

Agenda



Housing and Communities Committee

Date: Wednesday, 7 February 2018

Time: 10:00

Venue: Committee Room 3,
Council Offices, Garshake Road, Dumbarton

Contact: Nuala Quinn-Ross, Committee Officer
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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 Iain McLaren (Vice Chair)
Councillor Jim Brown
Councillor Gail Casey
Councillor Karen Conaghan
Councillor Ian Dickson
Councillor Caroline McAllister
Councillor David McBride
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: 25 January 2018

HOUSING AND COMMUNITIES COMMITTEE

WEDNESDAY, 7 FEBRUARY 2018

AGENDA

1 APOLOGIES

2 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.

3 MINUTES OF PREVIOUS MEETING 5 - 10

Submit, for approval as a correct record, the Minutes of Meeting of the Housing and Communities Committee held on 1 November 2017.

4 OPEN FORUM

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

5 MORE HOMES WEST DUNBARTONSHIRE – COUNCIL HOUSE NEW BUILD PROGRESS REPORT 11 - 21

Submit report by the Strategic Lead, Housing and Employability:-

- (a) providing an update on progress with the Council's ambitious New House Building Programme; and
- (b) seeking approval to commence a procurement exercise to enable the delivery of the Council's New Build Housing programme.

6 MORE HOMES BETTER HOMES WEST DUNBARTONSHIRE – WEST DUNBARTONSHIRE HOUSING ASSET MANAGEMENT STRATEGY 23 - 49

Submit report by the Strategic Lead, Housing and Employability seeking approval of the draft More Homes Better Homes West Dunbartonshire –West Dunbartonshire Housing Asset Management Strategy.

7 SPECIAL NEEDS ADAPTATIONS - PERFORMANCE REPORT 51 - 57

Submit report by the Strategic Lead, Regeneration providing an update on the progress of improving performance in relation to Special Needs Adaptations.

8 RESIDENTIAL HOUSING SUPPORT DIRECT AWARD 59 - 63

Submit report by the Strategic Lead, Housing and Employability seeking approval to directly award contracts for the provision of residential housing support services

9 HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 31 DECEMBER 2017 (PERIOD 9) 65 - 79

Submit report by the Strategic Lead, Housing and Employability providing an update on the financial performance to 31 December 2017 (Period 9) of the HRA revenue and capital budgets.

10 FINANCIAL REPORT 2017/18 AS AT PERIOD 9 (31 DECEMBER 2017) 81 - 92

Submit report by the Strategic Director - Regeneration, Environment and Growth providing an update on the financial performance to 31 December 2017 (Period 9) of those services under the auspices of this Committee.

11 WORKING WELL TOGETHER - ATTENDANCE MANAGEMENT: QUARTER 3 (1 OCTOBER – 31 DECEMBER 2017) 93 - 100

Submit report by the Strategic Lead, People and Technology providing a detailed analysis on the attendance performance for Quarter 3.

HOUSING AND COMMUNITIES COMMITTEE

At a Meeting of the Housing and Communities Committee held in the Council Chamber, Clydebank Town Hall, Dumbarton Road, Clydebank, on Wednesday 1 November 2017 at 10.00 a.m.

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

Attending: Peter Barry, Strategic Lead, Housing and Employability; Jim McAloon, Strategic Lead, Regeneration; Martin Feeney, Building Services Manager; John Kerr, Housing Development and Homelessness Manager; Edward Thomas, Housing Operations Manager; Alan Young, Housing Asset and Investment Manager; Sally Michael, Section Head - Contracts and Property; and Nuala Quinn-Ross, Committee Officer.

Apologies: An apology for absence was intimated on behalf of Richard Cairns, Strategic Director - Regeneration, Environment and Growth.

Councillor Diane Docherty in the Chair

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 9 August 2017 were submitted and approved as a correct record.

HOUSING AND EMPLOYABILITY DELIVERY PLAN 2017/18: MID-YEAR PROGRESS REPORT

A report was submitted by the Strategic Lead, Housing and Employability setting out the progress to date on delivery of the actions detailed within the Housing and Employability Delivery Plan 2017/18.

After discussion and having heard officers in further explanation of the report and in answer to Members' questions, the Committee agreed to note the contents of the report and the mid-year progress achieved.

MORE HOMES WEST DUNBARTONSHIRE – STRATEGIC HOUSING INVESTMENT PLAN 2018/23

A report was submitted by the Strategic Lead, Housing and Employability seeking approval for the More Homes West Dunbartonshire Strategic Housing Investment Plan (SHIP) for the period 2018 to 2023, and requesting approval to submit the SHIP to the Scottish Government.

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

- (1) to approve the draft SHIP 2018/23, designed to deliver an ambitious programme of over 1,000 new affordable rented homes during the period of the plan as detailed within Appendices 1 and 2 of the report;
- (2) that the SHIP be submitted to the Scottish Government;
- (3) that the Housing Development and Homelessness Manager be instructed to deliver the Strategic Housing Investment Plan in partnership with all relevant stakeholders and provide the Committee with regular updates on implementation; and
- (4) that the Chair, Councillor Docherty, write to the Scottish Government Housing Minister requesting consideration of the level of subsidy given by the Scottish Government for new build homes being the same for Local Authorities and Registered Social Landlords.

MORE HOMES WEST DUNBARTONSHIRE – COUNCIL HOUSE NEW BUILD PROGRESS REPORT

A report was submitted by the Strategic Lead, Housing and Employability providing an update on progress with the Council's ambitious New House Building Programme.

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

- (1) to note the contents of the report and the progress made to date; and
- (2) to note that a further progress report will be submitted to the next meeting of the Committee.

MORE HOMES BETTER HOMES WEST DUNBARTONSHIRE – HOUSING CAPITAL PROGRAMME 2017/2018 PROGRESS REPORT

A report was submitted by the Strategic Lead, Regeneration providing an update on the progress of the Housing Capital Programme 2017/18.

