Market Rent - Greener
All	Market Rent - Other
All	Other - SR - Greener
All	Council - SR - Other



MORE HOMES DIVISION

STRATEGIC HOUSING INVESTMENT PLAN 2020/21-2024/25

Table 2 - HOUSING INFRASTRUCTURE FUND (HIF) PROJECTS									
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**Note: Projects should be entered as either Grant or Loan - Any which state a mixed category e.g. Grant/Loan or Grant or Loan will not be considered**

TABLE 2.1 - GRANT PROJECTS	
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PROJECT	PRIORITY  Low / Medium / High	GEOGRAPHIC COORDINATES (X:EASTING Y:NORTHING)	APPLICANT	PLANNING STATUS (OUTLINE MASTERPLAN/ FULL CONSENT IN PLACE) (Y/N)	DOES APPLICANT OWN OR HAVE POTENTIAL TO OWN THE SITE? (Y/N)	CURRENT SITE OWNER	BRIEF DESCRIPTION OF WORKS FOR WHICH INFRASTRUCTURE FUNDING IS SOUGHT (PROVIDE WORK HEADINGS - DO NOT INSERT "INFRASTRUCTURE WORKS")	IS PROJECT LINKED TO DIRECT PROVISION OF AFFORDABLE HOUSING? (Y/N)	AFFORDABLE HOUSING UNITS DIRECTLY PROVIDED BY INFRASTRUCTURE FUNDING - BY ESTIMATED COMPLETION DATE																	HIF GRANT FUNDING REQUIRED						POTENTIAL ADDITIONAL CAPACITY - UNITS NOT DIRECTLY FUNDED BUT UNLOCKED BY INFRASTRUCTURE FUNDING	
									AFFORDABLE					MARKET					PRIVATE RENT													POTENTIAL	TENURE
									2018/19	2019/20	2020/21	POST 2020/21	AFFORDABLE TOTAL OVER PLAN OVER SHIP PERIOD	2018/19	2019/20	2020/21	POST 2020/21	MARKET TOTAL OVER PLAN OVER SHIP PERIOD	2018/19	2019/20	2020/21	POST 2020/21	PRIVATE RENT TOTAL OVER PLAN OVER SHIP PERIOD	2018/19	2019/20	2020/21	POST 2020/21	TOTAL HIF GRANT FUNDING REQUIRED	ADDITIONAL CAPACITY IN EITHER LATER PHASES OR OTHER SITES	#PRIVATE RENTED			
North Moutblow, Clydebank	Medium	X247864 Y672117	WDC	Masterplan	Y	WDC	Steeply sloping site requires major substructure intervention.	Y					0				0					0.000											
Carless, Dalmuir	Low	X247067 Y671781	TBC	N	N	Not Known	Ex industrial site requiring significant remediation.	Y					0				0					0.000											
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TABLE 2.2 - LOAN PROJECTS	
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PROJECT	PRIORITY  Low / Medium / High	GEOGRAPHIC COORDINATES (X:EASTING Y:NORTHING)	APPLICANT	PLANNING STATUS (OUTLINE MASTERPLAN/ FULL CONSENT IN PLACE) (Y/N)	DOES APPLICANT OWN OR HAVE POTENTIAL TO OWN THE SITE? (Y/N)	CURRENT SITE OWNER	BRIEF DESCRIPTION OF WORKS FOR WHICH INFRASTRUCTURE FUNDING IS SOUGHT (PROVIDE WORK HEADINGS - PLEASE "INFRASTRUCTURE WORKS")	IS PROJECT LINKED TO DIRECT PROVISION OF AFFORDABLE HOUSING? (Y/N)	AFFORDABLE HOUSING UNITS DIRECTLY PROVIDED BY INFRASTRUCTURE FUNDING - BY ESTIMATED COMPLETION DATE																				HIF LOAN FUNDING REQUIRED					POTENTIAL ADDITIONAL CAPACITY - UNITS NOT DIRECTLY FUNDED BUT UNLOCKED BY INFRASTRUCTURE FUNDING																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																						
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MORE HOMES DIVISION

STRATEGIC HOUSING INVESTMENT PLAN 2020/21-2024/25

**Table 3 - POTENTIAL HIF AFFORDABLE HOUSING PROJECTS WHICH MAY BE DEVELOPED FOLLOWING HIF INVESTMENT**

## LOCAL AUTHORITY

[illegible]

Drop Down Table Values		Geographic Code	
Numerical Value			
1	West Highland/Island Authorities/Remote/Rural Argyll	RSL - SR	- Greener
2	West Highland/Island Authorities/Remote/Rural Argyll	RSL - SR	- Other
3	Other Rural	RSL - SR	- Greener
4	Other Rural	RSL - SR	- Other
5	City and Urban	RSL - SR	- Greener
6	City and Urban	RSL - SR	- Other
7	All	RSL - Mid-Market Rent	- Greener
8	All	RSL - Mid-Market Rent	- Other
9	All	Council - SR	- Greener
10	All	Council - SR	- Other



MORE HOMES DIVISION	
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STRATEGIC HOUSING INVESTMENT PLAN 2021/22-2024/25

LOCAL AUTHORITY:

TABLE 4 - AFFORDABLE HOUSING PROJECTS FUNDED OR SUPPORTED BY SOURCES OTHER THAN THE RPA/TMDF BUDGET

PROJECT ADDRESS	SUB-AREA	PRIORITY  Low / Medium / High	GEOGRAPHIC COORDINATES (X:EASTING Y:NORTHING)	DEVELOPER	FUNDING SUPPORT SOURCE	APPROVAL DATE  Financial Year (Actual or Estimated)						TOTAL  TOTAL SITE STARTS	UNIT COMPLETIONS					TOTAL UNIT COMPLETIONS	NON SG FUNDIN G TOTAL £0.000M	OTHER NON-AHSP SG FUNDING (IF APPLICABLE) £0.000M	TOTAL FUNDIN G £0.000M
							2018/19	2019/20	2020/21	2021/22	2022/23		2018/19	2019/20	2020/21	2021/22	2022/23				
												0						0			0.000
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Total							0	0	0	0	0	0	0	0	0	0	0	0	0.000	0.000	0.000

## MORE HOMES DIVISION

### STRATEGIC HOUSING INVESTMENT PLAN 20/21 - 2024/25

LOCAL AUTHORITY:

**TABLE 5.1: COUNCIL TAX ON SECOND AND EMPTY HOMES(£0.000M)**

	TAX RAISED OR IN HAND	TAX USED TO SUPPORT AFFORDABLE HOUSING	TAX CARRIED FORWARD TO SUBSEQUENT YEARS
PRE - 2015/16			
2015/16			0.000
2016/17			0.000

**TABLE 5.2: DEVELOPER CONTRIBUTIONS (£0.000M)**

	SUMS			UNITS		
	RAISED OR IN HAND	USED TO ASSIST HOUSING	SUM CARRIED FORWARD TO SUBSEQUENT YEARS	AFFORDABLE UNITS FULLY FUNDED FROM CONTRIBUTIONS	UNITS PARTIALLY ASSISTED FROM CONTRIBUTIONS	UNITS TOTAL
PRE - 2015/16						
2015/16			0.000			0
2016/17			0.000			0

**Note:** These tables are used to capture financial information. Details of how this has been used to fund/afford housing should be contained in the text of the SHIP as described in the guidance.

## WEST DUNBARTONSHIRE COUNCIL

### Report by Strategic Lead, Housing & Employability

**Housing & Communities: 6 November 2019**

**Subject:     Housing & Employability Delivery Plan 2019/20: Mid-Year Progress Report**

#### **1     Purpose**

- 1.1**     The purpose of this report is to set out progress to date in delivery of the actions detailed within the Housing & Employability Delivery Plan 2019/20.

#### **2     Recommendations**

- 2.1**     It is recommended that Committee notes the contents of this report and the progress achieved at mid-year.

#### **3     Background**

- 3.1**     Annual Strategic Delivery Plans sets out actions to address the key service specific issues identified during routine strategic assessment exercises. These plans also provide an overview of the assets and resources available to support delivery of the plan and consider risks at both strategic and operational level.
- 3.2**     The Housing & Employability Delivery Plan 2019/20 was noted by the Housing & Communities Committee on 1 May 2019 and a commitment was made to submit a mid-year progress report.

#### **4     Main Issues**

##### Delivery Plan progress

- 4.1**     The Housing & Employability plan contains a range of actions designed to support delivery of the strategic priorities of the council. At this mid-point of the year, 39 actions within the plan are in progress, 1 action has been completed, 35 are on track for delivery by 31 March 2020; a further 3 actions are in progress however are experiencing some delays, it is still anticipated that these will be achieved by year end. Detail of delivery and progress can be found in the progress report attached as appendix 1.

- 4.2** Also included in the plan are 19 performance indicators which measure progress across key areas and link to the Strategic Plan 2017-2022. Six of the performance indicators are monitored on a quarterly basis. Three of these indicators are on target at this point in the year, one narrowly missed target and two has no data available for mid year progress.
- 4.3** Average length of time to re-let properties exceeded target in Q1 and narrowly missed it in Q2 however overall this on track to meet the annual target. Percentage of repeat homelessness has met target for both quarters and has made significant improvement from the same period last year, it is anticipated that the annual target will be met; Percentage of rent lost due to houses remaining empty did not meet its target in quarter one, although it exceeded target in quarter 2, at the mid year point this indicator is on track to meet year end target.
- 4.4** Percentage of households that are workless has narrowly missed target in both quarters however progress has been consistent over the last year and continues to be a priority within the W4U action plan of raising employment opportunities. Employment rate has exceeded target for Q1 and has continued to show progress over the last year, no data is available for quarter 2 at present.
- 4.5** Number of new supply of social housing data is not available at this time.

#### Strategic Improvement

- 4.6** The Council adopted the West Dunbartonshire Self Evaluation Framework in August 2016, which embeds a rolling three year improvement programme across services not subject to external evaluation and inspection. Within the Housing & Employability service all services that are not externally evaluated have undertaken a self-evaluation and have improvement action plans in place to achieve over the coming year. The wider housing service is not included in the programme as it is evaluated through the Scottish Housing Regulator.

#### Service User Feedback

- 4.7** Capturing learning from a variety of feedback mechanisms in order to inform continuous improvement is a key focus for the organisation. Central to this approach is ensuring the service captures and identifies service specific learning from complaints received from citizens. In addition, as a landlord for around 10,000 households in West Dunbartonshire, it is important that we capture feedback and engagement from our tenants directly.
- 4.8** In the first six months of 2019/20, the Housing & Employability service area received a total of forty seven complaints, of which forty were Stage 1 complaints

with a further seven received at stage 2. During the same period, thirty one complaints were closed at Stage 1. Twenty six of these were closed with the 5 working day target for resolving complaints. Of the thirty one complaints closed at Stage 1, twelve were upheld.

- 4.9 Tenant satisfaction remains high across all service areas. Most recent data for the first quarter of 2019/20 reflects 100% satisfaction with Housing Options with letting services at 99% satisfaction and 90.9% for Homeless & Prevention services. In addition satisfaction with the Standard of a New Home at the Point of Moving In remains high at 82.4%.

## **5 People Implications**

- 5.1 There are no direct people implications arising from this report.

## **6 Financial & Procurement Implications**

- 6.1 There are no direct financial or procurement implications arising from this report.

## **7 Risk Analysis**

- 7.1 Failure to deliver on the actions assigned to the strategic area may have a direct impact on delivery of the Council Strategic Plan. It is essential that remedial action is taken to ensure strategic delivery plans achieve the commitments detailed and approved.

## **8 Equalities Impact Assessment**

- 8.1 As this report details progress on an action plan already agreed there is no requirement for equalities screening or impact assessment.

## **9 Consultation**

- 9.1 This report provides an update on progress being made across the strategic area, drawing from information provided by officers.

## **10 Strategic Assessment**


- 10.1 The strategic delivery plan provides detail in delivery of actions to support success outcomes across all 5 strategic priorities of the Council.

**Peter Barry**  
**Strategic Lead, Housing & Employability**  
**Date: 2019**




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<b>Person to Contact:</b>	Nicola Docherty, P&S Business Partner E-mail: Nicola.docherty@west-dunbarton.gov.uk
<b>Appendix:</b>	Appendix 1: Mid Year Progress Report: Strategic Delivery Plan 2019/20
<b>Background Papers:</b>	None
<b>Wards Affected:</b>	All wards

# H&E Delivery Plan- 2019-20 mid year progress report

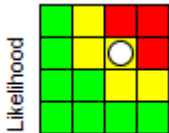
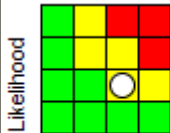
	A strong local economy and improved job opportunities
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	Improve skills for life & learning
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Performance Indicator	Status	Q1 2019/20		Q2 2019/20		Short Trend	Long Trend	Managed By
		Value	Target	Value	Target			
Employment rate		73.2%	72%	Data not available	72%			Peter Barry






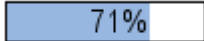
Action	Status	Progress	Due Date	Comments	Managed By
Address Barriers to Opportunity ensuring no one left behind by delivery of W4U (Learning) Learning Services and community learning plan.		<div><div>50%</div></div>	31-Mar-2020	The community learning plan has been developed and published. This is informing work by the Adult learning partnership and the Youth Alliance. Key achievements to date are the delivery of a summer programme that provided access to sport/leisure activities for children during the school holidays. The team took this opportunity to provide meals for participants and over 1,100 lunches were distributed during the 6-week programme.	Stephen Brooks
Address Barriers to Opportunity ensuring no one left behind by delivery of Phase 2 European Funding: 'Poverty and Social Inclusion' Programme.		<div><div>60%</div></div>	31-Mar-2020	The funding is being used to support the Family Opportunity Hubs that are located in Our Lady and St Patricks and Clydebank High. Our aim is to support parents to address issues of exclusion with additional benefits for their children's attainment as a result. To date we have supported 221 residents and of these 23 have achieved qualifications; 15 have entered employment; 23 improved money management skills and 8 are no longer affected by debt	Stephen Brooks
Address Barriers to Opportunity ensuring no one		<div><div>40%</div></div>	31-Mar-2020	Second Phase funding proposal has been agreed and plans for	Stephen Brooks

Action	Status	Progress	Due Date	Comments	Managed By
left behind by delivery of Phase 2 European Funding Employability Pipeline.				the delivery of the programme in each of the remaining programme years have been established. In the current year to date we have supported over 100 people to secure employment.	

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Universal Credit Full Service changes breadth and depth of demand for services.		The introduction of Universal Credit may lead to increased service demand from people who would not have used the service otherwise. Including those seeking to maintain their claim through increased employability service requirement and the need to improve IT skills.		Stephen Brooks

<b>Ob</b>	Increase employment and training opportunities

Performance Indicator	Status	Q1 2019/20		Q2 2019/20		Short Trend	Long Trend	Managed By
		Value	Target	Value	Target			
% of households that are workless		22.8%	22%	24.1%	22%			Stephen Brooks

Action	Status	Progress	Due Date	Comments	Managed By
Ensure no one is left behind by reducing cost of living for West Dunbartonshire residents through debt/money management			31-Mar-2020	The teams have established their plans for the year and additional focus is being placed on working with people affected by mental health issues and addictions. In addition we have secured funding to support people affected by cancer (Improving the cancer journey). In the forthcoming period we will work with GP practices to target support on those most vulnerable to the impact of reduced benefit and growing debts.	Stephen Brooks
Ensure no one is left behind by improving the cancer journey for individuals and families affected			31-Mar-2020	Funding is now in place and two members of staff have been recruited. To date we have conducted over 100 holistic needs assessment among the client group and provided them with support to address the emerging needs.	Stephen Brooks
Prepare and compile West Dunbartonshire Child Poverty Report			31-Mar-2020	The local child poverty report has been compiled and published as required. We have identified a number of actions and indicators that will give a broad indication of the extent of work being carried out in West Dunbartonshire to address child poverty.	Stephen Brooks



Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to respond to child poverty legislation will have a significant impact on the Council's reputation, more importantly an opportunity to raise issues and respond more effectively to child poverty issues will be lost				Stephen Brooks

<b>P</b>	Efficient and effective frontline services that improve the everyday lives of residents





<b>Ob</b>	A continuously improving Council delivering best value


Action	Status	Progress	Due Date	Comments	Managed By
Digital inclusion – carry out review of provision of wifi inclusion into new build properties and priority areas of deprivation		<div>25%</div>	31-Mar-2020	This action is in progress to deliver within the year - initial dialogue with RSL partner which has rolled out a similar initiative has taken place. In addition we will introduce the provision as part of future new build developments.	John Kerr; Edward Thomas

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to successfully implement Integrated Housing key outcomes		The failure to deliver the key outcome of the Integrated Housing Project namely the delivery of the Integrated Housing Management System within the agreed timescales could delay an element of the transformation across housing service and key efficiency targets not being realised		John Kerr



<b>Ob</b>	Sustainable & attractive local communities





Action	Status	Progress	Due Date	Comments	Managed By
Continued improvement of the existing CCTV infrastructure and development of an options appraisal for future investment.		<div>33%</div>	31-Mar-2020	Following the 2 reports from the Consultant, a need to carry out operational requirement for they system and cameras required has been identified. This is now being progressed via the CCTV	Elaine Troup

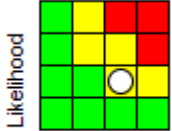
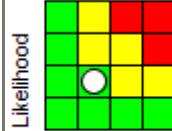

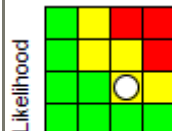
Action	Status	Progress	Due Date	Comments	Managed By
				Delivery group. There was a decision to delay the purchase of re-deployable cameras to ensure that they would be compatible with any future system but this is now being progressed and Quick quotes developed.	
Deliver the Scottish Social Housing Charter outcomes		<div><div>42%</div></div>	31-Mar-2020	Action is on track. Annual Charter Improvement Plan developed based on our 2018/19 ARC submission and is currently being implemented	John Kerr
Implement Integrated Housing Project Go-Live period		<div><div>66%</div></div>	31-Mar-2020	Action being progressed and focus is on go live date in early November 2019.	John Kerr
Implement improvement actions and strategy from analysis of tenancy failure.		<div><div>25%</div></div>	31-Mar-2020	This action is progressing as planned. Monitoring processes have been rolled out and actions on schedule to identify and assist tenants at risk of tenancy failure.	Edward Thomas
Restructure ASB and Estate Caretaking services to ensure neighbourhoods are clean, safe and vibrant communities for our tenants and residents to live in.		<div><div>25%</div></div>	31-Mar-2020	This action is progressing as planned. Restructure is at an advanced stage and will be fully implemented within the reporting period.	Edward Thomas

	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged
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	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act
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Action	Status	Progress	Due Date	Comments	Managed By
Develop a Community Empowerment Strategy and Action Plan to support the continued promotion and awareness of the Community Empowerment Act.		<div><div>33%</div></div>	31-Mar-2020	This action is progressing well. Following a third round of consultation in August/ September a revised draft of the Strategy has been developed and is undergoing final review stages before seeking approval from Council/ CPWD in November.	Elaine Troup
Further progression of the roll-out of the neighbourhood approach as part of the Your Community Initiative.		<div><div>66%</div></div>	31-Mar-2020	This action is progressing as planned. Key priorities have been identified in both areas and some actions have already taken place including improving playparks, measures to tackle dog fouling and fly tipping/ litter, and a community garden. The YC approach will continue in Linnvale & Drumry to establish a steering group towards developing a neighbourhood plan. In Dumbarton West due to a lack of engagement there is insufficient interest for this at present and alternative	Elaine Troup



Action	Status	Progress	Due Date	Comments	Managed By
				approaches for the area are currently being explored by partners at the Your Community Strategic Group.	
Undertake a review of the measures in place to support Community Councils and ensure they operate within the established guidelines.		<div><div>50%</div></div>	31-Mar-2020	This action is progressing well. Key themes have been identified from the 3 focus groups and a report has been drawn up. This will be taken to the CC Support group in October. Also the CC Forum is currently being supported. There will be further sessions with CCs and Forum members.	Elaine Troup
Develop and deliver a successful Community Conference to tackle the silence around Domestic Abuse in communities across West Dunbartonshire.		<div><div>66%</div></div>	31-Mar-2020	Regular meetings of the planning group and Leadership summit are taking place. Progress is on track with speakers and arrangements for the date and actions agreed for publicising the event.	Elaine Troup
Promote participation opportunities within communities across WDC		<div><div>66%</div></div>	31-Mar-2020	This action is progressing well. There have been several engagement sessions to consult on the development of the Community Empowerment Strategy across West Dunbartonshire, these were widely promoted. Also focused engagement in two neighbourhoods as part of the Your Community approach and wider community capacity building and support to Community Councils.	Elaine Troup
Promote partnership working across WDC to support empowerment agenda		<div><div>50%</div></div>	31-Mar-2020	A Community Empowerment Strategy group has been established and meets regularly to co-ordinate the development of the Strategy with input from key partners and consultation. SCDC have led on the consultation with the initial phases complete and a further round planned before the Strategy and action plan are finalised.	Elaine Troup

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to secure partnership buy-in for the emerging Community Empowerment Strategy and Action Plan.	<div> <div>Likelihood</div>  <div>Impact</div> </div>		<div> <div>Likelihood</div>  <div>Impact</div> </div>	Suzanne Greer; Elaine Troup
Failure to secure funding to invest in WDC's CCTV infrastructure.	<div> <div>Likelihood</div>  <div>Impact</div> </div>		<div> <div>Likelihood</div>  <div>Impact</div> </div>	Suzanne Greer; Elaine Troup


Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to deliver on the capacity building of the Community Empowerment (Scotland) Act				Suzanne Greer; Elaine Troup





<b>P</b>	Supported individuals, families and carers living independently and with dignity

<b>Ob</b>	Enhanced Life Chances

Action	Status	Progress	Due Date	Comments	Managed By
Maximise local residents' participation in family, social and community life through delivery of community learning plan		<div><div>50%</div></div>	31-Mar-2020	<p>The learning plans have been established and a number of key actions have been carried out. This includes for example: support for 613 learners assisting them to increase their child development, health and social care sector skills, ICT skills, hospitality skills and literacy/numeracy/ESOL.</p> <p>The presented and showcased their services at a national adult learning conference and was also presented at a Parliamentary reception in September.</p>	Stephen Brooks
Maximise service opportunities and outcomes through partnership planning and working with strategic stakeholders in community learning, employability and advice information services		<div><div>60%</div></div>	31-Mar-2020	<p>We have established links with key stakeholders and are taking the lead in the management of the Adult Learning Partnership, The Youth Alliance and the Information and Advice partnership. As a result of the work of these groups we will co-ordinate services more effectively, develop joint working and have clear evidence for partnership working and its benefits.</p>	Stephen Brooks






<b>Ob</b>	Improve Well being

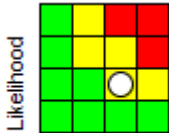
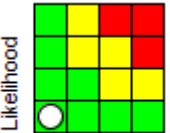
Action	Status	Progress	Due Date	Comments	Managed By
Maximise Income for West Dunbartonshire		<div><div>60%</div></div>	31-Mar-2020	We have established employability support services in venues	Stephen Brooks

Action	Status	Progress	Due Date	Comments	Managed By
residents by supporting them to secure employment				throughout West Dunbartonshire. This will provide support for people of all ages to secure employment by obtaining access to modern apprenticeships and employment opportunities. Support includes action to overcome barriers such as confidence and self esteem, increasing skills, providing information about available jobs, support to apply (CV and interview techniques) and employer information.	
Maximise Income for West Dunbartonshire residents by supporting them to secure full benefit entitlement		<div><div>60%</div></div>	31-Mar-2020	In addition to the work carried out by the team we have established strong working relationships with colleagues in the health and social sector. This includes supporting the mental health team, addictions team, developing support for people affected by cancer and establishing support in GP practices. This has assisted us in our aim to provide access to services for those in our communities that are likely to be most vulnerable.	Stephen Brooks
Maximise opportunities for local people from public sector investment and in-work progression (Inclusive Growth)		<div><div>33%</div></div>	31-Mar-2020	We have established the apprenticeship pathway comprising of Foundation Apprentices, Employability Fund opportunities and Modern Apprenticeships. These pathways will ensure that young people will have access to training that will allow them to capitalise on emerging opportunities within the local labour market.	Stephen Brooks
Reduce cost of living for West Dunbartonshire residents		<div><div>40%</div></div>	31-Mar-2020	We have established a number of approaches to reducing the cost of living for residents. This includes the provision of sanitary products (period poverty) in 17 community facilities throughout West Dunbartonshire; energy awareness (fuel poverty) support to over 200 families through the energy efficiency project - this project also provides advice on broadband provision; providing over 1,100 meals to children participating in our summer programme; and support for access to 'white goods' for people affected by cancer. This complements the work that the debt management team are undertaking to support residents to manage debts including rent and council tax arrears.	Stephen Brooks
	More affordable and suitable housing options				

Performance Indicator	Status	Q1 2019/20		Q2 2019/20		Short Trend	Long Trend	Managed By
		Value	Target	Value	Target			
Number of new supply social housing for rent								Peter Barry
% of all homeless cases re-assessed within 12 months (repeat homelessness)		4.4%	4.8%	4.4%	4.8%			Peter Barry
Average length of time to re-let properties		22	25	25.1	25			Peter Barry
% of council rent that was lost due to houses remaining empty		0.94%	0.88%	0.83%	0.88%			Peter Barry

Action	Status	Progress	Due Date	Comments	Managed By
Review strategic response to private sector housing		<div><div>25%</div></div>	31-Mar-2020	Action on track to improve strategic response to standards and delivery of private housing within West Dunbartonshire	John Kerr
Implement Local Housing Strategy 2017-2022 (2019/20)		<div><div>66%</div></div>	31-Mar-2020	Action on track. Year 3 of our Local Housing Strategy is currently being implemented and an update will be provided to the May 2020 Housing and Communities Committee.	John Kerr
Maximise the delivery of new affordable housing in West Dunbartonshire through More Homes Better Homes West Dunbartonshire approach		<div><div>66%</div></div>	31-Mar-2020	Action on track – the programme has secured to date an additional £16m of funding into West Dunbartonshire over the last 3 years.	John Kerr
Refresh HRA 30 year business plan and test against Value for Money principles and HRA guidance		<div><div>100%</div></div>	31-Mar-2020	Action complete – refresh of business plan has been carried out and helps inform the rent setting consultation currently underway.	John Kerr
Analyse current social housing letting activity across West Dunbartonshire to provide greater consistency across all social housing providers		<div><div>25%</div></div>	31-Mar-2020	Action on track. This analysis is carried on via the quarterly Section 5 meetings with RSL partners and actions aimed at achieving the lettings target outlined in our Rapid Rehousing Transition Plan.	John Kerr
Use Annual Return on the Charter(ARC) to Scottish Housing regulator (SHR) process to drive improvements across housing services.		<div><div>50%</div></div>	31-Mar-2020	Action on track. Annual report published and improvement plan currently being implemented.	John Kerr
Carry out robust Rent Consultation with tenants and future tenants, including review of existing timetable		<div><div>60%</div></div>	31-Mar-2020	Action on track. Consultation launched and due to conclude on 15 December 2019.	John Kerr
Implement Year 3 of our Tenant Participation Strategy 2017-2020		<div><div>25%</div></div>	31-Mar-2020	Action on track. Update report due to be provided to Housing and Communities Committee May 2020.	John Kerr
Implement Year 3 of our Homelessness Strategy 2017-2020, "More than a roof"		<div><div>50%</div></div>	31-Mar-2020	Action on track. Update report due to be provided to Housing and Communities Committee May 2020.	John Kerr
Implement Year 1 of our Rapid Rehousing		<div><div>50%</div></div>	31-Mar-2020	Action on track. Update report due to be provided to Housing	John Kerr

Action	Status	Progress	Due Date	Comments	Managed By
Transition Plan 2019-2024				and Communities Committee May 2020.	
Deliver whole systems approach to the prevention of homelessness		<div><div>40%</div></div>	31-Mar-2020	Action on track and initiatives continue to be rolled out as part of our wider approach.	John Kerr
Introduce new models of affordable housing within West Dunbartonshire		<div><div>25%</div></div>	31-Mar-2020	Action on track – the inclusion of alternative tenures is addressed within the draft Strategic Housing Investment Plan	John Kerr
Ensure successful delivery and implementation of the Council's New Build Programme		<div><div>50%</div></div>	31-Mar-2020	Delivery of programme remains on track	John Kerr
Implement year 2 of our Housing Asset Management Strategy 2018-2023		<div><div>50%</div></div>	31-Mar-2020	Action on track and actions currently being taken forward include a refreshed asset management modelling exercise planned to report early in 2020.	John Kerr
Continue rollout of No Home for Domestic Abuse and embed specialist resource within teams		<div><div>25%</div></div>	31-Mar-2020	This action is progressing as planned. The team continues to assist a high number of victims of domestic abuse and work to align more officers to offer this service is at an advanced stage.	Edward Thomas

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to achieve the outcomes of the Scottish Social Housing Charter	 <p>Likelihood</p> <p>Impact</p>	The Scottish Social Housing Charter sets out the standards and outcomes that tenants and customers should expect from social landlords, in terms of the quality and value for money of the services they receive. Failure to continue to meet these could place the Council at risk of the intervention powers of the Scottish Housing Regulator	 <p>Likelihood</p> <p>Impact</p>	Peter Barry; John Kerr





## WEST DUNBARTONSHIRE COUNCIL

### Report by Strategic Lead – People and Technology

**Housing and Communities: 6 November 2019**

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#### **Subject: Employee Wellbeing: Bi-Annual Results Quarter 1 and Quarter 2 (April – September 2019)**

#### **1. Purpose**

- 1.1** The purpose of this report is to provide Committee with detailed analysis on the attendance performance for quarters 1 and 2 (April 2019 –September 2019).

#### **2. Recommendations**

- 2.1** It is recommended that Committee notes the below findings for reported absence in quarters 1 and 2 2019 (April – September 2019):
- The increase in Council wide sickness absence of 3471.84 FTE days lost (approx. 13.6%) compared to the same period last year as outlined in Appendix 1 and Appendix 2; and
  - The increase in sickness absence of 116.67 FTE days lost (approx. 10.2%) compared to the same period last year for Housing and Employability as outlined in Appendix 3 and Appendix 4.
  - It should be noted that a number of services were restructured in quarter 1 2019 and so any historical comparisons in relation to services impacted by the change should be considered only as an indication and not as an absolute figure. Further information regarding the services impacted is available in section 4.4.3 of this report.

#### **3. Background**

- 3.1** The Council is committed to supporting the health and wellbeing of all employees. This is driven by our Employee Wellbeing Strategy and supported by initiatives and projects delivered through the Employee Wellbeing Group. The aim of this work is to improve employee morale and engagement, promote a healthier and more inclusive culture and lower sickness absence rates.

#### **4. Main Issues**

##### **April 2019 – September 2019 Performance**

- 4.1** In quarter 1 and quarter 2, 1144.5 days were lost due to sickness absence across Housing and Employability. This represents an increase of 116.67 FTE days lost compared to the same period last year.
- 4.1.2** Table 1 details benchmarking information to enable comparison to the previous year, the service's best performance in the last 3 years is stated as is the CIPD (Chartered Institute of Personnel and Development) benchmark for the public sector. The FTE figure is shown to provide context to the scale of the service in terms of employees.
- 4.1.3** Housing & Employability has reported a lower level of sickness absence than the Council wide average however it has significantly increased compared to the same period last year. A contributing factor to this may be the increased levels of full time equivalent employees.
- 4.1.4** It is positive to note that if the level of sickness absence were to remain static in quarters 3 and 4, the service would be performing in line with the CIPD benchmark figure for the public sector. However, given that there is an established pattern of sickness absence increasing in the winter months, the service may find it difficult to achieve this benchmark at the end of 2019/20.

Table 1 – Benchmarking Information including average FTE days lost per FTE employee

Strategic Lead Area	FTE as at 30 Sept 2018	April - September 2018/19	FTE as at 30 Sept 2019	April - September 2019/20	H&E Best Annual Performance	Public Sector Benchmark 2018/19*
Council Wide	4643.15	4.78	4784.47	5.37	8.86 (2016/17)	8.4
Housing & Employability	260.09	3.98	271.76	4.24		

- 4.1.5** Table 2 details the variance in reported sickness absence levels between 2018/19 and 2019/20. Whilst the total number of FTE days lost in Housing and Employability hasn't increased as much as the Council wide figure in percentage terms, a significant increase has still been reported. This can be attributed to a high level of sickness absences caused by minor illness and an increase in long term absence cases.