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

- (1) to note the contents of the report and the progress made to date; and
- (2) to note that a further progress report will be submitted to a future meeting of the Committee.

BUILDING SERVICES PERFORMANCE UPDATE

A report was submitted by the Strategic Lead, Regeneration providing an update on Building Services performance since the previous report presented to the Committee on 9 August 2017.

After discussion and having heard the Strategic Lead, Regeneration and the Building Services Manager in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to recognise the areas of continued improvement and areas identified where development is required; and
- (2) otherwise, to note the contents of the report and progress made since the previous report.

SCOTTISH SOCIAL HOUSING CHARTER PROGRESS REPORT AND TENANT SATISFACTION SURVEY RESULTS

A report was submitted by the Strategic Lead, Housing and Employability providing information on how the Council has performed against the Scottish Social Housing Charter indicators during year four of implementation. The report provided annual benchmarking information.

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

- (1) to note the contents of the report and recognise the continued improvements within Housing Services, including the recent improved tenant satisfaction levels;
- (2) to note that a full annual progress report on the Scottish Social Housing Charter will be submitted to the August 2018 meeting of the Committee; and

- (3) to note that the Council's approach in communicating performance to tenants and service users has again been cited for excellence through being nominated for the Tenant Participation Advisory Service (TPAS) (Scotland) National Good Practice Awards for the second successive year.

WEST DUNBARTONSHIRE HOUSING ALLOCATION POLICY REVIEW

A report was submitted by the Strategic Lead, Housing and Employability seeking approval of the new refreshed West Dunbartonshire Council Housing Allocation Policy.

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

- (1) to approve the new West Dunbartonshire Council Housing Allocation Policy subject to any final amendments as a result of the completion of the comprehensive consultative process which concluded on 24th October 2017 and Members' comments;
- (2) to instruct the Strategic Lead, Housing and Employability to ensure the successful implementation of the new Housing Allocation Policy and report back to Committee on progress; and
- (3) to note that an annual review of the Allocation Policy will be carried out and reported to Committee.

Note:- Councillor Mooney left at this point in the meeting.

HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 30 SEPTEMBER 2017 (PERIOD 6)

A report was submitted by the Strategic Lead, Housing and Employability providing an update on the financial performance to 30 September 2017 (Period 6) of the HRA revenue and capital budgets.

The Committee agreed:-

- (1) to note the projected favourable revenue variance of £0.253m (0.6%); and
- (2) to note the position advised in relation to the capital budget which is currently projecting an in-year favourable variance of £8.718m (28.5%), of which £6.180m (20.2%) relates to project re-phasing and an in-year underspend of £2.538m (8.3%).

GENERAL SERVICES HOUSING AND COMMUNITIES BUDGETARY CONTROL REPORT

A report was submitted by the Strategic Director, Regeneration, Environment and Growth providing an update on the financial performance to 30 September 2019 (Period 6) of those services under the auspices of the Committee.

The Committee agreed:-

- (1) to note the contents of the report which shows the revenue budget forecast to underspend against budget by £0.035m (6%) at the year-end;
- (2) to note the net projected annual capital underspend of £0.245m (45%), which is due to project rephrasing; and
- (3) to note the progress on savings incorporated into budgets for 2017/18.

WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT: QUARTER 2

A report was submitted by the Strategic Lead, People and Technology providing an update for Quarter 2 2017/18 in respect of sickness absence and providing detailed analysis on the attendance performance for the strategic lead area within the locus of the Committee.

The Committee agreed:-

- (1) to note the contents of the report and the attendance performance of the Strategic Lead area covered by the report for Quarter 2, namely an increase of 0.46 FTE days lost (14.49%) compared to the same period last year as outlined within Appendix 2 to the report; and
- (2) to note the Council's attendance results for Quarter 2, namely an increase of 0.37 FTE days lost (17%) compared to the same period last year.

The meeting closed at 12.32 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 7 February 2017

Subject: More Homes West Dunbartonshire – Council House New Build Progress Report

1. Purpose

- 1.1** This report updates the Housing and Communities Committee on progress with the Council's ambitious New House Building Programme and seeks approval to commence a procurement exercise to enable the delivery of the Council's New Build Housing programme.

2. Recommendations

- 2.1** It is recommended that the Housing and Communities Committee:
- (i) Note the content of the report and the progress made to date, including the identification of future sites for development.
 - (ii) Authorise the commencement of a procurement exercise (tender, direct award or a mini competition) for the appointment of a main contractor to deliver the Council's New Build Housing programme.
 - (iii) To note that the outcome and award of the approved procurement exercise will be remitted to at a future meeting of the Tendering Committee.

3. Background

- 3.1** Since 2011 the Council's More Homes Delivery Team has so far delivered 121 new build homes for social rent in West Dunbartonshire with total investment of over £14m as outlined in the table below. In 2013, the Innovation and Investment Fund (IIF) was replaced by the Scottish Government's Affordable Housing Supply Programme (AHSP) which established Resource Planning Assumptions (RPAs) for each local authority area.

| Project | No. of Units | External funding (Scottish Government) | HRA Capital Funding | Completion Date |
|----------------------------|--------------|--|---------------------|-----------------|
| Granville Street (Phase 1) | 24 | IIF £0.72m | £1.8m | July 2013 |
| Miller Road | 15 | IIF £0.45m | £1.2m | October 2013 |
| Granville Street (Phase 2) | 9 | AHSP £0.414m | £0.576m | February 2014 |

| | | | | |
|-------------------|------------|-------------------|-------------------|---------------|
| Central Bellsmyre | 36 | IIF £1.8m | £2.8m | December 2014 |
| Hillstreet Square | 37 | AHSP £1.9m | £2.4m | August 2015 |
| Totals | 121 | £5,284,000 | £8,776,000 | |

- 3.2** In addition to the 121 new Council homes delivered to date. Work to develop 40 new units in Second Avenue/Singer Street, Clydebank is currently ongoing and is scheduled to complete in March 2018.
- 3.3** The Strategic Housing Investment Plan (SHIP) 2018-2023, outlining the Council's New Build Programme was approved by the Housing and Communities Committee in November 2017.
- 3.4** The More Homes Delivery Team continues to prioritise the new build projects in order to ensure that West Dunbartonshire Council deliver the new Council homes within the agreed budget and timescales.
- 3.5** As part of the Council's More Homes West Dunbartonshire programme a target has been set for 1000 new affordable homes to be built over the next 5 years in West Dunbartonshire between the Council and developing partner Housing Associations. To assist in meeting this target, the Council has ambitious plans which were approved by the Housing and Communities Committee in February 2017 to build over 345 new homes for social rent from 2017–2022. This is further detailed in section 4.9 of this report.