Table 2 – Variance in days lost due to sickness absence

Strategic Lead Area	Total FTE days April - Sept 18/19	Total FTE days lost April - Sept 19/20	Variance in April - Sept 18/19 vs April - Sept 19/20 (%)*	Variance April - Sept 18/19 vs April - Sept 19/20 (total FTE days lost)
Council Wide	22127.23	25599.07	13.56%	3471.84
Housing & Employability	1027.82	1144.49	10.19%	116.67

## **4.2** Absence Reasons – Service Performance

**4.2.1** Appendix 1 and 2 provide a detailed breakdown of the reasons for absence Council Wide.

**4.2.2** Table 3 below shows the top 3 reasons for absence in quarters 1 and 2 for the area covered by this report and compares these to the Council Wide results for the same period.

**4.2.3** The top 3 reasons for absence in Housing and Employability are minor illness, personal stress and acute medical conditions. Whilst these reasons are also in the Council wide top reasons for absence, the Council wide picture presents them in a different order with acute medical reasons being the 2<sup>nd</sup> highest reason for sickness absence followed by personal stress.

**4.2.4** Personal stress has replaced musculo-skeletal injuries in the top 3 reasons for absences Council wide and in Housing & Employability. In order to support employees who experience personal stress, the Employee Wellbeing Group continues to have a particular focus on mental health and wellbeing. Further information on the key activities being undertaken can be found in section 4.7 of this report.

Table 3 – Reasons analysis – Service performances

	<b>Reason</b>	<b>%</b>	<b>Reason</b>	<b>%</b>	<b>Reason</b>	<b>%</b>
Council Wide	Minor Illness	21.40%	Acute Medical Conditions	21.10%	Personal Stress	15.50%
Housing & Employability	Minor Illness	24%	Personal Stress	17%	Acute Medical Conditions	14%

## **4.3** Absence Duration – Service Performance

**4.3** Table 4 shows the duration profile for Housing and Employability and compares to the overall Council-wide duration profile. Long term absence accounts for approximately 78% of Council-wide absence for quarters 1 and 2, which is a significant increase compared to the same period in the previous year. Housing and Employability also reports 78% of absences being long term which is also an increase compared to the same period last year. This is also illustrated in Appendix 3 and 4 and illustrates that the absences can be attributed to a number of long term cases linked to personal stress and acute medical conditions.

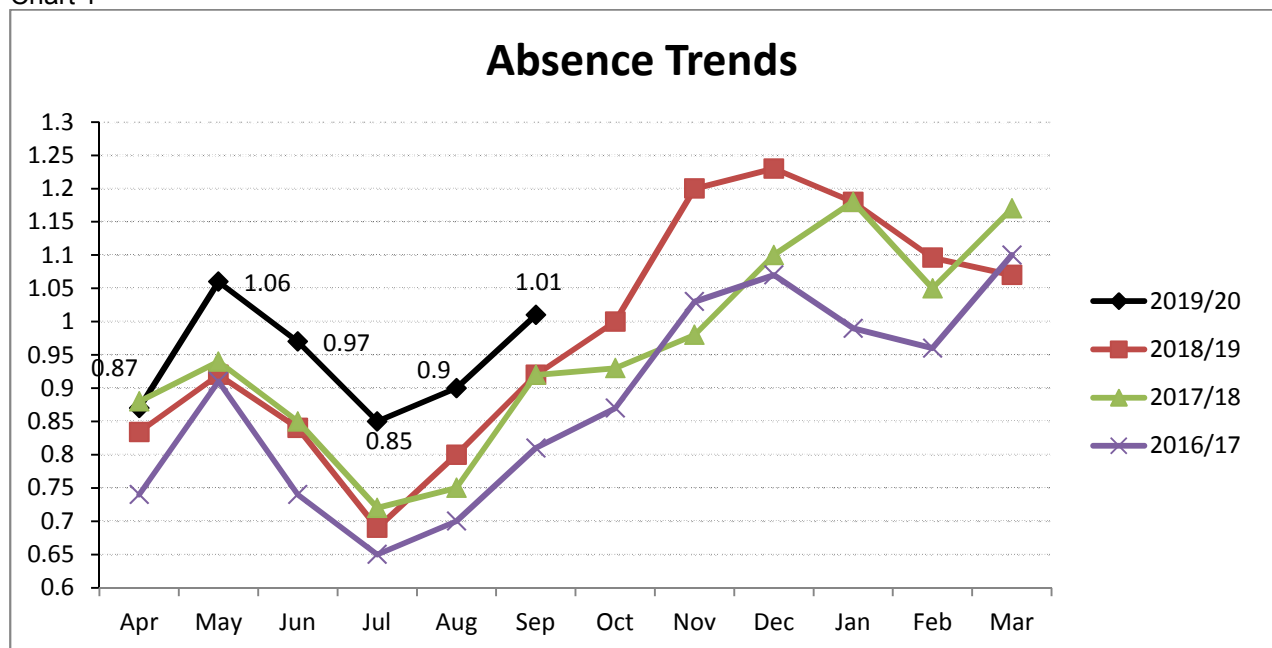
Table 4 – Duration analysis – Service performances

	April - Sept 18/19		April - Sept 19/20	
	Short Term (% of total absence)	Long Term (% of total absence)	Short Term (% of total absence)	Long Term (% of total absence)
Council Wide	30%	70%	22%	78%
Housing & Employability	24%	76%	22%	78%

#### **April – September 2019 Council-wide Performance**

**4.4.1** Chart 1 below shows that, in quarters 1 and 2, the Council's absence performance deteriorated by approx. 11% compared to the same period in the previous year. Based on historic performance it is likely that absence levels will continue to increase during quarter 3 and potentially decrease again in quarter 4. However, given the higher levels of absence in the first half of 2019/20, it is likely that the total absence levels for 2019/20 will be higher than in previous years.

Chart 1



**4.4.2** Table 5 (below) shows absence levels for quarters 1 and 2 (2019/20), by Strategic Lead Area, and associated bi-annual figures for 2019/20 to allow comparison. Please note that the FTE days lost per FTE employee which is reported for each Strategic Lead Area is based on where employees were located as at 30 September 2019.

**4.4.3** It should be noted that a restructure took place in quarter 1 2019 and as such a number of services either moved to another Strategic Lead area or are now reported as a stand alone service. As such any historical comparisons in relation to these services should only be considered as an indication.

Table 5 – Total FTE days lost April – Sept 2019 and levels of Variance

Strategic Lead Area	Total FTE days April - Sept 18/19	Total FTE days lost April - Sept 19/20	Variance in April - Sept 18/19 vs April - Sept 19/20 (%)*	Variance April - Sept 18/19 vs April - Sept 19/20 (total FTE days lost)
Council Wide	22127.23	25599.07	13.56%	3471.84
People & Technology	141.35	99.87	-41.53%	-41.48
Regulatory	180.38	95.41	-89.06%	-84.97
Resources	1004.35	1334.23	24.72%	329.88
Chief Exec Office Total	NA	785.91*	NA	NA
Child Healthcare & Criminal Justice	1797.83	1789.36	-0.47%	-8.47
Community Health & Care	6824.65	8831.06	22.72%	2006.41
Finance & Resources	0	0	0.00%	0
Mental Health, Addiction & Learning Disabilities	928.03	895.86	-3.59%	-32.17
Strategy, Planning & Health Improvement	28.23	184.11	84.67%	155.88
HSCP Total	9599.29	11700.39	17.96%	2101.1
Environment & Neighbourhood	3202.58	2873.04	-11.47%	-329.5441216
Housing & Employability	1027.82	1144.49	10.19%	116.6715385
Regeneration	2204.91	2782.07	20.75%	577.16
Roads & Transportation	NA	221.87**	NA	NA
Regeneration, Environment & Growth Total	6435.31	7021.47	8.35%	586.16
Strategic Management	0	6.94	100.00%	6.937857143
Strategic Management Total	0	6.94	100.00%	6.937857143
CCCF	586.37	876.56	33.11%	290.185
Education Learning & Attainment (Support Staff)	2311.11	2658.85	13.08%	347.737168
Resources (Pro)	NA	8.73***	NA	NA
Transformation & Public Service Reform (Excl. Teachers)	4223.56	4287.73	1.50%	64.17
Local Government Employees Total	20258.16	23892.2	15.21%	3634.04
Transformation & Public Service Reform (Teachers)	1869.08	1706.81	-9.51%	-162.27

\*Please note that in quarter 1 these services reported as part Transformation & Public Service Reform and so the data provided for the Chief Exec Office total is in relation to quarter 2 2019 only.

\*\*Please note that in quarter 1 Roads and Transportation reported as part of Environment & Neighbourhood and so the data provided for this service is in relation to quarter 2 2019 only.

\*\*\*Please note that in quarter 1 Procurement reported as part of Resources and so the data provided is in relation to quarter 2 only.

#### Employee Wellbeing Group

**4.5** The Employee Wellbeing Group continues to make progress through wellbeing initiatives, employee support mechanisms and working with trade unions and local partners to identify and address areas for improvement. Updates on progress are reported to Performance and Monitoring Group on a monthly basis. Actions which have been completed since the last report to this Committee in May 2019, or which are currently being progressed, include the following:

- Regular meetings for both the Manager's group for Employee Wellbeing and the Wellbeing Advocates group have been established and are taking place on a quarterly basis. These groups look ahead to the Employee Wellbeing theme for the next quarter and work together to identify appropriate actions in support of the theme.
- Throughout quarter 1 and 2 a number of activities took place including an Employee Wellbeing Information Event during which support providers displayed stalls, employees had an opportunity to participate in health checks and learn more about the Employee Supports available. This was well attended and a follow up event is currently being planned for Senior Management.
- A range of communications were shared with employees highlighting the learning and development opportunities available including a range of opportunities linked to the digital transformation agenda such as Outlook and Excel training.
- A new Menopause guidance document was launched to support employees and managers which was followed up with training intended to raise awareness about the impact of the menopause, this was delivered in conjunction with the Trade Union Learning Fund.
- The Disability Passport Guidance was launched; this replaces the Tailored Adjustment guidance and provides employees and managers with guidance regarding how to support employees who have a disability.
- A range of promotional communications were shared to highlight the importance of physical activity including walks in Levensgrove Park, the Cycle to Work scheme and a summer walking challenge.
- West Dunbartonshire Leisure Trust continued their regular visits to Council premises to promote their discounted membership deals for Council employees and carry out health checks.
- The pilot project with Headtorch has continued with selected groups of employees and managers receiving training on mental health awareness.

- The Council's submission for Healthy Working Lives Award was successful and the Gold standard award has been maintained.
- A number of communications were shared during Suicide Prevention week to highlight the support available to employees in relation to mental health. This included additional resources that have been added to the Employee Wellbeing Intranet pages for advice on mental health and financial wellbeing.
- Training sessions designed to raise awareness of mental health were delivered in conjunction with the Trade Union Learning Fund
- Further developments have taken place to enhance the functionality of HR21; this marked the start of a programme of work to automate the administration of sickness absence reporting for managers where possible. This work will continue into quarter 3 and 4.
- A review of the current Attendance Management policy is underway in conjunction with Trade Union colleagues; the aim of the review is to ensure that the policy is as supportive as possible and a communication plan to support the roll out is currently being developed.
- Following a review, HR data used to inform workforce planning and supporting managers with attendance management is now being used to better effect.
- The Council was awarded the Gold Award for the support provided to Reservists and their family
- Following a tendering exercise, a new provider was secured for the provision of the Employee Counselling Service. The change in provider took effect in September and a range of communications were shared with employees and management to inform them of the change.

## **5. People Implications**

- 5.1** Effective and robust management of absence can have a positive impact upon employees, promoting early return to good health and work. The results for April – September 2019 indicate a deterioration for the area covered by this Committee. However, levels remain below the Council average. The service is engaged with the Employee Wellbeing Group and is committed to supporting employee wellbeing through the implementation of actions developed through the group.

## **6. Financial and Procurement Implications**

- 6.1** Based on the estimated cost of a day's absence of £138, table 8 provides the estimated cost of absence across the Council and the Strategic Lead area. This does not include any associated costs such as cover or overtime.

Table 8 – Cost of absence

<b>Strategic Lead Area</b>	<b>April - September 19/20 Cost (approx.)</b>
Council Wide	£3,053,558
Housing & Employability	£141,839

**6.3** There are no procurement implications.

## **7. Risk Analysis**

**7.1** There is a risk that managers do not fulfil their role and comply with the policy and in turn Council-wide absence continues to increase.

**7.2** While it is evident in many instances that the necessary and proactive steps are being undertaken, such as early referral to occupational health, there is still a significant amount of work to do to continue to reduce absence.

**7.3** Without maintaining and continuing to improve attendance there continues to be a risk of detrimental impact on service delivery, loss of productivity and reduced team performance.

## **8. Equalities Impact Assessment (EIA)**

**8.1** This report is for noting only, therefore no EIA is required. Any associated policies are subject to Equalities Impact Screening and Assessment if required.

## **9. Consultation**

**9.1** Consultation is on-going with trades unions in the main through the Wellbeing Group, the local Joint Consultative Committees, Convenor meetings and, for more strategic matters, through Joint Consultative Forum.

## **10. Strategic Assessment**

**10.1** Effective attendance management will support the Council's aim to make best use of both financial and human resources resulting in a positive impact upon service provision.

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**Victoria Rogers**  
**Strategic Lead People and Technology**  
**Date: 9 October 2019**

**Person to Contact:** Louise Hastings, HR Business Partner  
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16 Church St, Dumbarton  
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**Appendices:** Appendix 1 Council Wide Quarter 1 2019/2020 Absence Summary  
Appendix 2 Council Wide Quarter 2 2019/2020 Absence




	Summary
Appendix 3	Housing and Employability Quarter 1 2019/2020 Absence Summary
Appendix 4	Housing and Employability Quarter 2 2019/2020 Absence Summary

**Background Papers:** None

**Wards Affected:** None



# APPENDIX 1

	<b>WDC Absence Statistics</b> <div> Department: Council-Wide  Period: Q1 2019/20 </div>
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<b>TABLE 1 - Headline Figure</b>	<b>Q1 2019/20</b>	<b>2.83</b>	<b>Q1 2018/19</b>	<b>2.47</b>	<b>Year on Year +/-</b>	<b>14.4%</b>
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**TABLE 2 - Days Lost per Employee**

Department	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Child Healthcare & Criminal Justice	228.60	29.0	23.0	110.8	813.7	976.5	901.14	3.94
Community Health & Care	735.23	187.5	161.0	613.8	5435.7	6398.0	4,701.54	6.39
Finance & Resources	4.50	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	139.49	38.0	5.0	96.4	461.9	601.3	465.70	3.34
Strategy, Planning & Health Improvement	22.41	2.0	0.0	7.7	98.9	108.6	92.32	4.12
<b>Health &amp; Social Care Partnership</b>	<b>1,130.23</b>	<b>256.5</b>	<b>189.0</b>	<b>828.7</b>	<b>6,810.1</b>	<b>8,084.4</b>	<b>6,160.71</b>	<b>5.45</b>
Environment & Neighbourhood	697.65	110.0	121.5	417.4	2137.1	2786.0	1,836.34	2.63
Housing & Employability	267.31	35.5	35.5	86.1	477.0	634.1	548.46	2.05
Regeneration	427.58	40.5	84.0	194.7	900.7	1219.9	1,184.45	2.77
<b>Regeneration, Environment &amp; Growth</b>	<b>1,392.55</b>	<b>186.0</b>	<b>241.0</b>	<b>698.2</b>	<b>3514.8</b>	<b>4640.1</b>	<b>3,569.25</b>	<b>2.56</b>
Strategic Management	14.00	0.0	0.0	0.0	89.3	89.3	89.29	6.38
<b>Strategic Management</b>	<b>14.00</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>89.3</b>	<b>89.3</b>	<b>89.29</b>	<b>6.38</b>
Communications, Culture & Communities	125.50	24.5	15.0	58.7	495.8	594.0	483.53	3.85
Education Learning & Attainment (Support Staff)	752.52	206.5	93.0	322.8	1529.1	2151.4	1,567.35	2.08
People & Technology	91.07	9.5	0.0	4.3	38.2	52.0	42.52	0.47
Regulatory	96.25	13.0	13.0	18.8	0.0	44.8	42.25	0.44
Resources	251.08	52.5	59.0	70.7	565.3	747.5	658.83	2.62
<b>Transformation &amp; Public Service Reform (Excl. Teachers)</b>	<b>1,316.43</b>	<b>306.0</b>	<b>180.0</b>	<b>475.4</b>	<b>2628.3</b>	<b>3589.7</b>	<b>2,794.47</b>	<b>2.12</b>
<b>LOCAL GOVERNMENT EMPLOYEES TOTAL</b>	<b>3,853.22</b>	<b>748.5</b>	<b>610.0</b>	<b>2002.3</b>	<b>13042.6</b>	<b>16403.4</b>	<b>12613.7</b>	<b>3.27</b>
<b>Transformation &amp; Public Service Reform (Teachers)</b>	<b>905.00</b>	<b>206.0</b>	<b>43.0</b>	<b>190.4</b>	<b>691.4</b>	<b>1130.8</b>	<b>835.56</b>	<b>0.92</b>
<b>COUNCIL-WIDE TOTAL</b>	<b>4,758.22</b>	<b>954.5</b>	<b>653.0</b>	<b>2192.7</b>	<b>13734.0</b>	<b>17534.2</b>	<b>13,449.28</b>	<b>2.83</b>

**TABLE 3 - Breakdown of Days Lost by Duration Category**

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	954.5	5.44%
Short Term (4-5 days)	653.0	3.72%
Medium Term (6 days-4 weeks)	2,192.7	12.51%
Long Term (over 4 weeks)	13,734.0	78.33%
<b>TOTAL</b>	<b>17,534.2</b>	<b>100%</b>

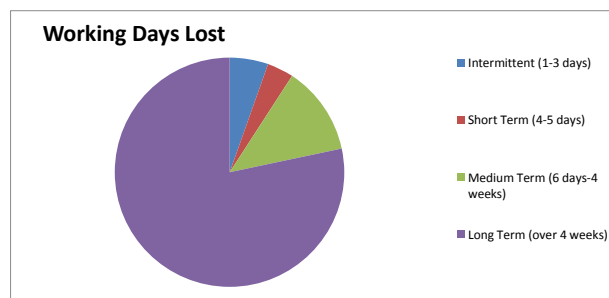


TABLE 4 - Absence Reasons

Department	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related				
Child Healthcare & Criminal Justice	228.60	218.0	2.0	147.4	216.4	0.0	21.4	29.3	92.1	123.5	26.6	0.0	99.7	976.5	901.14	3.94	
Community Health & Care	735.23	1298.7	328.8	1031.7	1064.9	324.0	73.6	155.6	379.7	1382.0	93.9	0.0	265.3	6398.0	4,701.54	6.39	
Finance & Resources	4.50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00	
Mental Health, Addiction & Learning Disabilities	139.49	91.0	16.6	129.0	88.6	38.1	0.0	0.0	102.9	3.0	0.0	0.0	132.1	601.3	465.70	3.34	
Strategy, Planning & Health Improvement	22.41	2.0	0.0	0.0	7.7	65.0	0.0	0.0	0.0	33.9	0.0	0.0	0.0	108.6	92.32	4.12	
Health & Social Care Partnership	1,130.23	1609.7	347.4	1308.2	1377.6	427.1	95.0	184.9	574.7	1542.3	120.4	0.0	497.1	8084.4	6,160.71	5.45	
Environment & Neighbourhood	697.65	778.3	222.3	504.9	263.3	193.3	100.3	90.6	73.6	480.9	31.4	0.0	47.1	2786.0	1,836.34	2.63	
Housing & Employability	267.31	218.4	25.7	27.1	93.1	4.3	52.9	0.0	39.4	105.1	3.0	0.0	65.0	634.2	548.46	2.05	
Regeneration	427.58	201.8	140.0	247.1	282.4	0.0	0.0	7.9	140.0	200.7	0.0	0.0	0.0	1219.9	1,184.45	2.77	
Regeneration, Environment & Growth	1,392.55	1198.6	388.0	779.2	638.9	197.6	153.1	98.4	253.0	786.7	34.4	0.0	112.1	4640.1	3,569.25	2.56	
Strategic Management	14.00	24.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	65.0	0.0	0.0	0.0	89.3	89.29	6.38	
Strategic Management	14.00	24.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	65.0	0.0	0.0	0.0	89.3	89.29	6.38	
Communications, Culture & Communities	125.50	54.2	0.0	42.4	168.9	65.0	38.3	0.0	22.1	120.5	0.0	0.0	82.6	594.0	483.53	3.85	
Education Learning & Attainment (Support Staff)	752.52	516.9	0.0	244.9	191.4	62.0	44.0	1.0	157.1	655.2	145.8	0.0	133.1	2151.4	1,567.35	2.08	
People & Technology	91.07	28.3	0.0	0.0	0.0	3.0	20.7	0.0	0.0	0.0	0.0	0.0	0.0	52.0	42.52	0.47	
Regulatory	96.25	37.5	0.0	7.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	44.8	42.25	0.44	
Resources	251.08	109.4	33.9	47.7	147.6	39.1	61.6	0.0	108.4	143.0	19.0	0.0	37.9	747.5	658.83	2.62	
Transformation & Public Service Reform	1,316.43	746.3	33.9	342.2	507.9	169.1	164.6	1.0	287.7	918.7	164.8	0.0	253.6	3589.7	2,794.47	2.12	
LOCAL GOVERNMENT EMPLOYEES TOTAL	3,853.22	3578.8	769.3	2429.6	2524.3	793.9	412.7	284.3	1115.4	3312.8	319.6	0.0	862.8	16403.4	12,613.72	3.27	
Transformation & Public Service Reform	905.00	364.3	2.0	59.8	221.6	20.6	67.0	6.5	0.0	326.6	13.0	0.0	49.6	1130.8	835.56	0.92	
COUNCIL-WIDE TOTAL	4,758.22	3943.1	771.3	2489.4	2745.8	814.4	479.7	290.8	1115.4	3639.3	332.6	0.0	912.4	17534.2	13,449.28	2.83	

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working	Percentage of Lost Days
Minor Illness	3,943.1	22.49%
Back Pain	771.3	4.40%
Musculo-skeletal Injuries	2,489.4	14.20%
Stress	2,745.8	15.66%
Recurring Medical Conditions	814.4	4.64%
Non Work Related Accidents / Injuries	479.7	2.74%
Work Related Accidents / Injuries	290.8	1.66%
Mental Health	1,115.4	6.36%
Acute Medical Conditions	3,639.3	20.76%
Pregnancy Related Absence	332.6	1.90%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	912.4	5.20%
TOTAL	17,534.2	100%

Working Days Lost

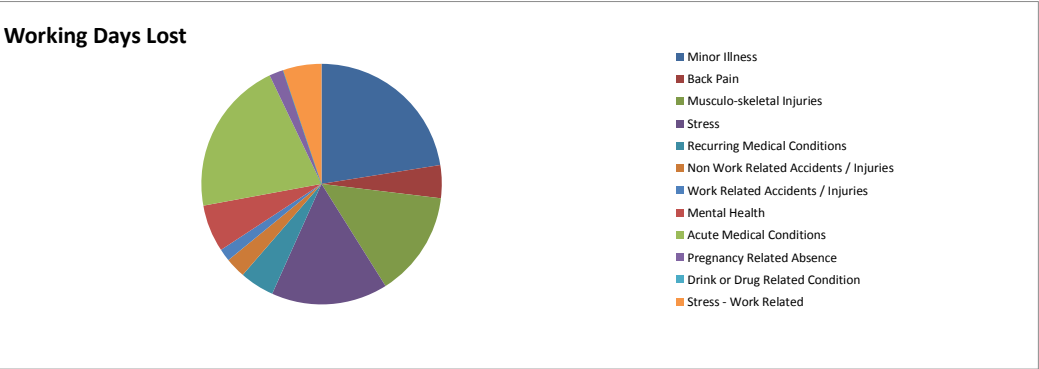


TABLE 1 - Headline Figure

Q2 2019/20

2.54

Q2 2018/19

2.31

Year on  
Year +/-

10.01%

TABLE 2 - Days Lost per Employee

Department	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
People & Technology	93.07	8.0	4.0	22.6	29.3	63.9	57.35	0.62
Regulatory	96.72	11.5	0.0	13.6	29.3	54.4	53.16	0.55
Resources	226.81	36.0	18.0	69.3	657.9	781.2	675.40	2.98
<b>Chief Exec Office Total</b>	<b>416.60</b>	<b>55.5</b>	<b>22.0</b>	<b>105.5</b>	<b>716.4</b>	<b>899.4</b>	<b>785.91</b>	<b>1.89</b>
Child Healthcare & Criminal Justice	231.09	31.0	32.0	142.9	840.1	1046.0	888.22	3.84
Community Health & Care	737.38	189.5	126.0	684.0	4657.9	5657.5	4,129.52	5.60
Finance & Resources	5.30	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	138.36	22.0	18.0	112.9	365.7	518.6	430.16	3.11
Strategy, Planning & Health Improvement	23.13	10.0	9.0	9.3	65.7	94.0	91.79	3.97
<b>Health &amp; Social Care Partnership</b>	<b>1,135.27</b>	<b>252.5</b>	<b>185.0</b>	<b>949.0</b>	<b>5,929.5</b>	<b>7,316.1</b>	<b>5,539.69</b>	<b>4.88</b>
Environment & Neighbourhood	331.27	28.0	13.0	199.5	871.4	1111.8	1,036.70	3.13
Housing & Employability	271.76	38.0	29.0	56.1	525.4	648.5	596.03	2.19
Regeneration	430.05	69.5	104.5	187.1	1327.2	1688.4	1,597.62	3.71
Roads & Transportation	62.23	6.0	9.0	20.0	275.7	310.7	221.87	3.57
<b>Regeneration, Environment &amp; Growth</b>	<b>1,095.31</b>	<b>141.5</b>	<b>155.5</b>	<b>462.7</b>	<b>2999.7</b>	<b>3759.4</b>	<b>3,452.22</b>	<b>3.15</b>
Strategic Management	13.34	0.0	0.0	0.0	22.1	22.1	7.46	0.56
<b>Strategic Management</b>	<b>13.34</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>22.1</b>	<b>22.1</b>	<b>7.46</b>	<b>0.56</b>
CCCF	432.36	102.0	82.0	369.0	1261.2	1814.2	393.03	0.91
Education Learning & Attainment (Support Staff)	756.64	92.5	41.5	422.8	965.9	1522.7	1,091.50	1.44
Resources (Pro)	20.53	0.5	0.0	0.0	12.0	12.5	8.73	0.43
<b>Transformation &amp; Public Service Reform (Excl. Teachers)</b>	<b>1,209.52</b>	<b>195.0</b>	<b>123.5</b>	<b>791.9</b>	<b>2239.1</b>	<b>3349.5</b>	<b>1,493.26</b>	<b>1.23</b>
<b>LOCAL GOVERNMENT EMPLOYEES TOTAL</b>	<b>3,870.04</b>	<b>644.5</b>	<b>486.0</b>	<b>2309.1</b>	<b>11906.9</b>	<b>15346.5</b>	<b>11278.5</b>	<b>2.91</b>
<b>Transformation &amp; Public Service Reform (Teachers)</b>	<b>914.43</b>	<b>126.5</b>	<b>37.0</b>	<b>168.6</b>	<b>783.5</b>	<b>1115.6</b>	<b>871.25</b>	<b>0.95</b>
<b>COUNCIL-WIDE TOTAL</b>	<b>4,784.47</b>	<b>771.0</b>	<b>523.0</b>	<b>2477.7</b>	<b>12690.4</b>	<b>16462.1</b>	<b>12,149.79</b>	<b>2.54</b>

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	771.0	4.68%
Short Term (4-5 days)	523.0	3.18%
Medium Term (6 days-4 weeks)	2,477.7	15.05%
Long Term (over 4 weeks)	12,690.4	77.09%
<b>TOTAL</b>	<b>16,462.1</b>	<b>100%</b>

Working Days Lost

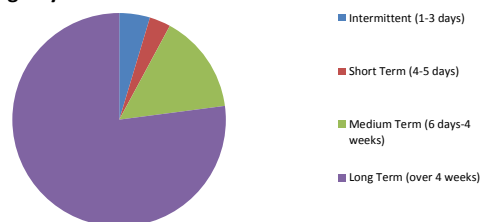


TABLE 4 - Absence Reasons

Department	FTE Employees	Absence Reasons												Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related			
People & Technology	93.07	17.7	0.0	8.6	0.0	4.0	0.0	0.0	29.3	4.3	0.0	0.0	0.0	63.9	57.35	0.62
Regulatory	96.72	13.5	0.0	32.3	0.0	0.0	0.0	0.0	0.0	8.6	0.0	0.0	0.0	54.4	53.16	0.55
Resources	226.81	157.2	78.4	67.9	124.2	16.7	49.3	0.0	12.6	245.2	21.2	0.0	8.6	781.2	675.40	2.98
Chief Exec Office Total	416.60	188.4	78.4	108.7	124.2	20.7	49.3	0.0	41.9	258.0	21.2	0.0	8.6	899.4	785.91	1.89
Child Healthcare & Criminal Justice	231.09	119.7	54.7	93.6	248.6	8.6	5.0	0.0	123.0	118.6	20.0	0.0	254.3	1046.0	888.22	3.84
Community Health & Care	737.38	868.6	296.4	983.2	967.5	247.1	128.9	214.7	452.7	1202.7	171.6	0.0	124.0	5657.5	4,129.52	5.60
Finance & Resources	5.30	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	138.36	134.2	16.4	54.3	106.6	66.9	2.0	0.0	57.1	12.9	9.0	0.0	59.3	518.6	430.16	3.11
Strategy, Planning & Health Improvement	23.13	26.3	0.0	0.0	0.0	65.7	0.0	0.0	0.0	0.0	0.0	0.0	2.0	94.0	91.79	3.97
Health & Social Care Partnership	1,135.27	1148.8	367.6	1131.1	1322.7	388.3	135.9	214.7	632.8	1334.2	200.6	0.0	439.6	7316.1	5,539.69	4.88
Environment & Neighbourhood	331.27	251.0	19.9	175.0	169.3	131.4	19.4	78.8	92.9	141.4	0.0	0.0	32.9	1111.8	1,036.70	3.13
Housing & Employability	271.76	87.6	51.4	129.1	128.6	5.0	86.4	30.3	0.0	80.6	0.0	0.0	49.6	648.5	596.03	2.19
Regeneration	430.05	325.8	166.6	529.2	163.6	10.0	21.4	4.0	150.7	273.6	0.0	0.0	43.6	1688.4	1,597.62	3.71
Roads & Transportation	62.23	38.0	74.0	48.6	0.0	50.0	64.4	0.0	0.0	35.7	0.0	0.0	0.0	310.7	221.87	3.57
Regeneration, Environment & Growth	1,095.31	702.3	311.8	881.9	461.4	196.4	191.7	113.1	243.6	531.3	0.0	0.0	126.0	3759.4	3,452.22	3.15
Strategic Management	13.34	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	22.1	0.0	0.0	0.0	22.1	7.46	0.56
Strategic Management	13.34	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	22.1	0.0	0.0	0.0	22.1	7.46	0.56
CCCF	432.36	617.0	90.7	171.6	351.7	19.1	54.3	15.0	1.0	365.5	0.0	8.6	119.7	1814.2	393.03	0.91
Education Learning & Attainment (Support Staff)	756.64	478.6	9.0	101.0	194.6	49.0	5.0	0.0	27.4	540.0	67.1	0.0	50.9	1522.7	1,091.50	1.44
Resources (Pro)	20.53	0.5	0.0	0.0	0.0	0.0	0.0	0.0	12.0	0.0	0.0	0.0	0.0	12.5	8.73	0.43
Transformation & Public Service Reform (Excl. Teachers)	1,209.52	1096.1	99.7	272.6	546.3	68.1	59.3	15.0	40.4	905.5	67.1	8.6	170.7	3349.5	1,493.26	1.23
LOCAL GOVERNMENT EMPLOYEES TOTAL	3,870.04	3135.6	857.5	2394.3	2454.6	673.5	436.1	342.8	958.6	3051.1	288.9	8.6	744.8	15346.5	11,278.54	2.91
Transformation & Public Service Reform (Teachers)	914.43	194.1	38.6	188.9	67.9	14.3	17.0	0.0	36.4	493.8	38.2	0.0	26.4	1115.6	871.25	0.95
COUNCIL-WIDE TOTAL	4,784.47	3329.8	896.1	2583.1	2522.4	687.8	453.1	342.8	995.1	3545.0	327.1	8.6	771.2	16462.1	12,149.79	2.54

TABLE 5 - Days Lost by Absence Category

Absence Reason	Days Lost	Percentage of Lost Days
Minor Illness	3,329.8	20.23%
Back Pain	896.1	5.44%
Musculo-skeletal Injuries	2,583.1	15.69%
Stress	2,522.4	15.32%
Recurring Medical Conditions	687.8	4.18%
Non Work Related Accidents / Injuries	453.1	2.75%
Work Related Accidents / Injuries	342.8	2.08%
Mental Health	995.1	6.04%
Acute Medical Conditions	3,545.0	21.53%
Pregnancy Related Absence	327.1	1.99%
Drink or Drug Related Condition	8.6	0.05%
Stress - Work Related	771.2	4.68%
<b>TOTAL</b>	<b>16,462.1</b>	<b>100%</b>