4. Main Issues

- 4.1** The Council's previous Strategic Housing Investment Plan (SHIP) outlined the plans for future new build projects. This included Hill Street and Napier Crescent, Brucehill which completed in August 2015. This was the first Council designed and managed new build project and the excellent quality of the development has been recognised nationally through both the Chartered Institute of Housing Excellence Awards and the Scottish Homes Awards 2016.

It also included the following project that is now onsite:

Second Avenue/Singer Street, Central/Radnor Park (40 units)

- 4.2** The Council appointed CCG (Scotland) Ltd via an open tendering process in December 2016 as the main contractor to work with the Council to deliver 40 new council homes.
- 4.3** The project went onsite in January 2017 and is scheduled to be completed by March 2018. The progress of this project will continue to be reported to the Housing and Communities Committee.
- 4.4** The housing mix is detailed in the table below. The development will be compliant with the pioneering and sector leading West Dunbartonshire Affordable Housing Design Standard which incorporates Housing for Varying Needs and secure by design.

| |
|-----------------------------------|
| 19 x 1 bedroom flats |
| 7 x 2 bedroom flats |
| 4 x 3 bedroom terraced houses |
| 8 x 4 bedroom townhouses |
| 1 x 2 bedroom wheelchair bungalow |
| 1 x 1 bedroom terraced house |

- 4.5** The project has been agreed with the Scottish Government Housing Investment Division through the Strategic Local Programme and will attract funding of £2.36 million based on the provision of 40 new homes for social rent. This will again allow the Council to reach the Silver Standard (greener) achieved in the new properties at Hillstreet Square and meet the requirements of the approved West Dunbartonshire Affordable Housing Design Standard.
- 4.6** A drop in session was held on 1 March 2017 in partnership with Clydebank Housing Association who is developing new housing on an adjacent site. The session was well attended by local residents keen to find out more about the properties on the two sites. Residents are continuing to be updated on the progress with regular newsletters from the Council and CCG (Scotland) Ltd.

Resource Planning Assumptions

- 4.7** The Scottish Government has made a commitment to deliver 50,000 new affordable homes by 2021 across Scotland within that 35,000 will be social rented homes. In order to assist Councils in planning how they will contribute to meeting this target, the Scottish Government has provided long term minimum Resource Planning Assumptions (RPAs) up to 2020/21. The new RPAs shows a significant increase in resources and provide the certainty to allow the Council to firm up our plans to deliver new affordable housing through the More homes West Dunbartonshire approach to meet the priorities in the West Dunbartonshire area. The West Dunbartonshire RPAs to 2020/21 is broken down as follows:

| Year | Resource Planning Assumption at 13 December 2016 | Resource Planning Assumption at 13 June 2017 |
|--------------|--|--|
| 2017 - 2018 | N/A | £7.65m |
| 2018 – 2019 | £4.59m | £8.634m |
| 2019 – 2020 | £3.06m | £9.768m |
| 2020 – 2021 | N/A | £10.421m |
| Total | | £36.473m |

- 4.8** It should be noted that the RPAs are not set budget allocations, but are instead indicative of how much is likely to be available to spend in the local authority area. The full detail of the affordable housing programme in West Dunbartonshire was detailed in the Strategic Housing Investment Plan (SHIP) 2018-2023 at the Housing and Communities Committee meeting of November 2017. This includes priority projects, future development plans and contains a minimum slippage factor (over-programming) of a minimum 25% consistent with the SHIP guidance. The Council, through the More Homes Delivery Team will seek to maximise RPA levels within West Dunbartonshire examining all opportunities to meet housing need and deliver the right type of housing in the right locations.

More Homes Better Homes West Dunbartonshire

- 4.9** To assist in meeting the national target of 50,000 new affordable homes by 2021, the Council's More Homes Better Homes West Dunbartonshire programme outlines the local target for a minimum 1000 new affordable homes to be built over the next 5 years in West Dunbartonshire between the Council and developing strategic partnering Housing Associations.

Future Council New Build

- 4.10** To assist in meeting this target, the Council has ambitious plans to build over 345 new homes for social rent from 2017 – 2022. The following table outlines the plans for where this will happen. It is important to note that at this stage, the figures against the number of units are estimates and that some of the projects noted below will be carried out in partnership with a Housing Association.

| Start Year | Project | No. of New Houses | Total Cost Est | Grant Required |
|----------------|---|-------------------|----------------|-----------------|
| 2017 | Second Ave/Singer Street, Clydebank | 40 | £4.88m | £2.36m |
| 2017/18 | *St Andrews School, Clydebank | 120 | £15.6m | £6.98m |
| 2018/19 | Alexandria Town Centre, Alexandria | 15 | £1.95m | £0.885m |
| 2019/20 | Bellsmyre Regeneration (Aitkenbar), Dumbarton | 60 | £7.8m | £3.54m |
| 2020/21 | Haldane PS, Alexandria | 60 | £7.8m | £3.54m |
| 2020/21 | Clydebank East, Clydebank | 50 | £6.5m | £2.95m |
| Totals | | 345 | £44.53m | £20.255m |

* In partnership with an RSL and as such Grant required is assumed across both organisations