Working Days Lost

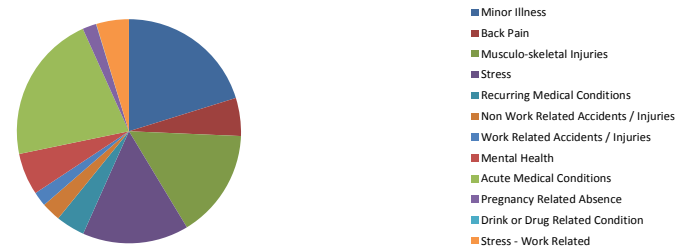


TABLE 1 - Headline Figure	Q1 2019/20	2.05	Q1 2018/19	2.16	Year on Year +/-	-5.0%
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TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Communities Team	13.74	2.0	0.0	6.4	0.0	8.4	8.43	0.61
<b>Community Planning &amp; Development TOTAL</b>	<b>13.74</b>	<b>2.0</b>	<b>0.0</b>	<b>6.4</b>	<b>0.0</b>	<b>8.4</b>	<b>8.43</b>	<b>0.61</b>
Homeless & Prevention	46.89	4.5	0.0	13.2	60.9	78.6	70.77	1.51
Housing Development	18.78	0.0	0.0	0.0	85.7	85.7	81.57	4.34
<b>Housing Development &amp; Homelessness TOTAL</b>	<b>65.66</b>	<b>4.5</b>	<b>0.0</b>	<b>13.2</b>	<b>146.6</b>	<b>164.3</b>	<b>152.34</b>	<b>2.32</b>
Housing Operations	111.28	15.0	35.5	34.2	185.7	270.4	263.78	2.37
<b>Housing Operations TOTAL</b>	<b>111.28</b>	<b>15.0</b>	<b>35.5</b>	<b>34.2</b>	<b>185.7</b>	<b>270.4</b>	<b>263.78</b>	<b>2.37</b>
Adult Employability	21.85	5.0	0.0	22.3	64.4	91.7	71.63	3.28
Adult Learn & Literacies	7.88	3.0	0.0	0.0	52.9	55.9	9.99	1.27
Financial Inclusion	23.28	3.0	0.0	0.0	27.4	30.4	29.29	1.26
Skills, Compliance & Dev	4.50	3.0	0.0	10.0	0.0	13.0	13.00	2.89
Working4U	3.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Employ&Literacies	6.86	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Learning	9.27	0.0	0.0	0.0	0.0	0.0	0.00	0.00
<b>Working4U TOTAL</b>	<b>76.63</b>	<b>14.0</b>	<b>0.0</b>	<b>32.3</b>	<b>144.7</b>	<b>191.0</b>	<b>123.91</b>	<b>1.62</b>
<b>Housing &amp; Employability TOTAL</b>	<b>267.31</b>	<b>35.5</b>	<b>35.5</b>	<b>86.1</b>	<b>477.0</b>	<b>634.2</b>	<b>548.46</b>	<b>2.05</b>

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	35.5	5.60%
Short Term (4-5 days)	35.5	5.60%
Medium Term (6 days-4 weeks)	86.1	13.59%
Long Term (over 4 weeks)	477.0	75.22%
<b>TOTAL</b>	<b>634.2</b>	<b>100.00%</b>

Total Working Days Lost

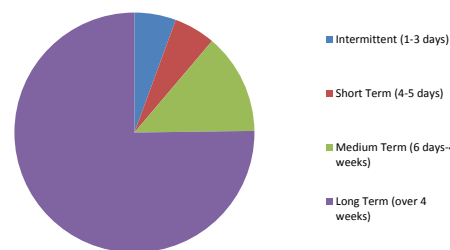


TABLE 4 - Absence Reasons

Section / Team	FTE Employees	Absence Reasons												Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related			
Communities Team	13.74	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.4	0.0	0.0	0.0	8.4	8.43	0.61
Community Planning & Development TOTAL	13.74	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	6.4	0.0	0.0	0.0	8.4	8.43	0.61
Homeless & Prevention	46.89	25.1	0.0	0.0	53.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	78.6	70.77	1.51
Housing Development	18.78	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	20.7	0.0	0.0	65.0	85.7	81.57	4.34
Housing Development & Homelessness TOTAL	65.66	25.1	0.0	0.0	53.4	0.0	0.0	0.0	0.0	20.7	0.0	0.0	65.0	164.3	152.34	2.32
Housing Operations	111.28	118.9	25.7	27.1	25.4	4.3	0.0	0.0	0.0	69.0	0.0	0.0	0.0	270.4	263.78	2.37
Housing Operations TOTAL	111.28	118.9	25.7	27.1	25.4	4.3	0.0	0.0	0.0	69.0	0.0	0.0	0.0	270.4	263.78	2.37
Adult Employability	21.85	68.4	0.0	0.0	14.3	0.0	0.0	0.0	0.0	9.0	0.0	0.0	0.0	91.7	71.63	3.28
Adult Learn & Literacies	7.88	3.0	0.0	0.0	0.0	0.0	52.9	0.0	0.0	0.0	0.0	0.0	0.0	55.9	9.99	1.27

Financial Inclusion	23.28	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	27.4	0.0	3.0	0.0	0.0	30.4	29.29	1.26
Skills, Compliance & Dev	4.50	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	12.0	0.0	0.0	0.0	0.0	13.0	13.00	2.89
Working4U	3.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Employ&Literacies	6.86	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Learning	9.27	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Working4U TOTAL	76.63	72.4	0.0	0.0	14.3	0.0	52.9	0.0	39.4	9.0	3.0	0.0	0.0	0.0	191.0	123.91	1.62
Housing & Employability TOTAL	267.31	218.4	25.7	27.1	93.1	4.3	52.9	0.0	39.4	105.1	3.0	0.0	65.0	634.2	548.46	2.05	

**TABLE 5 - Days Lost by Absence Category**

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	218.4	34.44%
Back Pain	25.7	4.05%
Musculo-skeletal Injuries	27.1	4.28%
Stress - Personal	93.1	14.69%
Recurring Medical Conditions	4.3	0.68%
Non Work Related Accidents / Injuries	52.9	8.34%
Work Related Accidents / Injuries	0.0	0.00%
Mental Health	39.4	6.22%
Acute Medical Conditions	105.1	16.58%
Pregnancy Related Absence	3.0	0.47%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	65.0	10.25%
<b>TOTAL</b>	<b>634.2</b>	<b>100.00%</b>

**Total Working Days Lost**

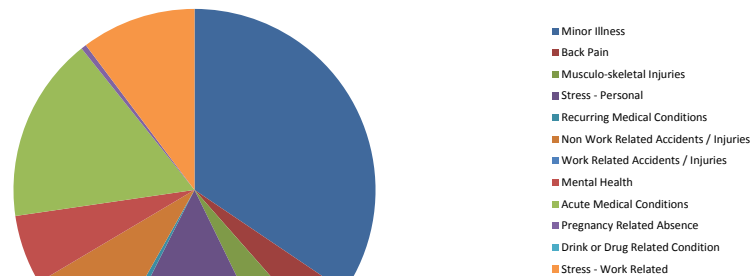




TABLE 1 - Headline Figure	Q2 2019/20	2.19	Q2 2018/19	1.82	Year on Year +/-	20.2%
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TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Communities Team	13.97	0.0	0.0	4.0	0.0	4.0	4.00	0.29
<b>Community Planning &amp; Development TOTAL</b>	<b>13.97</b>	<b>0.0</b>	<b>0.0</b>	<b>4.0</b>	<b>0.0</b>	<b>4.0</b>	<b>4.00</b>	<b>0.29</b>
Homeless & Prevention	50.69	10.0	5.0	5.0	20.7	40.7	39.67	0.78
Housing Development	17.27	1.0	0.0	0.0	0.0	1.0	0.01	0.00
<b>Housing Development &amp; Homelessness TOTAL</b>	<b>67.96</b>	<b>11.0</b>	<b>5.0</b>	<b>5.0</b>	<b>20.7</b>	<b>41.7</b>	<b>39.68</b>	<b>0.58</b>
Housing Operations	113.32	21.0	24.0	37.9	328.6	411.4	379.55	3.35
<b>Housing Operations TOTAL</b>	<b>113.32</b>	<b>21.0</b>	<b>24.0</b>	<b>37.9</b>	<b>328.6</b>	<b>411.4</b>	<b>379.55</b>	<b>3.35</b>
Adult Employability	21.76	0.0	0.0	0.0	104.0	104.0	87.25	4.01
Adult Learn & Literacies	7.59	3.0	0.0	0.0	16.4	19.4	17.55	2.31
Financial Inclusion	23.58	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Skills, Compliance & Dev	4.50	3.0	0.0	9.3	0.0	12.3	12.29	2.73
Working4U	3.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Employ&Literacies	6.80	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Learning	9.29	0.0	0.0	0.0	55.7	55.7	55.71	6.00
<b>Working4U TOTAL</b>	<b>76.51</b>	<b>6.0</b>	<b>0.0</b>	<b>9.3</b>	<b>176.1</b>	<b>191.4</b>	<b>172.80</b>	<b>2.26</b>
<b>Housing &amp; Employability TOTAL</b>	<b>271.76</b>	<b>38.0</b>	<b>29.0</b>	<b>56.1</b>	<b>525.4</b>	<b>648.5</b>	<b>596.03</b>	<b>2.19</b>

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	38.0	5.86%
Short Term (4-5 days)	29.0	4.47%
Medium Term (6 days-4 weeks)	56.1	8.66%
Long Term (over 4 weeks)	525.4	81.01%
<b>TOTAL</b>	<b>648.5</b>	<b>100.00%</b>

Total Working Days Lost

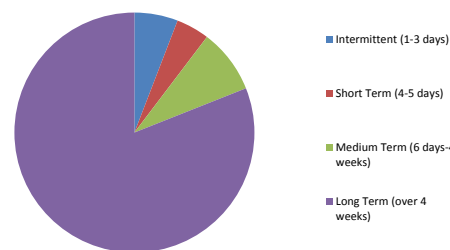


TABLE 4 - Absence Reasons

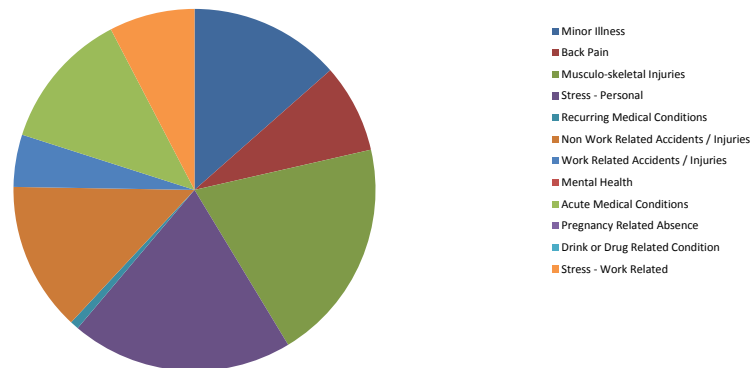
Section / Team	FTE Employees	Absence Reasons												Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related			
Communities Team	13.97	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0	4.00	0.29
Community Planning & Development TOTAL	13.97	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	4.0	4.00	0.29
Homeless & Prevention	50.69	12.0	0.0	0.0	0.0	0.0	25.7	0.0	0.0	3.0	0.0	0.0	0.0	40.7	39.67	0.78
Housing Development	17.27	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.01	0.00
Housing Development & Homelessness TOTAL	67.96	12.0	0.0	0.0	0.0	0.0	25.7	0.0	0.0	3.0	0.0	0.0	1.0	41.7	39.68	0.58
Housing Operations	113.32	69.6	51.4	125.1	60.7	5.0	5.0	30.3	0.0	15.7	0.0	0.0	48.6	411.4	379.55	3.35
Housing Operations TOTAL	113.32	69.6	51.4	125.1	60.7	5.0	5.0	30.3	0.0	15.7	0.0	0.0	48.6	411.4	379.55	3.35
Adult Employability	21.76	0.0	0.0	0.0	51.4	0.0	0.0	0.0	0.0	52.6	0.0	0.0	0.0	104.0	87.25	4.01
Adult Learn & Literacies	7.59	3.0	0.0	0.0	16.4	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	19.4	17.55	2.31

Financial Inclusion	23.58	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Skills, Compliance & Dev	4.50	3.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	9.3	0.0	0.0	0.0	0.0	12.3	12.29	2.73
Working4U	3.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Employ&Literacies	6.80	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Learning	9.29	0.0	0.0	0.0	0.0	0.0	55.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	55.7	55.71	6.00
Working4U TOTAL	76.51	6.0	0.0	0.0	67.9	0.0	55.7	0.0	0.0	61.9	0.0	0.0	0.0	0.0	191.4	172.60	2.26
Housing & Employability TOTAL	271.76	87.6	51.4	129.1	128.6	5.0	86.4	30.3	0.0	80.6	0.0	0.0	0.0	49.6	648.5	596.03	2.19

**TABLE 5 - Days Lost by Absence Category**

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	87.6	13.50%
Back Pain	51.4	7.93%
Musculo-skeletal Injuries	129.1	19.91%
Stress - Personal	128.6	19.82%
Recurring Medical Conditions	5.0	0.77%
Non Work Related Accidents / Injuries	86.4	13.33%
Work Related Accidents / Injuries	30.3	4.67%
Mental Health	0.0	0.00%
Acute Medical Conditions	80.6	12.42%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	49.6	7.64%
<b>TOTAL</b>	<b>648.5</b>	<b>100.00%</b>

**Total Working Days Lost**



**WEST DUNBARTONSHIRE  
COUNCIL**

**Report by Strategic Director - Regeneration, Environment &  
Growth**

**Housing and Communities Committee: 6 November 2019**

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**Subject: Former Tenant Rent Arrears Write Off – 2019/20 Quarter 2**

**1. Purpose**

- 1.1** The purpose of this report is to seek Committee approval for the write-off of rent arrears for quarter 2 of 2019/20 for former tenants, arising from various years and reasons as detailed in Table 1.

**2. Recommendations**

- 2.1** It is recommended that Committee approves the write off of former tenant arrears accounts totaling £88,050.10.

**3. Background**

- 3.1** At the Council meeting held on 21 December 2016, Council agreed to increase Financial Regulation D4 which gives the Strategic Lead - Resources authority to write-off individual debts. It was agreed to increase this from £1,000 to £5,000.
- 3.2** Individual debts exceeding £5,000 can be written off only with the approval of Committee.

**4. Main Issues**

- 4.1** When a tenancy ends and there are current tenant arrears of rent outstanding from the current and previous years a former tenant rent account is created. The Council's total rent that is due to be collected for 2018/19 was £39.98m of which approximately 98.15% was collected in that year.
- 4.2** The Council has to consider writing-off arrears of rent which it has not been possible to collect or which it considers will not be recoverable. It should be noted that, although these cases are written-off, a record of the arrears is maintained and there is nothing to prevent later pursuit of the debt if new information becomes available in the future, with the exception of prescribed debts.

- 4.3** The accounts submitted for write off are for former tenants and fall into the following categories:

Unreasonable to Pursue

- 4.3.1** Former tenants where our diligence action has been exhausted are requested to be written off. Examples of the actions that have been taken include telephone calls, text messages, letters and house visits or we have been unable to trace the former tenant. Following the diligence process it has been established that in the majority of cases the person does not have funds available to repay this debt. As full records are maintained for all cases written off if in future circumstances change this debt may be reinstated. This also includes cases that our managed debt partners have fully exhausted recovery attempts. The total proposed write-off in this category is 15 cases totaling £88,050.10.
- 4.3.2** The total debt for write-off is analysed in the table below.

<b>Year Tenancy Ended</b>	<b>Unreasonable to Pursue</b>	<b>Total</b>
2014	£6,071.36	<b>£6,071.36</b>
2015	£5,974.90	<b>£5,974.90</b>
2016	£11,570.28	<b>£11,570.28</b>
2017	£40,895.04	<b>£40,895.04</b>
2018	£23,538.52	<b>£23,538.52</b>
<b>Total</b>	<b>£88,050.10</b>	<b>£88,050.10</b>

**5. People Implications**

- 5.1** There are no people implications.

**6. Financial & Procurement Implications**

- 6.1** Sufficient provision exists for this write off. There are no procurement implications.

**7. Risk Analysis**

- 7.1** If write offs are not approved, this will affect the monitoring of performance against targets for performance indicators and budget monitoring within the Housing Revenue Account (HRA).

**8. Equalities Impact Assessment (EIA)**

- 8.1** No significant issues were identified in a screening for potential equality impact of this report.

**9. Strategic Environmental Assessment (SEA)**

- 9.1** There is no requirement to carry out a SEA

## **10. Consultation**

**10.1** Consultation has taken place with Housing and Legal Services.

## **11. Strategic Assessment**

**11.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the 5 strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council'.

**Richard Cairns**

**Strategic Director, Regeneration, Environment & Growth**

**Date: 25 September 2019**

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**Person to contact:** Ryan Chalmers, Section Head (Revenues & Benefits) Council Offices, Bridge Street, Dumbarton  
Telephone (01389) 737557  
Email: [ryan.chalmers@west-dunbarton.gov.uk](mailto:ryan.chalmers@west-dunbarton.gov.uk)

**Appendix:** None

**Background Papers:** Detailed list of proposed write offs

**Wards affected:** All Council wards



## WEST DUNBARTONSHIRE COUNCIL

### Report by the Strategic Lead Housing and Employability

**Housing and Communities Committee : 6 November 2019**

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**Subject:     Housing Revenue Account Budgetary Control Report  
                 to 30 September 2019 (Period 6)**

#### **1.     Purpose**

- 1.1**     The purpose of the report is to provide members with an update on the financial performance to 30 September 2019 (Period 6) of the HRA revenue and capital budgets.

#### **2.     Recommendations**

- 2.1**     Members are asked to:

- i)       note the contents of this report which shows the revenue budget forecast to underspend against budget by £0.019m (0.06%) at the year-end; and
- ii)      note the net projected annual position in relation to relevant capital projects which is highlighting a variance of £3.112m (5.0%) due to projected slippage of £3.162m and an overspend of £0.050m.

#### **3.     Background**

##### Revenue

- 3.1**     At the meeting of West Dunbartonshire Council on 14 February 2019, Members agreed the revenue estimates for 2018/2019 and a total budget of £43.204m.

##### Capital

- 3.2**     At the meeting of Council on 14 February 2019, Members also agreed the updated Capital Plan for 2019/20 which has been augmented by slippage from 2018/19 to produce a total planned spend for 2019/20 of £62.316m.

#### **4.     Main Issues**

##### Revenue

- 4.1**     The budgetary position for HRA Revenue is provided in Appendix 1 with information on projected variances valued at more than £0.050m being provided as Appendix 2, and shows a projected underspend of £0.019m.

### Capital

- 4.2** The HRA capital summary position is shown in Appendix 3. Information on projects that are highlighted as being within the red and amber categories are provided in Appendices 4 & 5. Appendix 6 provides information on all the remaining projects which are categorised as being within the Green category. A summary of anticipated resources is shown in Appendix 7. The analysis shows that for the in-year planned spend there is currently a projected in-year variance of £3.112m which relates to anticipated slippage of £3.162m and an overspend of £0.050m.
- 4.3** From the analysis within appendix 4, it can be seen that there are three projects with forecast material slippage, as listed as follows:

<b>Project Name</b>	<b>Slippage (£m)</b>
Doors/Window Component Renewals	0.648
Statutory/regulatory compliance works (lifts/electrical/legionella/fire etc)	1.035
Projects to deliver housing policies/strategies (Buy Backs)	1.479

- 4.4** The Strategic Housing Investment Plan (SHIP) 2018-2023, outlining West Dunbartonshire's Affordable Housing Supply Programme (AHSP) through the More Homes West Dunbartonshire approach was approved by the Housing and Communities Committee in November 2018 with an updated budget being approved at Council on 14 February 2019. An update on the programme and progress on each site was provided to the Housing and Communities Committee on the 14 August 2019. At this point costings for the various sites within the AHSP are being finalised as part of the procurement processes for these sites. Current projections of costs are showing that the St Andrews site is expected to be over budget by around £1.417m, Aitkenbar to be under budget by £0.573m, Creveul to be under budget by £0.191m and Haldane to be over budget by £0.190m. Currently the underspends projected don't match the projected overspend. The Council have met with the Scottish Government and requested additional funding totalling £0.339m in respect of the Haldane and Aitkenbar sites which would contribute towards any net overspend. Once the funding/further costings are known it may be necessary to seek Council permission to vire funds between budgets within the AHSP and/or to accelerate funds from planned future years spend within the AHSP.

## **5. People Implications**

- 5.1** There are no people implications.



## **6. Financial and Procurement Implications**

- 6.1** Other than the financial position noted above, there are no financial implications of the budgetary control report. There are no procurement implications arising from this report.

## **7. Risk Analysis**

- 7.1** The main financial risks to the ongoing financial position relate to unforeseen cost being identified between now and the end of the financial year. This can affect all service areas.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** The report is for noting and therefore no Equalities Impact Assessment was completed for this report.

## **9. Consultation**

- 9.1** The views of both Finance and Legal services have been requested on this report and both have advised there are neither any issues nor concerns with the proposal. As the report is for noting no further consultation is envisaged.

## **10. Strategic Assessment**

- 10.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the five strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council. This report is for noting and, therefore, does not directly affect any of the strategic priorities.

**Peter Barry**  
**Strategic Lead – Housing and Employability**  
**Date: 21 October 2019**

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**Person to Contact:** Janice Rainey - Business Unit Finance Partner (HEED),  
16 Church Street, Dumbarton, G82 1QL,  
telephone: 01389 737704, e-mail [janice.rainey@west-dunbarton.gov.uk](mailto:janice.rainey@west-dunbarton.gov.uk)

**Appendices:** Appendix 1 - Budgetary Position (Revenue)  
Appendix 2 - Variance analysis (Revenue)  
Appendix 3 - Budgetary Position (Capital)  
Appendix 4 - Variance analysis Red Projects (Capital)  
Appendix 5 - Variance analysis Amber Projects (Capital)

Appendix 6 - Variance analysis Green Projects (Capital)  
Appendix 7 - Resources (Capital)

**Background Papers:** None

**Wards Affected:** All

WEST DUNBARTONSHIRE COUNCIL  
HRA REVENUE BUDGETARY CONTROL 2019/2020

Appendix 1

PERIOD END DATE

30 September 2019

Subjective Summary	Total Budget 2019/20 £000	Spend to Date 2019/20 £000	Forecast Spend £000	Forecast Variance 2019/20 £000 %		Annual RAG Status
Employee Costs	5,232	2,704	5,184	(48)	-1%	↑
Property Costs	1,776	850	1,837	61	3%	↓
Transport Costs	83	28	83	0	0%	→
Supplies, Services And Admin	308	97	365	57	19%	↓
Support Services	2,557	1,264	2,585	28	1%	↓
Other Expenditure	404	244	427	23	6%	↓
Repairs & Maintenance	12,088	6,362	12,096	8	0%	↓
Bad Debt Provision	1,060	505	1,060	0	0%	→
Void Loss (Council Tax/Lost Rents)	870	398	766	(104)	-12%	↑
Loan Charges	18,826	9,413	18,826	0	0%	→
<b>Total Expenditure</b>	<b>43,204</b>	<b>21,865</b>	<b>43,229</b>	<b>25</b>	<b>0%</b>	<b>↓</b>

House Rents	41,517	19,728	41,521	(4)	0%	↑
Lockup Rents	231	107	228	3	1%	↓
Factoring/Insurance Charges	1,170	596	1,191	(21)	-2%	↑
Other rents	123	52	115	8	7%	↓
Interest on Revenue Balance	62	46	93	(31)	-50%	↑
Miscellaneous income	101	28	100	1	1%	↓
<b>Total Income</b>	<b>43,204</b>	<b>20,557</b>	<b>43,248</b>	<b>(44)</b>	<b>0%</b>	<b>↑</b>

<b>Net Expenditure</b>	<b>0</b>	<b>1,308</b>	<b>(19)</b>	<b>(19)</b>
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MONTH END DATE

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PERIOD

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Budget Details	Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	101	RAG Status
	£000	£000	£000	%

<b>PROPERTY COSTS</b>	1,776	1,837	61	3%	↓
<b>Service Description</b>					
This budget covers electricity, gas, rates, rents, cleaning and insurance costs.					
<b>Variance Narrative</b>					
<b>Main Issues</b>	The main reason for this adverse variance relates to the anticipation that the year end recharges for the costs of property insurance and office accommodation is likely to be in line with last year's outturn which is more than the budgeted level.				
<b>Mitigating Action</b>	No mitigation possible however management will ensure that this overspend will be offset by underspends within other areas within the HRA.				
<b>Anticipated Outcome</b>	An overspend will be incurred on this line.				

Budget Details	Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status
	£000	£000	£000	%

<b>SUPPLIES, SERVICES AND ADMIN</b>	308	365	57	19%	↓
<b>Service Description</b>					
This budget covers computer supplies & equipment, telephones, printing, postages and tenant participation costs.					
<b>Variance Narrative</b>					
<b>Main Issues</b>	The main reason for the variance relates to the one off scanning costs involved in the digitization of operational files. These files were previously stored within a rented property which has now ceased and therefore some of the costs will be offset by a reduction in rents paid.				
<b>Mitigating Action</b>	No mitigation possible however management will ensure that this overspend will be offset by underspends within other areas within the HRA.				
<b>Anticipated Outcome</b>	An overspend will be incurred on this line.				

Budget Details	Variance Analysis			
Subjective Analysis	Budget	Forecast Spend	forecast Variance	RAG Status
	£000	£000	£000	%

<b>VOID LOSS</b>	870	766	(104)	-12%	↑
<b>Service Description</b>					
This budget covers the rents lost on void houses and lockups and the cost of council tax on void properties.					
<b>Variance Narrative</b>					
<b>Main Issues</b>	One of the main reasons for this favourable variance relates to an underspend on the cost of void council tax. This budget has been set too high, since it included properties which were previously identified for demolition.				
<b>Mitigating Action</b>	No mitigating action is required.				
<b>Anticipated Outcome</b>	A year end underspend is anticipated.				

WEST DUNBARTONSHIRE COUNCIL  
HRA CAPITAL PROGRAMME  
OVERALL PROGRAMME SUMMARY

MONTH END DATE **30 September 2019**

PERIOD **6**

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
<b>Red</b>								
Projects are forecast to be overspent and/or experience material delay to completion	4	16.0%	3,253	8.7%	4	16.0%	1,170	8.4%
<b>Amber</b>								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	1	4.0%	7,579	20.2%	1	4.0%	3,639	26.1%
<b>Green</b>								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	20	80.0%	26,677	71.1%	20	80.0%	9,138	65.5%
<b>TOTAL EXPENDITURE</b>	<b>25</b>	<b>100%</b>	<b>37,509</b>	<b>100%</b>	<b>25</b>	<b>100%</b>	<b>13,947</b>	<b>100%</b>

Project Status Analysis	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Re-Phasing £000	Over/ (Under) £000
<b>Red</b>										
Projects are forecast to be overspent and/or significant delay to completion	19,945	3,253	19,945	0	6,480	1,170	3,368	(3,112)	(3,162)	50
<b>Amber</b>										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	96,924	7,579	96,924	0	33,984	3,639	33,984	0	0	0
<b>Green</b>										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	91,910	26,677	91,810	(100)	21,852	9,138	21,852	0	0	0
<b>Work is progressing with smoke detectors installs in tandem v</b>	<b>208,779</b>	<b>37,509</b>	<b>208,679</b>	<b>(100)</b>	<b>62,316</b>	<b>13,947</b>	<b>59,204</b>	<b>(3,112)</b>	<b>(3,162)</b>	<b>50</b>
<b>TOTAL RESOURCES</b>	<b>208,779</b>	<b>37,509</b>	<b>208,679</b>	<b>100</b>	<b>62,316</b>	<b>13,947</b>	<b>59,204</b>	<b>3,112</b>		
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

MONTH END DATE

30 September 2019

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
<b>Doors/window component renewals</b>						
Project Life Financials	9,000	1,371	15%	9,000	0	0%
Current Year Financials	2,148	519	24%	1,500	(648)	-30%
Project Description	Doors/Windows Component Renewals					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
<b>Main Issues / Reason for Variance</b>						
Programme behind target. Windows supply is now meeting expectations, fitting team now needs to catch up with programme which had dropped due to materials availability. Building Services are confident they will catch up. Tentatively projecting full spend at this time. Building Services Manager is aware of the required increased efforts over the second half of the year.						
<b>Mitigating Action</b>						
Building Services to focus on labour resources to catch up with programme, % against target is increasing monthly and needs to continue.						
<b>Anticipated Outcome</b>						
Tentatively projected to complete as planned and meet spend targets						
<b>Statutory/regulatory compliance works</b>						
Project Life Financials	3,931	125	3%	3,931	0	0%
Current Year Financials	1,535	29	2%	500	(1,035)	-67%
Project Description	This budget will be used to upgrade / replace components / installations in order to comply with the relevant standards / legislation / health and safety in relation to housing stock.					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
<b>Main Issues / Reason for Variance</b>						
Work is progressing with smoke detectors installs in tandem with other works ongoing such as void programme, boilers, kitchens, bathrooms etc. Building Services are in liaison with procurement team to bring in back-up contractor to increase output on this programme to meet targets.						
<b>Mitigating Action</b>						
Installs continue in connection with other programmes accessing properties. Officers are working with procurement to bolster resources in efforts to increase output.						
<b>Anticipated Outcome</b>						
Project to complete as planned and meet spend targets						

MONTH END DATE

30 September 2019

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
<b>Heating Improvement Works</b>						
Project Life Financials	3,300	1,135	34%	3,300	0	0%
Current Year Financials	600	517	86%	650	50	8%
Project Description	Carry out works to renew inefficient boilers/full systems as identified from the stock condition survey and renewal of obsolete/damaged boilers.					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
<b>Main Issues / Reason for Variance</b>						
A larger number of boilers are being renewed following referral for renewal after annual maintenance. Monthly numbers are exceeding targets and progressing at a higher demand than anticipated. This is reflected in an in-year overspend, however, it is anticipated that this project will complete on budget by the end of the project life.						
<b>Mitigating Action</b>						
Overall, it is anticipated that the project will complete on budget by the end of the project life.						
<b>Anticipated Outcome</b>						
Project to complete on budget as planned.						
<b>Projects to deliver housing policies/strategies (Buy Backs)</b>						
Project Life Financials	3,714	622	3%	3,714	0	0%
Current Year Financials	2,197	105	0%	718	(1,479)	-67%
Project Description	This is a budget to undertake specific projects that will deliver housing policies/strategies, example: Ex local authority and mortgage to rent buy-back scheme					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
<b>Main Issues / Reason for Variance</b>						
The main objective of the Buy Back Scheme is to bring former council properties that were sold through the RTB scheme, back into council use. These properties must assist the council with reducing housing need on the waiting list and where appropriate assist with external capital works. For these reasons, any purchase is subject to stringent criteria to ensure accountability and value for money for existing tenants. With several key stakeholders involved, this does mean that there is potential for slippage.						
<b>Mitigating Action</b>						
Officers will work to maximise buy-backs, in an effort to increase spend and minimise slippage and have refreshed procedures to achieve this.						
<b>Anticipated Outcome</b>						
Budget unlikely to meet full spend. Officers will endeavour to maximise spend and minimise slippage. Remaining balance will be required to be rephased into 2020-21 for planned buy-backs unable to complete within the current financial year.						
<b>TOTAL RED</b>						
Project Life Financials	19,945	3,253	16%	19,945	0	0%
Current Year Financials	6,480	1,170	18%	3,368	(3,112)	-48%

WEST DUNBARTONSHIRE COUNCIL  
HRA CAPITAL PROGRAMME  
ANALYSIS OF PROJECTS AT AMBER STATUS

APPENDIX 5

MONTH END DATE

30 September 2019

PERIOD

6

Budget Details	Project Life Financials				
	Budget	Spend to Date	Forecast Spend	Variance	
	£000	£000	%	£000	£000