- 4.11** The More Homes, Better Homes West Dunbartonshire programme would see an estimated investment of £44.53m in council house building over the next 5 year period; this would be supported through estimated grant funding of around £20.255m.
- 4.12** The Council is exploring further opportunities to deliver new housing, and has identified potential sites within West Dunbartonshire that could facilitate a further expansion of the Council's new build programme; these sites will be assessed and will be subject to a future report to a Housing and Communities Committee. It should be noted that the acquisition of these sites may be time restricted and therefore could potentially require the establishment of a Special Housing and Communities Committee to provide the required approvals.
- 4.13** To meet the 1000 new homes target, the Council's ambitious plans will be mirrored by our strategic housing development partners who plan to develop over 800 new homes for social rent within the same 5 year period. The plans are supported by the Council and some of the projects will be built on HRA land transferred to the Housing Associations by the Council with input from the Asset Management Section and Legal Services to formalise any approved disposals. These plans are detailed in More Homes Better Homes West Dunbartonshire Strategic Housing Investment Plan (SHIP). The following table extracted from the SHIP summarises the Housing Association new build activity:

| Wheatley Group/Cube Housing Association | |
|--|---------------------|
| St Andrew's High School, Clydebank | 60 |
| *Westcliff, Dumbarton | 50 |
| Stirling Road, Bonhill | 8 (off the shelf**) |
| Dumbain Road/Carrochan Road, Haldane (2 sites) | 35 |
| Queens Quay, Clydebank | 139 |
| 292 units | |
| Clydebank Housing Association | |
| Queens Quay, Clydebank | 50 |
| Dumbarton Road, Clydebank | 36 |
| 86 units | |
| Link Housing Association | |
| Littlemill, Dumbarton Road, Bowling | 33 |
| 33 units | |
| Dunbritton Housing Association | |
| Dumbarton Harbour | 150 |
| Golfhill Drive, Dalmonach | 7 |
| Cottage Hospital, Dumbarton | 10 |
| 167 units | |
| Caledonia Housing Association | |
| Bellsmyre Regeneration Phase 1&2 | 60 |
| Bellsmyre Regeneration Phase 1&2 | 20 Shared Equity |
| Dalquhurn, Renton Phase 4 | 20 |

| | |
|---------------------------|------------------|
| Dalquhurn, Renton Phase 5 | 10 |
| Dalquhurn, Renton Phase 5 | 10 Shared Equity |
| Dalquhurn, Renton Phase 6 | 20 |
| Dalquhurn, Renton Phase 6 | 10 Shared Equity |
| Mitchell Way, Alexandria | 24 |
| *Muir Road, Bellsmyre | 25 |
| Hill Street, Alexandria | 18 |
| Highdykes, Alexandria | 25 |
| 242 units | |

*HRA Land that will be transferred

**Off the shelf refers to a process where on completion the properties are sold directly to an RSL by a housing developer

- 4.14** The table at 4.9 above includes the forthcoming development at the site of the former St Andrews school in Clydebank.

St Andrews School Land (120 est.)

- 4.15** In March 2016 the Infrastructure and Regeneration Committee agreed to the transfer of land where St Andrews School was demolished, from the general services account to the HRA for £200,000. This enabled the Scottish Government to provide the Council with AHSP grant for the acquisition of this site before the end of the financial year 2015/16.
- 4.16** The Council will work in partnership with the Wheatley Group through Cube Housing Association to provide around 120 units of socially rented accommodation on the site by 2020. On completion these new units of social rented housing will be shared between both organisations, the final determination of which are still to be detailed but will be reported to a future committee. The Council is the lead developer on the project and the houses are currently being designed in-house. A PAN pre-planning public consultation event was held on Tuesday 13th June in Clydebank Town Hall and evidenced strong support for the proposed development.
- 4.17** The Project Group for this development has been established and includes representatives from Housing Development, Planning, Legal, Consultancy Services, Roads and Cube Housing Association. The group will continue to meet on a regular basis.

Queens Quay (189 units currently projected)

- 4.18** On 31 March 2017, the Council through the Affordable Housing Supply Programme funding purchased 3 sites of land in the Queens Quay development. A range of Council departments, together with Clydebank Housing Association and the Wheatley Group have been working towards developing a suitable affordable housing project over these 3 sites and progress with this will be reported to the May meeting of the Housing and Communities Committee.

Regeneration

- 4.19** All new build Council projects to date have taken place in one of the Councils 10 Priority Regeneration Areas as outlined in the West Dunbartonshire Local Housing Strategy (LHS) 2011-2016.
- 4.20** The LHS 2017-2022 was presented to the Housing and Communities Committee in November 2016. It identified the 10 regeneration areas going forward and these will be continued to be prioritised in affordable new build planning.
- 4.21** 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.
- 4.22** 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 Housing Improvement Board, as part of the Housing Services Performance Management Framework.
- 4.23** In addition to its direct role as a developer of new housing, the Council's Housing Service plays a key enabler role through its statutory position as the Strategic Housing Authority.

Delivery Approaches

- 4.24** In order to assist the Council to meet their programme of over 300 new units of council housing in the next 5 years and therefore contribute to the overall national target, we are exploring the risks and opportunities of packaging all current and future new housing development sites and appoint a main contractor to deliver the complete programme.
- 4.25** As part of this exercise the Corporate Procurement Unit (CPU) along with the Scoping Team have played a key role in supporting the More Homes Delivery Team by undertaking a full examination and analysis of the current marketplace, identifying potential routes to market, and supporting the More Homes Delivery team in relation to identifying the most efficient and effective delivery vehicle for the Council. This analysis is anticipated to conclude in February.