1	<b>Affordable Housing Supply Programme</b>				
	Project Life Financials	96,924	7,579	8%	96,924
	Current Year Financials	33,984	3,639	11%	33,984
	Project Description	Affordable Housing Supply Programme			
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24
	<b>Main Issues / Reason for Variance</b>				
	<p>Costings for the various sites within the West Dunbartonshire's Affordable Housing Supply Programme (AHSP) are being finalised as part of the procurement processes for these sites. Current projections of sites where contract price have been received are showing that the St Andrews site is expected to be over budget by around £1.417m, Aitkenbar to be under budget by £0.573m, Creveul under by £0.191m and Haldane over by £0.190m. Currently the underspends projected don't match the overspend. The Council have met with the Scottish Government and requested additional funding totalling £0.339m in respect of Haldane and Aitkenbar sites which would contribute towards any net overspend. Once funding /further costings are known it may be necessary to seek Council permission to vire funds between budgets within the AHSP and/or to accelerate funds from planned future years spend within the AHSP. Site update are as follows :-</p> <p>St Andrews School - This development will provide 126 units in total. This site will now fully be developed by the Council and all units used for council housing. This project is now on site as of 3rd June 2019 and is anticipated to complete in March 2021. Due to unforeseen ground conditions and the requirement for a detailed remediation strategy, the costs for this project are anticipated to be above budget.</p> <p>Dumbarton Harbour- The Housing Development Team are engaged with Turner Townsend and have agreed the design specification for the delivery of the 45 units. An element of enabling works has already commenced and full planning permission is already secured. A recent issue with site levels across this site and neighbouring projects was identified and work is ongoing to resolve this which will benefit the entire harbour area. This has had the effect of delaying the site start which will now be November 2019.</p> <p>Creveul Court, Alexandria Town Centre - Creveul Court development will see a 22 unit development of flats with lifts and bungalows a key principle for the design is to build on the housing need already satisfied through the adjacent Caledonia/Dunbritton Housing Association's Kippen Dairy development and meet any unmet need particularly in relation to older person's accommodation. The development went onsite on 4th November 2019.</p> <p>Haldane Development-The project is now on-site as of 21 October 2019. Progress will be reported to future Housing and Communities Committees.</p>				



MONTH END DATE

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PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
<p>Aitkenbar Primary School- The project is now on-site as of 14 October 2019. The Council has served notice on the existing community groups who are still utilising the Longcraggs facility and are making arrangements for them to move into the agreed alternative accommodation, this process has taken longer than expected and is now impacting on the delivery programme for the new homes. The Contractor has devised a Health and Safety Plan and short term amendment to the programme to work around the facility still being in place. It is critical that the users of the facility are relocated to their new premises by November 14 2019 to avoid work having to stop on-site and delay charges being paid by the HRA.</p> <p>Queens Quay, Site B, Clydebank- A Planning Application for Site A and B comprising of a total of 146 flatted units (29 WDC units included within this) was made in December 2018 and planning approval was received from the March 2019 Planning Committee. Council, at the 26 June 2019 meeting, approved the use of the Council's General Services capital Regeneration Fund to fund the construction of the four commercial units within the affordable housing development to assist with the delivery of this project.</p> <p>Queens Quay, Site C, Clydebank- The Council is currently developing a design to deliver a projected 31 family type homes on this site to complement the housing mix within sites A and B. It is anticipated more detail will be available for the next meeting of the Housing and Communities Committee.</p> <p><b>Mitigating Action</b> Progress on this programme will be closely monitored on a regular basis through the More Homes Project Board and reported to the Housing and Communities Committee on a quarterly basis.</p> <p><b>Anticipated Outcome</b> The Affordable Housing Supply Programme will be delivered on time and within the overall project life budget.</p>						
<b>TOTAL AMBER</b>						
Project Life Financials	96,924	7,579	8%	96,924	0	0%
Current Year Financials	33,984	3,639	11%	33,984	0	0%

WEST DUNBARTONSHIRE COUNCIL  
HRA CAPITAL PROGRAMME  
ANALYSIS OF PROJECTS AT GREEN STATUS

APPENDIX 6

MONTH END DATE

30 September 2019

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

1 **Special Needs Adaptations**

Project Life Financials	2,400	629	26%	2,400	0	0%
Current Year Financials	400	227	57%	400	0	0%
Project Description	Adaptations to Housing for Special Needs					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
<b>Main Issues / Reason for Variance</b>						
No issues, projected to complete and meet spend target.						
<b>Mitigating Action</b>						
No issues						
<b>Anticipated Outcome</b>						
Required Adapataions completed						

2 **Capitalised Minor Works**

Capitalised Minor Works						
Project Life Financials	3,000	679	23%	3,000	0	0%
Current Year Financials	713	191	27%	713	0	0%
Project Description	This is a budget to undertake specific minor ad hoc capital projects that arise on demand throughout the financial year.					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
<b>Main Issues / Reason for Variance</b>						
No issues, projected to complete and meet spend target.						
<b>Mitigating Action</b>						
None Required						
<b>Anticipated Outcome</b>						
Required Works completed						

3 **Housing Asset Management**

Project Life Financials	694	99	14%	694	0	0%
Current Year Financials	86	40	47%	86	0	0%
Project Description	Priority projects as advised by Housing Management					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
<b>Main Issues / Reason for Variance</b>						
Overall, it is anticipated that the project will complete on budget by the end of the project life.						
<b>Mitigating Action</b>						
None Required						
<b>Anticipated Outcome</b>						
Required Works completed						

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30 September 2019

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

4 Targeted SHQS Compliance Works

Project Life Financials	1,200	0	0%	1,100	(100)	-8%
Current Year Financials	300	0	0%	300	0	0%

Project Description This budget is to focus on work required to maintain the SHQS compliance with WDC housing stock.

Project Lifecycle Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24

**Main Issues / Reason for Variance**

This budget anticipates the amount of work required to those properties in abeyance, in order to make them SHQS compliant. The overall project life budget required to meet this need is less than anticipated and therefore the project shows an overall favourable variance of £0.100m.

**Mitigating Action**

None required at this time.

**Anticipated Outcome**

Project to complete as planned and under budget.

5 Targeted EESSH compliance works

Project Life Financials	25,750	6,141	24%	25,750	0	0%
Current Year Financials	7,330	3,171	43%	7,330	0	0%

Project Description This budget enables the council's continued commitment to achieving the Government's standards in relation to energy efficiency.

Project Lifecycle Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24

**Main Issues / Reason for Variance**

No issues, projected to complete and meet spend target. Monthly numbers are tracking targets and progressing satisfactorily.

**Mitigating Action**

None required at this time.

**Anticipated Outcome**

Project to complete as planned.

6 External stores/garages/bin stores/drainage component renewals

Project Life Financials	374	98	26%	374	0	0%
Current Year Financials	90	4	5%	90	0	0%

Project Description This budget is to focus on external stores/garages/bin stores etc. component renewals as identified and recommended from the housing stock condition survey.

Project Lifecycle Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24

**Main Issues / Reason for Variance**

No issues, projected to complete and meet spend target.

**Mitigating Action**

None required at this time.

**Anticipated Outcome**

Project to complete as planned.

MONTH END DATE

30 September 2019

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Budget Details	Project Life Financials					
	Budget	Spend to Date	Forecast Spend	Variance		
	£000	£000	%	£000	£000	%

7

Integrated Housing Management System

Project Life Financials	460	428	93%	460	0	0%
Current Year Financials	110	78	71%	110	0	0%
Project Description	Integrated Housing Management System					
Project Lifecycle	Planned End Date	31-Mar-20	Forecast End Date	31-Mar-20		

Main Issues / Reason for Variance

User Acceptance testing was carried out thoroughly across all service areas and all issues identified have been attributed with a RAG rating for Impact and Probability. Based on the status, issues deemed critical will receive the final required changes to ensure go-live readiness. All remaining non-critical issues will be managed as per an updated project plan throughout the go-live stage. A full project review will be completed upon conclusion of the project and presented to Change Board and Committee.

Mitigating Action

None required at this time.

Anticipated Outcome

Project to complete as planned.

8

Building external component renewals

Project Life Financials	17,654	4,432	25%	17,654	0	0%
Current Year Financials	3,280	1,578	48%	3,280	0	0%
Project Description	Building external component renewals					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		

Main Issues / Reason for Variance

No issues, projected to complete and meet spend target.

Mitigating Action

None required at this time.

Anticipated Outcome

Project to complete as planned.

9

Energy Improvements

Project Life Financials	329	49	15%	329	0	0%
Current Year Financials	81	-	0%	81	0	0%
Project Description	Energy improvements/ efficiency works (e.g. loft insulation, pipe/tank insulation, draught exclusion)					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		

Main Issues / Reason for Variance

No Issues, projected to complete and meet overall spend target.

Mitigating Action

None required.

Anticipated Outcome

Project to complete as planned.

MONTH END DATE

30 September 2019

PERIOD

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

10 **Secure Entry Component Renewals**

Project Life Financials	390	77	20%	390	0	0%
Current Year Financials	134	11	8%	134	0	0%

Project Description This budget is to focus on secure door entry component renewals as identified and recommended from the housing stock condition survey and appropriate council officer referrals.

Project Lifecycle Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24

**Main Issues / Reason for Variance**

No Issues, projected to complete and meet overall spend target.

**Mitigating Action**

None required.

**Anticipated Outcome**

Project to complete as planned.

11 **Modern Facilities and Services**

Project Life Financials	3,560	741	21%	3,560	0	0%
Current Year Financials	690	192	28%	690	0	0%

Project Description New Kitchens, Bathrooms and Showers

Project Lifecycle Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24

**Main Issues / Reason for Variance**

No Issues, projected to complete and meet overall spend target.

**Mitigating Action**

None required.

**Anticipated Outcome**

Project to complete as planned.

12 **Void Capital**

Project Life Financials	11,500	6,495	56%	11,500	0	0%
Current Year Financials	2,500	1,637	65%	2,500	0	0%

Project Description Spend on Void Properties to bring them up to letting standard

Project Lifecycle Planned End Date 31-Mar-24 Forecast End Date 31-Mar-24

**Main Issues / Reason for Variance**

No Issues, projected to complete and meet overall spend target.

**Mitigating Action**

None required.

**Anticipated Outcome**

Project to complete as planned.

MONTH END DATE

30 September 2019

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Budget Details	Project Life Financials					
	Budget	Spend to Date	Forecast Spend	Variance		
	£000	£000	%	£000	£000	%

13	<b>Defective Structures/Component renewals</b>					
	Project Life Financials	3,063	999	33%	3,063	0 0%
	Current Year Financials	500	343	69%	500	0 0%
	Project Description	Defective structures				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date		31-Mar-24
	<b>Main Issues / Reason for Variance</b>					
	No Issues, projected to complete and meet overall spend target.					
	<b>Mitigating Action</b>					
	None required.					
	<b>Anticipated Outcome</b>					
	Project to complete as planned.					
14	<b>Environmental renewal works, paths/fences/walls/parking areas</b>					
	Project Life Financials	6,385	1,823	29%	6,385	0 0%
	Current Year Financials	1,641	678	41%	1,641	0 0%
	Project Description	Environmental renewal works, paths/fences/walls/parking areas				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date		31-Mar-24
	<b>Main Issues / Reason for Variance</b>					
	No Issues, projected to complete and meet overall spend target.					
	<b>Mitigating Action</b>					
	None required.					
	<b>Anticipated Outcome</b>					
	Project to complete as planned.					
15	<b>Asbestos Management works</b>					
	Project Life Financials	1,200	372	31%	1,200	0 0%
	Current Year Financials	200	87	44%	200	0 0%
	Project Description	This budget is to fund work associated with the management of current asbestos legislation and the Council's asbestos policy within housing stock.				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date		31-Mar-24
	<b>Main Issues / Reason for Variance</b>					
	No Issues, projected to complete and meet overall spend target.					
	<b>Mitigating Action</b>					
	None required.					
	<b>Anticipated Outcome</b>					
	Project to complete as planned.					

MONTH END DATE

30 September 2019

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

16	<b>Risk Street</b>						
	Project Life Financials	2,452	491	20%	2,452	0	0%
	Current Year Financials	1,881	0	0%	1,881	0	0%
	Project Description	Risk Street Over clad					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date		31-Mar-21	
	<b>Main Issues / Reason for Variance</b>						
	No issues, projected to complete and meet spend target. First two blocks complete. Works progressing well on remaining blocks, Contractor is progressing well and quality of work is good. Positive feedback from all involved and residents.						
	<b>Mitigating Action</b>						
	None required.						
	<b>Anticipated Outcome</b>						
	Project to complete as planned.						

17	<b>Community Safety Projects</b>						
	Project Life Financials	98	81	83%	98	0	0%
	Current Year Financials	17	0	0%	17	0	0%
	Project Description	Community Safety Projects					
	Project Lifecycle	Planned End Date	31-Mar-20	Forecast End Date		31-Mar-20	
	<b>Main Issues / Reason for Variance</b>						
	No Issues, projected to complete and meet overall spend target.						
	<b>Mitigating Action</b>						
	None required.						
	<b>Anticipated Outcome</b>						
	Project to complete as planned.						

18	<b>Support Services Costs</b>						
	Project Life Financials	10,800	2,890	27%	10,800	0	0%
	Current Year Financials	1,800	900	50%	1,800	0	0%
	Project Description	Allocation of costs from other WDC services who support the HRA capital programme					
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date		31-Mar-24	
	<b>Main Issues / Reason for Variance</b>						
	No Issues, projected to complete and meet overall spend target.						
	<b>Mitigating Action</b>						
	None required.						
	<b>Anticipated Outcome</b>						
	Project to complete as planned.						

MONTH END DATE

30 September 2019

PERIOD

6

Budget Details	Project Life Financials				
	Budget	Spend to Date	Forecast Spend	Variance	
	£000	£000	%	£000	£000

19	<b>Contingencies</b>					
	Project Life Financials	600	155	26%	600	0 0%
	Current Year Financials	100	-	0%	100	0 0%
	Project Description	This is a contingent budget for unforeseen matters which may arise during the year.				
	Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date		31-Mar-24
	<b>Main Issues / Reason for Variance</b>					
	No Issues					
	<b>Mitigating Action</b>					
	None required					
	<b>Anticipated Outcome</b>					
	Project to complete as planned and within overall project life budget.					

<b>TOTAL GREEN</b>						
Project Life Financials	91,910	26,677	29%	91,810	(100)	0%
Current Year Financials	21,852	9,138	42%	21,852	0	0%



MONTH END DATE

30 September 2019

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Income to Date		Forecast Spend	Forecast Variance	
	£000	£000	%	£000	£000	%

1

New Build Grant						
Project Life Financials	(35,623)	(3,774)	11%	(35,508)	115	0%
Current Year Financials	(20,175)	0	0%	(20,175)	0	0%
Project Description	Grant to facilitate the building of new build housing					
Project Lifecycle	Planned End Date	31-Mar-24	Forecast End Date	31-Mar-24		
Main Issues / Reason for Variance						
The Scottish Government grant funding is awarded based upon the cost of providing the properties required by those most in housing need. In general, as a Local Authority we are providing properties that directly deal with housing need and there are approximately 4,000 applicants currently on the housing list. There is an under supply of larger family accommodation, however most of the projects will increase the number of 3, 4 and 5 bedroom properties. These properties cost more to develop and take up a greater proportion of each site thus reducing the number of units on each site. It is anticipated that there will be a small under recovery of funding of £0.115m (0.03%).						
Mitigating Action						
It is the intention to have discussions with the Scottish Government to secure additional Affordable Housing Supply Programme funding. Progress on the programme will be closely monitored on a regular basis and reported to the Housing and Communities Committee on a quarterly basis.						
Anticipated Outcome						
It may be possible to bring the resource budget back in line, should additional funding become available.						

<b>TOTAL RESOURCES</b>						
Project Life Financials	(208,779)	(37,509)	18%	(208,679)	100	0%
Current Year Financials	(62,316)	(13,947)	22%	(59,204)	(3,112)	5%



## WEST DUNBARTONSHIRE COUNCIL

### Joint Report by Strategic Leads – Housing and Communities and Regeneration

**Housing and Communities Committee: 6 November 2019**

**Subject: Financial Report 2019/20 as at Period 6 (30 September 2019)**

#### **1. Purpose**

- 1.1** The purpose of the report is to provide the Committee with an update on the financial performance to 30 September 2019 (Period 6) of those services under the auspices of the Housing and Communities Committee.

#### **2. Recommendations**

**2.1** Members are asked to:

- i) note the contents of this report which shows the revenue budget forecast to underspend against budget by £0.068m (1.9%) at the year-end;
- ii) note the net projected annual position in relation to relevant capital projects which is showing no projected variance; and
- iii) note the progress on efficiencies incorporated into budgets for 2019/20.

#### **3. Background**

**3.1** Revenue Budget

At the meeting of West Dunbartonshire Council on 27 March 2019, Members agreed the revenue estimates for 2019/20.

A total net budget of £3.521 was approved for services under the remit for Housing and Communities services at that time. Adjustments have been made since that date and the revised budget now under the remit of Housing and Communities is £3.619m as per below.

<b>Description</b>	<b>£m</b>
<b>Starting Position</b>	<b>3.521</b>
Allocation of Foodshare / Food4thought payment	0.050
Allocation of Period Poverty community budget	0.060
Additional Care and Repair Funding	0.014
Transfer of Womens Aid Budget to Homeless	0.150
Recurring Variances	(0.176)
<b>Revised budget</b>	<b>3.619</b>

### Capital

- 3.1.1 At the meeting of Council on 5 March 2018, Members also agreed the updated 10 year General Services Capital Plan for 2019/2020 to 2028/29. The next three years from 2019/20 to 2021/22 have been approved in detail with the remaining 7 years being indicative at this stage. The total project life budget approved for projects that have either commenced or are due to commence in that period total for Housing and Communities services was £1.624m.

## **4. Main Issues**

### Revenue Budget

- 4.1 Appendix 1 shows the probable outturn for the services at £3.551m. As the annual budget is £3.619m there is a projected favourable variance currently projected of £0.068m. A more detailed analysis by service is given in Appendix 2. Comments are shown in Appendix 3 when there are projected net annual variances greater than £0.050m and also where the net variance is below £0.068m but there are offsetting variances of over £0.050m within the service. Appendix 4 shows progress on the achievement of saving options adopted as part of the 2019/20 budget.

### Capital Budget

- 4.2 The overall programme summary report is shown in Appendix 4. The analysis shows that for the in-year planned spend there is currently no projected variance.

## **5. People Implications**

- 5.1 There are no people implications.

## **6. Financial Implications**

- 6.1 Other than the financial position noted above, there are no financial implications of the budgetary control report.
- 6.2 Agreed management adjustments for 2019/20 are monitored with current indications being that the saving of £0.136m will be achieved. (see Appendix 4).

## **7. Risk Analysis**

- 7.1 The main financial risks to the ongoing financial position relate to unforeseen cost being identified between now and the end of the financial year. This can affect all service areas.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** The report is for noting and therefore no Equalities Impact Assessment was completed for this report.

## **9. Consultation**

- 9.1** The views of both Finance and Legal services have been requested on this report and both have advised there are neither any issues nor concerns with the proposal. As the report is for noting no further consultation is envisaged.

## **10. Strategic Assessment**

- 10.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the five strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council. This report is for noting and, therefore, does not directly affect any of the strategic priorities.

**Jim McAloon**  
**Strategic Lead, Regeneration**

**Peter Barry**  
**Strategic Lead, Housing and Communities**

**Date: 10 October 2019**

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**Person to Contact:** Janice Rainey - Business Unit Finance Partner, 16 Church Street, Dumbarton, G82 1QL, telephone: 01389 737707, e-mail [janice.rainey@west-dunbarton.gov.uk](mailto:janice.rainey@west-dunbarton.gov.uk)

**Appendices:** Appendix 1 - Summary Budgetary Position (Revenue)  
Appendix 2 - Detailed Budgetary Position (Revenue)  
Appendix 3 - Variance Analysis (Revenue)  
Appendix 4 - Monitoring of Savings Options  
Appendix 5 - Budgetary Position (Capital)  
Appendix 6- Variance Analysis Green (Capital)

**Background Papers:** None










**Wards Affected:** All



**WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2019/2020  
HOUSING & COMMUNITIES SUMMARY**

**APPENDIX 1**

**MONTH END DATE** **30 September 2019**

<b>Actual Outturn 2018/19</b>	<b>Service / Subjective Summary</b>	<b>Total Budget 2019/20</b>	<b>YTD Spend 2019/20</b>	<b>Forecast Spend 2019/20</b>	<b>Annual Variance 2019/20</b>	<b>Annual RAG Status</b>
<b>£000</b>		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
2,693	Working 4 U	2,893	1,553	2,890	(4)	0% 
786	Communities	860	316	857	(3)	0% 
72	Homeless Persons	246	409	249	3	1% 
47	Private Sector Housing	43	9	47	4	10% 
64	Private Sector Housing Grant	95	120	96	1	1% 
485	Anti Social Behaviour	514	143	506	(8)	-2% 
5	Housing Asset and Investment	49	2	5	(44)	-89% 
(552)	Housing Maintenance Trading A/c	(1,082)	(547)	(1,099)	(17)	-2% 
<b>3,599</b>	<b>Total Net Expenditure</b>	<b>3,619</b>	<b>2,006</b>	<b>3,551</b>	<b>(68)</b>	<b>-1.9%</b> 

YEAR END DATE

30 September 2019

PERIOD

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Actual Outturn 2018/19	Service Summary	Total Budget 2019/20	YTD Spend 2019/20	Forecast Spend 2019/20	Annual Variance 2019/20	RAG Status
<b>£000</b>	<b>All Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
17,423	Employee	17,913	8,616	17,759	(153)	-1% ↑
2,184	Property	2,234	886	2,231	(3)	0% ↑
1,146	Transport and Plant	1,158	552	1,156	(2)	0% ↑
9,914	Supplies, Services and Admin	12,254	7,378	12,892	638	5% ↓
2,355	Payments to Other Bodies	3,057	906	3,043	(14)	0% ↑
811	Other	835	418	835	0	0% →
<b>33,831</b>	<b>Gross Expenditure</b>	<b>37,452</b>	<b>18,756</b>	<b>37,916</b>	<b>466</b>	<b>1% ↓</b>
(30,237)	<b>Income</b>	(33,833)	(16,750)	(34,365)	(533)	-2% ↑
<b>3,594</b>	<b>Net Expenditure</b>	<b>3,619</b>	<b>2,006</b>	<b>3,551</b>	<b>(68)</b>	<b>-2% ↑</b>
<b>£000</b>	<b>Working 4 U</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
2,262	Employee	2,341	1,212	2,334	(6)	0% ↑
1	Property	0	1	1	1	0% ↓
28	Transport and Plant	29	13	28	(1)	-5% ↑
78	Supplies, Services and Admin	98	69	123	25	26% ↓
1,044	Payments to Other Bodies	1,622	455	1,607	(14)	-1% ↑
0	Other	0	0	0	0	0% →
<b>3,412</b>	<b>Gross Expenditure</b>	<b>4,090</b>	<b>1,750</b>	<b>4,094</b>	<b>4</b>	<b>0% ↓</b>
(719)	<b>Income</b>	(1,196)	(197)	(1,204)	(8)	-1% ↑
<b>2,693</b>	<b>Net Expenditure</b>	<b>2,893</b>	<b>1,553</b>	<b>2,890</b>	<b>(4)</b>	<b>0% ↑</b>
<b>£000</b>	<b>Communities</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
479	Employee	539	237	535	(4)	-1% ↑
493	Property	284	106	285	1	0% ↓
4	Transport and Plant	4	1	3	(1)	-25% ↑
3	Supplies, Services and Admin	4	1	5	0	9% ↓
205	Payments to Other Bodies	154	18	154	0	0% →
0	Other	0	0	0	0	0% →
<b>1,185</b>	<b>Gross Expenditure</b>	<b>985</b>	<b>364</b>	<b>982</b>	<b>(4)</b>	<b>0% ↑</b>
(399)	<b>Income</b>	(125)	(48)	(125)	0	0% ↓
<b>786</b>	<b>Net Expenditure</b>	<b>860</b>	<b>316</b>	<b>857</b>	<b>(3)</b>	<b>0% ↑</b>
<b>£000</b>	<b>Homeless Persons</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
1,573	Employee	1,843	880	1,869	26	1% ↓
1,359	Property	1,606	748	1,601	(5)	0% ↑
17	Transport and Plant	22	8	22	(0)	0% ↑
69	Supplies, Services and Admin	69	38	54	(16)	-23% ↑
636	Payments to Other Bodies	787	281	786	(1)	0% ↑
0	Other	0	0	0	0	0% →
<b>3,654</b>	<b>Gross Expenditure</b>	<b>4,327</b>	<b>1,955</b>	<b>4,331</b>	<b>4</b>	<b>0% ↓</b>
(3,582)	<b>Income</b>	(4,081)	(1,546)	(4,083)	(2)	0% ↑
<b>72</b>	<b>Net Expenditure</b>	<b>246</b>	<b>409</b>	<b>249</b>	<b>3</b>	<b>1% ↓</b>
<b>£000</b>	<b>Private Sector Housing</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
40	Employee	40	20	42	1	3% ↓
0	Property	0	0	0	0	0% →
1	Transport and Plant	0	0	0	0	5% ↓
6	Supplies, Services and Admin	0	0	1	1	0% ↓
19	Payments to Other Bodies	27	0	28	1	5% ↓
0	Other	0	0	0	0	0% →
<b>66</b>	<b>Gross Expenditure</b>	<b>67</b>	<b>21</b>	<b>70</b>	<b>3</b>	<b>5% ↓</b>
(19)	<b>Income</b>	(24)	(11)	(23)	1	5% ↓
<b>47</b>	<b>Net Expenditure</b>	<b>43</b>	<b>9</b>	<b>47</b>	<b>4</b>	<b>10% ↓</b>



YEAR END DATE

30 September 2019

PERIOD

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Actual Outturn 2018/19	Service Summary	Total Budget 2019/20	YTD Spend 2019/20	Forecast Spend 2019/20	Annual Variance 2019/20	RAG Status
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£000	Private Sector Housing Grant	£000	£000	£000	£000	%
34	Employee	34	15	36	2	6%
246	Property	261	(12)	261	(0)	0%
0	Transport and Plant	1	0	0	(1)	-100%
0	Supplies, Services and Admin	0	0	0	0	0%
231	Payments to Other Bodies	245	117	245	0	0%
0	Other	0	0	0	0	0%
511	Gross Expenditure	541	120	542	1	0%
(447)	Income	(446)	0	(446)	(1)	0%
64	Net Expenditure	95	120	96	1	1%

£000	Anti Social Behaviour	£000	£000	£000	£000	%
303	Employee	306	124	299	(7)	-2%
0	Property	0	0	0	0	0%
6	Transport and Plant	5	3	6	1	28%
30	Supplies, Services and Admin	53	16	50	(3)	-6%
147	Payments to Other Bodies	152	0	152	0	0%
0	Other	0	0	0	0	0%
485	Gross Expenditure	515	143	506	(9)	-2%
0	Income	(1)	(0)	(0)	0	55%
485	Net Expenditure	514	143	506	(8)	-2%

£000	Housing Asset and Investment	£000	£000	£000	£000	%
303	Employee	465	172	345	(120)	-26%
0	Property	0	0	0	0	0%
5	Transport and Plant	5	2	5	0	0%
0	Supplies, Services and Admin	0	0	0	0	0%
5	Payments to Other Bodies	0	0	0	0	0%
0	Other	0	0	0	0	0%
313	Gross Expenditure	470	174	350	(120)	-25%
(308)	Income	(421)	(172)	(345)	76	18%
5	Net Expenditure	49	2	5	(44)	-89%

£000	Housing Maintenance Trading A/c	£000	£000	£000	£000	%
12,733	Employee	12,345	5,956	12,299	(46)	0%
84	Property	83	42	84	1	1%
1,090	Transport and Plant	1,092	525	1,092	0	0%
9,728	Supplies, Services and Admin	12,030	7,253	12,659	629	5%
73	Payments to Other Bodies	71	36	71	0	0%
811	Other	835	418	835	0	0%
24,519	Gross Expenditure	26,456	14,229	27,040	584	2%
(25,071)	Income	(27,538)	(14,776)	(28,139)	(601)	-2%
(552)	Net Expenditure	(1,082)	(547)	(1,099)	(17)	2%

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2018/2019  
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

YEAR END DATE 30 September 2019

Budget Details	Variance Analysis			
	Total Budget	Projected Spend	Variance	RAG Status
	£000	£000	£000 %	

Housing Asset and Investment	49	5	(44)	-89%	→
Service Description	This service manages strategic investment in council and some private sector housing.				
Main Issues / Reason for Variance	This favourable variance is due to vacant posts being held. The employee cost saving are offset by a reduced staffing recharge to the HRA. The vacancies are not impacting on service delivery.				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved				

Housing Maintenance Trading A/c	(1,082)	(1,099)	(17)	2%	→
Service Description	This service provides council housing maintenance				
Main Issues / Reason for Variance	Supplies and services overspend relating to additional Capital work . This is offset by additional income re recovery of this from Capital project budgets				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Small surplus at year end				

**WEST DUNBARTONSHIRE COUNCIL**  
**MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2019/20**

**Appendix 4**

Efficiency reference	Efficiency Detail	budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
MA26	Increased charge to Renfrewshire Council for management of Empty Homes Service	3,000	3,000	-	
MA27	Budget for Internships reduced	15,000	15,000	-	
MA28	Homelessness (Housing Solutions) Service Redesign	25,000	25,000	-	
MA29	30+ employment grant to be incorporated into EU funded programme	35,000	35,000	-	
MA31	Restructure of Anti-Social Behaviour & Estate Caretaking Services	57,528	57,528	-	
		135,528	135,528	-	

WEST DUNBARTONSHIRE COUNCIL  
HOUSING AND COMMUNITIES CAPITAL PROGRAMME  
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE 30 September 2019

PERIOD 6

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
Red								
Projects are forecast to be overspent and/or experience material delay to completion	0	0%	0	0%	0	0%	0	0%
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%
Green								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	2	100%	1,084	100%	2	100%	75	100%
TOTAL EXPENDITURE	2	100%	1,084	100%	2	100%	75	100%

Project Status Analysis	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Slippage £000	Over/ (Under) £000
Red										
Projects are forecast to be overspent and/or significant delay to completion	0	0	0	0	0	0	0	0	0	0
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	1,624	1,084	1,624	0	345	75	345	0	0	0
TOTAL EXPENDITURE	1,624	1,084	1,624	0	345	75	345	0	0	0

WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME  
ANALYSIS OF PROJECTS AT GREEN ALERT STATUS

APPENDIX 6

MONTH END DATE

30 September 2019

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

1	<b>Invest in "Your Community Initiative"</b>						
	Project Life Financials	1,000	601	60%	1,000	0	0%
	Current Year Financials	158	29	18%	158	0	0%
	Project Description	Capital budget to support the roll out of Your Community, an initiative designed to achieve coordinated service delivery in response to community need. This is complemented by community capacity building, empowering WD citizens to do more for their own communities (leading to less reliance on council). Also included is the implementation of participatory budgeting to support and build capacity in communities.					
	Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
	<b>Main Issues / Reason for Variance</b>						
	The main element of this budget relates to the Improvement Fund which is subject to the work of a tactical group who meets every 6 weeks and are working to identify suitable projects (the focus being on environmental projects in response to individual neighbourhood needs). There is also a review ongoing of the Your Community Initiative the aim of which is to streamline processes and deliver projects in a more timely fashion. Delay in spend is due to the fact that to date many of the improvements delivered via the Your Community approach have been funded from existing service budgets, resulting in insufficient spend from the Improvement Fund. Officers are actively researching investment opportunities in which this capital budget can be spent in the most beneficial way for the communities, with latest investment being in the new MUGA's at Castlehill in partnership with the Community Capital Fund. Other various proposals to utilise this budget are being presented and being evaluated at present to take the project forward.						
	<b>Mitigating Action</b>						
	Opportunities to mitigate have been limited due to the need to liaise with communities. The group continues to liaise with groups regularly to ensure funds are utilised for the benefit of the communities.						
	<b>Anticipated Outcome</b>						
	Full budget spend anticipated albeit later than originally planned.						

WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME  
ANALYSIS OF PROJECTS AT GREEN ALERT STATUS

APPENDIX 6

MONTH END DATE

30 September 2019

PERIOD

6

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%

2	Integrated Housing Management System						
	Project Life Financials	624	484	78%	624	0	0%
	Current Year Financials	187	47	0%	187	0	0%
	Project Description	This is a budget to support the necessary development and on-going requirements of implementing the Council's Integrated Housing Management System.					
	Project Lifecycle	Planned End Date	31-Mar-20	Forecast End Date	31-Mar-20		
	Main Issues / Reason for Variance						
	The IHMS Project entered the go-live phase of implementation on 17 June 2019 with the final date pending agreement of the final stage project plan and agreement of consultant availability with the system supplier, Aareon. Logic and evaluation of risk was based on safety for staff, potential financial loss to the organisation, tenant satisfaction, ensuring business continuity and maximising buy-in for the 670 staff members who will utilise the system on a daily basis. User Acceptance testing was carried out thoroughly across all service areas and all issues identified have been attributed with a RAG rating for Impact and Probability. Based on the status, issues deemed critical will receive the final required changes to ensure go-live readiness. All remaining non-critical issues will be managed as per an updated project plan throughout the go-live stage. A full project review will be completed upon conclusion of the project and presented to Change Board and Committee.						
	Mitigating Action						
	None required at this time.						
	Anticipated Outcome						
	Project is to delivered in-line with rephased project timeline and within project life budget.						