- 4.26** In addition to the Council's own new build programme, a number of Housing Associations are currently on-site with their own developments and have plans to develop further as outlined in the table at 4.13. As recognition of the major contribution to the delivery of the Council's strategic housing objectives of these Housing Associations, we have engaged with Clydebank Housing Association, Dunbritton Housing Association and Caledonia Housing Association with regards the establishment of strategic housing partnerships with the three organisations similar to the arrangement the Council has with the Wheatley Group.
- 4.27** There is potential that the identification of an efficient and effective delivery vehicle which will be identified through the exercise described in 4.25 of this report be opened to developing housing associations in West Dunbartonshire with the Council's More Homes Delivery Team performing the clear lead enabler role. The Council will also continue to support all Housing Associations operating in the area to develop new housing to meet the evidenced need.
- 4.28** In addition to the Council's own new build programme, Clydebank Housing Association is currently developing 44 new build homes in Central Radnor Park, Clydebank; Link Housing Association have recently completed Dalmuir Phase 3 with 30 new socially rented homes and Cube Housing Association have commenced the delivery of 44 new social rented homes on the site of the former Bonhill Primary School, 31 new social rented homes at Carrick Terrace, Dumbarton and 20 units of amenity (elderly) social rented housing at Auld Street, Clydebank.
- 4.29** It is a requirement of new housing association developments that they contribute to Local Housing Strategy objectives including those around housing accessibility and meet the West Dunbartonshire Affordable Housing Design Standard.

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 outlined in 4.10 of this report has been reviewed and assessed through the Council's HRA Business Plan Model and is affordable with no negative impact to the future viability of the HRA. In February 2017 Council approved the Housing Capital Programme 2017-2022 which has profile spend of £40.8m on council new build housing over the 5 year period. This will be updated and presented to Council on 5th March 2018
- 6.2** An announcement was made in January 2016 that the benchmark grant subsidy would be increased. In summary, for the greener standard Councils could receive £50,000 per unit in subsidy. This has now increased by £9,000

to £59,000 per unit. The table below outlines the subsidy available to strategic local programmes in Scotland. It demonstrates that there is still a significant difference between the subsidy levels available for Councils and Housing Associations. Representative bodies for local authorities such as ALACHO (Association for Chief Housing Officers) and COSLA (Convention for Scottish Local Authorities) are in communication with Scottish Government officials on this difference in subsidy.

| | West Highland, Island Authorities and remote and/ or rural Argyll | Other rural | City and urban |
|--------------------------------|---|---|---|
| RSL social rent – greener* | £84,000 (3 person equivalent, benchmark) | £74,000 (3 person equivalent, benchmark) | £72,000 (3 person equivalent, benchmark) |
| RSL social rent – other | £82,000 (3 person equivalent, benchmark) | £72,000 (3 person equivalent, benchmark) | £70,000 (3 person equivalent, benchmark) |
| RSL mid-market rent – greener* | £46,000 (3 person equivalent, benchmark) | | |
| RSL mid-market rent – other | £44,000 (3 person equivalent, benchmark) | | |
| Council social rent – greener* | £59,000 (flat rate benchmark for council projects) | | |
| Council social rent – other | £57,000 (flat rate benchmark for council projects) | | |

6.3 The introduction of the West Dunbartonshire Affordable Housing Design Standard approved by the Housing and Communities Committee in November 2015 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. The Design Standard is currently being reviewed.

6.4 The future Council new build plan outlined at 4.10 will attract over £20million of Scottish Government Affordable Housing Supply Programme Funding.

Procurement

6.5 All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The contract strategy for the Councils New Build Housing programme will be developed by the Corporate Procurement Unit on behalf of Housing. The contract strategy will include, but is not limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management.

6.6 The Council’s New Build Housing programme will contribute to delivery of the Council strategic priorities through the development of a robust contract strategy which will explore the inclusion of possible community benefits which

improve economic growth and employability or life chances for children and young people.

- 6.7 Further opportunities to maximise the positive social, economic and environmental impact for the Council through the 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 The proposal does 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 As part of our rent consultation exercise (January 2017), 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.
- 9.3 As detailed at 4.6, an open session on the Second Avenue housing development in Clydebank was held on 1 March and was well attended by local residents supportive of the new build development and the positive regeneration that it would bring to the wider community.
- 9.4 As referenced in 4.16, of this report a PAN pre-planning public consultation event for the St Andrews development was held on Tuesday 13th June in Clydebank Town Hall and evidenced strong support for the proposed development.

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: 25th January 2018

| | |
|---------------------------|--|
| Person to Contact: | John Kerr – Housing Development and Homelessness Manager, Housing and Employability, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737889, email: john.kerr@west-dunbarton.gov.uk Jackie McRory – Strategic Housing Officer, Housing Development Team, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737591, email: jackie.McRory@west-dunbarton.gov.uk |
| Appendices: | None |
| 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 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 |
| Wards Affected: | All |

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 7 February 2017

Subject: More Homes Better Homes West Dunbartonshire – West Dunbartonshire Housing Asset Management Strategy

1. Purpose

- 1.1** This report sets out the new refreshed More Homes Better Homes West Dunbartonshire – West Dunbartonshire Housing Asset Management Strategy which covers the period 2018-2023.

2. Recommendations

- 2.1** It is recommended that the Housing and Communities Committee:
- i) Approve the draft More Homes Better Homes West Dunbartonshire – West Dunbartonshire Housing Asset Management Strategy as set out on Appendix 1 of this report; and
 - ii) Notes that an update on progress in implementing the Strategy will be provided on an annual basis to the Housing and Communities Committee.

3. Background

- 3.1** West Dunbartonshire Council's 2012/13 Assurance and Improvement Plan (AIP) Update based on Audit Scotland's shared risk assessment identified 'housing maintenance and assets' as a 'significant scrutiny risk' for the council in 2012/13 and the concern of achieving the SHQS by 2015. A new Housing Asset Management Strategy 2013-2018 was developed and this was identified as a key strength following the Scottish Housing Regulators Inquiry in March 2013.
- 3.2** The end of the Housing Asset Management Strategy 2013-2018 approaches and the Action Plan is complete. An updated Strategy has been in development since summer 2017. Key achievements of the previous strategy include:
- Construction of 121 new build council homes across the Authority with £5.3m of external funding and £8.8m committed from the Housing Revenue Account. Providing sector leading energy efficient, modern homes of the type and size needed for households in West Dunbartonshire and delivered within target;

- Meeting the Scottish Housing Quality Standard(SHQS) by the statutory target date of 31 March 2015. An investment programme of over £85m was in place to meet the standard and carry out capital works to improve all stock and contribute to area based housing regeneration;
- Demolition of 665 properties of surplus stock that were a drain on the Housing Revenue Account and were no longer fit for purpose and had no demand; and
- Developed and implemented a West Dunbartonshire Affordable Housing Design Standard, which was the first of its kind within a Scottish local authority.

4. Main Issues

4.1 Following an extensive consultation period the Draft West Dunbartonshire Housing Asset Management Strategy has been developed and is attached at Appendix 1.

4.2 The West Dunbartonshire Housing Asset Management Strategy established the following objectives to meet the key aims of the strategy:

- Manage the housing stock across all relevant departments to a high standard whilst meeting and aiming to exceed all specified standards
- Identify housing stock that requires intervention and carry out appropriate actions to address this
- Build quality affordable accommodation of the right size and type that is energy efficient and meets needs, including particular needs
- Ensure all actions contained in the Housing Asset Management Strategy provide best value for existing tenants and future customers and are affordable to the HRA

4.3 Some of the key actions that will achieve the objectives include:

- Maintain and exceed the SHQS and review the West Dunbartonshire Standard
- Continue to identify any key risk stock and ensure appropriate intervention
- Examine the need for designated elderly accommodation in line with socio-economic projections
- Build over 300 new council homes in the next 5 years
- Review lock ups and carry out an options appraisal of the garage sites to assess viability of sites

4.4 The new West Dunbartonshire Housing Asset Management Plan 2018-2023 has raised the ambition for council housing in this area. It will continue to improve and futureproof Council housing for generations and assist with meeting our ambition to be one of Scotland's leading social housing providers. The main focus of the Strategy extends beyond meeting the SHQS as before.

It focuses on priorities that include new Council house building, the Energy Efficiency Standard for Social Housing (EESH), maintaining the SHQS and delivering excellence. There are a number of factors that make the focus of this Strategy different to the previous one including the ending of the Right to Buy and the increased subsidy levels for Council's to build new social housing.

5. People Implications

- 5.1** There are no people implications arising from the information presented in this report.

6. Financial and Procurement Implications

Financial

- 6.1** There are no immediate financial implications arising directly from this report and it is anticipated that the implementation of the Strategy will be delivered within existing resources. The agreed HRA Capital Plan approved by Council in February 2017 supports the objectives of the Housing Asset Management Strategy.
- 6.2** The impacts of delivering the West Dunbartonshire Housing Asset Management Strategy will be continually reviewed and assessed within the Council's HRA Business Plan Model. Those which require additional investment will be reported to future meetings of the Housing and Communities Committee.

Procurement

- 6.3** There are no procurement implications arising directly from this report.

7. Risk Analysis

- 7.1** There are risks associated with not meeting legislative requirements that are part of the strategy including meeting the 2020 and 2025 targets set by the Energy Efficiency Standard for Social Housing (EESH). Also there is a risk of the Council and its developing Housing Association partners not providing around 1000 new affordable homes that would affect national targets. However, all risks will be managed within the Action Plan and progress or lack of, will be reported to the Housing and Communities Committee along with plans to mitigate risks.
- 7.2** There also remains risk around affordability of ongoing investment in Council housing through external factors such as interest rates increases and new statutory requirements however this will be mitigated through our ongoing financial modelling and strategic assessment which consider the affordability of capital investment plans including the investment for new council housing.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment (EIA) was carried out in November 2017 and approved. No negative impacts were identified for the protected characteristic groups and the conclusion was that the strategy should impact favourably on all tenants as the long term objectives is to ensure that there is sufficient good quality housing stock to address all types of housing need.

9. Consultation

- 9.1** There was an 8 week consultative period for the West Dunbartonshire Housing Asset Management Strategy. This included a survey consulting on the main objectives of the Strategy. A total of 32 community responses to the survey were received and all comments have been taken into consideration when preparing the final draft of the Strategy.
- 9.2** A group session was also held in Dalmuir CE Centre on 6 November 2017. This provided the opportunity to speak in depth about the Strategy and its objectives and the final draft has been influenced by the discussions that took place.
- 9.3** The Council has established a Better Homes West Dunbartonshire Delivery Group which comprises of key officers from across Council departments, this group assisted in the development of the strategy including agreement of the draft attached as Appendix 1 of this report.

10. Strategic Assessment

- 10.1** In addition, the West Dunbartonshire Housing Asset Management Strategy sits within the Council's Asset Management Framework and will contribute to the objectives within the Council's Local Housing Strategy.
- 10.2** The ongoing implementation of the West Dunbartonshire Housing Asset Management Strategy contributes greatly to all five strategic priorities.

Peter Barry
Strategic Lead, Housing and Employability
Date: 15th January 2018

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| | |
|---------------------------|--|
| Appendices: | Appendix 1: More Homes Better Homes West Dunbartonshire Housing Asset Management Strategy |
| Background Papers: | Housing and Communities Committee Report: Housing Asset Management Strategy 2013-2018 Annual Progress Report: 3 August 2016 Equalities Impact Assessment, December 2017 |
| Wards Affected: | All |

More Homes Better Homes

Housing Asset Management Strategy

2018 – 2023

Final Draft



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1. Introduction

1.1 What is Asset Management?

“Asset Management is the activity that ensures that the land and buildings asset base of an organisation is optimally structured in the best corporate interest of the organisation concerned”

(Royal Institution of Chartered Surveyors)

1.2 Background

In June 2012 West Dunbartonshire Council took the decision to stop the process of partial stock transfer and commit fully to total stock retention.

From this point onwards the Council has met the Scottish Housing Quality Standard (SHQS) and embarked upon an ambitious new build programme that has seen 121 new council homes built with around a further 350 planned for the period 2017 – 2022.

In February 2013 the Council produced their first Housing Asset Management Strategy for the period 2013 to 2018. This took account of the change in strategic direction and provided an action plan of targets outlining how the SHQS would be met.

1.3 Current Position

As the original period of the Housing Asset Management plan comes to an end and the action plan is complete, the Council is moving forward in producing a new and ambitious HRA Asset Management Strategy. This time around the main focus of the plan is not on meeting the SHQS, rather the priorities of new council house build, the Energy Efficiency Standard for Social Housing (EESH), maintaining the SHQS and managing voids amongst other priorities which will be outlined in detail, all underpinned by an ambition to deliver excellence. Another difference for this Strategy review is that the Right to Buy has now come to an end in Scotland providing greater clarity for planning around housing asset management.

1.4 Key Items of Progress since 2013

Listed below is a summary of the key achievements during the period of the previous Strategy:

- Construction of 121 new build council homes across the Authority with £5.3m of external funding and £8.8m committed from the Housing Revenue Account. Providing energy efficient, modern homes of the type and size

needed for households in West Dunbartonshire and delivered within target.

- Met the Scottish Housing Quality Standard by the target of 31 March 2015. An Investment Programme of over £85m was in place to meet the standard and carry out capital works to improve all stock and contribute to area based housing regeneration
- Demolition of 665 properties of surplus stock, (with an additional 36 properties being demolished in 2018), that were a drain on the Housing Revenue Account, were not fit for purpose and had no demand
- Established a Strategic Housing Partnership with the Wheatley Group which will deliver over 500 new build units of social housing with £48m investment in a 10 year new build project
- Developed and Implemented West Dunbartonshire Affordable Housing Design Standard

1.5 Fire Safety – High Rise Flats

The Fire at Grenfell Tower on the Lancaster West Estate in North Kensington on 14 June 2017 was unprecedented in scale and impact and is one of the worst residential fires in UK history. Understandably it has led to questions about fire safety in high rise blocks across the UK. A public enquiry and a Scottish Government ministerial working group to examine building and fire safety regulatory frameworks will be carried out.

West Dunbartonshire Council has 22 high rise blocks, 3 are in Dumbarton and 19 are in Clydebank. Three of the blocks are declared as surplus stock and are scheduled to be demolished.

The Council instructed enhanced Fire Safety Risk Assessments on all domestic multi-storey buildings. The findings and recommendations of these will be actioned and be reflected within this Strategy.

2. Social and Economic Context

West Dunbartonshire lies between Loch Lomond and Glasgow on the north bank of the River Clyde. It comprises 70 square miles of combined waterfront, urban and rural landscape. There are three main town centres: Clydebank; Dumbarton; and Alexandria. West Dunbartonshire is the 2nd smallest Local Authority in terms of land areas at 159 sq. Km.

2.1 Population & Households

The National Records of Scotland shows that West Dunbartonshire has a population of 89,590 (2015). This is the 8th smallest in Scotland. Of this 17.4% are aged 16-29 years and people aged over 60 make up 23.9%.

The latest population figure from the National Records for Scotland for West Dunbartonshire is 89,590 which is 1.7% of the total population for Scotland. Of this number 17.4% is aged 16-29 years old and 23.9% are over 60 years old. The 2015 population estimates show a decline in the number of West Dunbartonshire residents aged 16 and under from 16,720 to 16,694. There was an increase from 21,205 to 21,345 people aged 60 and over.

The 2015 estimate of the number of households in West Dunbartonshire is 42,571 which is a 0.5% increase in the figure since 2014.

2.2 Deprivation

The SIMD 2016 shows an increase for West Dunbartonshire in its share of the 20% most deprived datazones (West Dunbartonshire is split into small areas) in Scotland compared to 2012. West Dunbartonshire has seen relatively large increases in its share of datazones in the most deprived areas, showing the biggest increase in relative deprivation from 2012.

2.3 Housing Stock

The 2015 estimate for the number of households in West Dunbartonshire is 42,571. Households headed by 60-74 year olds are projected to increase in number by 14% and those headed by the 75+ age group are projected to increase by 70% between 2012 and 2037.

Of the 45,056 dwellings in West Dunbartonshire 10,463 (as at December 2017) are Council homes. Owner occupation accounts for 56% of the stock, social housing 37% and 7% in the private rented sector.

3. Strategic Context

3.1 Strategic Asset Management – Recommended Practice

The Scottish Housing Regulator published their framework of Recommended Practice on strategic asset management for landlord's document in August 2012. West Dunbartonshire Councils Asset Management Strategy embraces the principles of this document.

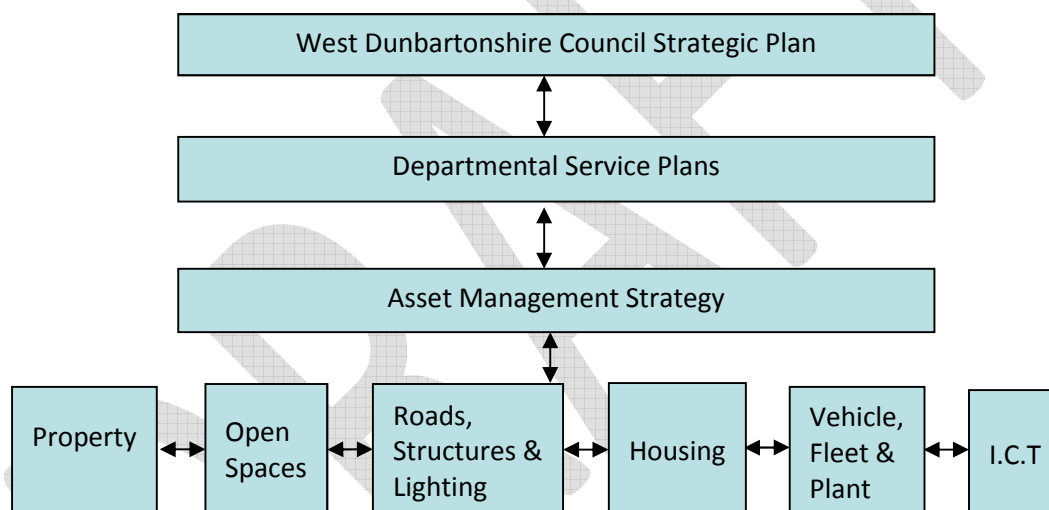
3.2 Corporate Structure

The Housing Asset Management Strategy sits within West Dunbartonshire Council's corporate asset management framework and is one of 6 Asset Plans that form the Corporate Asset Management Strategy 2016-2021.

The corporate Asset Management Vision is that:

"Our Assets contribute effectively to the successful delivery of the Council's Corporate Vision and Priorities as well as operational objectives and continue to transform in order to support the delivery of services to our Community now and in the future."

The strategic Framework for West Dunbartonshire is outlined below:



In addition to supporting the above, the Housing Asset Management Plan also reflects the various Service Plans including:

3.3 Local Housing Strategy

The Council has recently updated its Local Housing Strategy (LHS) and Strategic Housing Investment Plan (SHIP). Both of these, along with the Housing Asset Management Strategy, form a large part of the Council's new approach – 'More Homes Better Homes' to affordable housing in the area. This includes both new build housing and existing stock.

The Housing Asset Management Strategy has a strong link to the LHS 2017-2022. Approved in November 2016 the LHS provides the overarching framework setting out key issues and priorities for housing in West Dunbartonshire. The LHS 'More Homes Better Homes' vision is:

"to develop and maintain a partnership approach, maximising opportunities to promote the growth of the housing sector, create opportunities to deliver joint solutions, meet housing need and provide a wide range of high quality and sustainable housing in a strong well functioning local housing system"

The West Dunbartonshire Housing Asset Management Strategy plays an important role in assisting the LHS achieve a number of its objectives and actions and these will feature throughout the Strategy and within its action plan.

3.4 More than a Roof – West Dunbartonshire Council's Homelessness, Prevention and Temporary Accommodation Strategy 2017-20

One of the main outcomes of the LHS is delivered by "More than a Roof". This is West Dunbartonshire Council's fourth strategy relating to homelessness and covers the period 2017-2020. The Strategy has 5 key objectives with one of them being:

'Homeless people are provided with suitable, good quality temporary or emergency accommodation when this is needed'

The Housing Asset Management Strategy will reinforce the requirement for good quality temporary accommodation, Temporary Accommodation Standards and supports the Council's strategic approach to modelling supported and temporary accommodation provision.

4. Strategic Aim and Objectives

4.1 Aim

The overall aim for the West Dunbartonshire Housing Asset Management Strategy is:

"to ensure that through appropriate investment, maintenance and management of existing properties all homes are affordable, warm, dry, and secure and build new affordable homes all of which meet the needs of tenants and residents of West Dunbartonshire"

4.2 Objectives

To achieve this aim, the West Dunbartonshire Housing Asset Management Strategy will seek to achieve the following objectives:

- Manage the stock across all relevant departments to a high standard whilst meeting and aiming to exceed all specified standards
- Identify housing stock that requires intervention and carry out appropriate actions to address this

- Build quality affordable accommodation of the right size and type that is energy efficient and meets needs, including particular needs
- Ensure all actions contained in the Housing Asset Management Strategy provide best value for existing tenants and future customers and are affordable to tenants and to the HRA

5. Asset Register Profile

The assets held in the HRA Asset Register can be broken down into 4 types as follows:

- **Residential Assets** – these include the Council’s core housing stock required to directly support the delivery of a housing service
- **Commercial Assets** – these include shops, offices, stores etc. that support wider housing priorities. These can on occasion provide a revenue stream for the HRA through rentals.
- **Development Site Assets** – these are a mixture of development sites and open space
- **Lock-up & Garage Assets** – these are located throughout the Council’s housing estates to facilitate the storage of vehicles

5.1 Summary of HRA Assets

5.1.1 Residential Assets

West Dunbartonshire Council currently owns a stock of 10,480 that is situated throughout the Council’s 67 housing estates. The majority of stock, 51.8% is situated in the estates of Clydebank; 27.6% is within the estates of Alexandria; 20.6% is within the estates of Dumbarton.

The Council has a unique stock profile:

- More than half the stock (53%) is of non traditional construction type
- The majority of properties (72%) is flatted accommodation
- Half of the stock was built in the post war years of 1945-1964

Over the last 5 years the Council has demolished over 600 council properties, purchased 14 former council homes to bring back into supply and sold over 300 properties through the Right to Buy.

5.1.2 Commercial Assets

There are a number of different assets held in the HRA Asset Register. These include shops, offices and stores.

5.1.3 Development Site Assets

The majority of land assets contained in the HRA have been identified for use in the Councils New Build Programme through the SHIP. This is usually land where demolition of council properties has taken place and land purchased from The Councils General Fund e.g.; school sites.

5.1.4 Lock-Up and Garage Sites

Following a review of lock-up garages in 2009, over 800 non sustainable lock-ups have been demolished. Around 750 lock-ups remain of which 35% are vacant. On average, active lock-ups generate an income for the HRA of around £150,000 per annum.

In addition, there are over 150 garage sites that the HRA lets for an annual rent of £100. These garage sites bring in an income of around £15,000 per year. These sites are particularly resource intensive to manage.

In total, the annual income for both Lock up and Garage sites generate around £165k of income for the HRA, however it requires to be evidenced that this provides value for money. Therefore an Options Appraisal will be carried out to establish the effectiveness of retaining the sites.

6. Housing Need and Demand

A Housing Needs and Supply Assessment (HNDA) was undertaken through the Clydeplan Group of 8 Local Authorities in the Glasgow and Clyde Valley city region area. Some of the key findings for West Dunbartonshire were:

- A continuing population decline
- Increasing number of households
- Increasing number of lone adult households
- Households headed by 75+ year olds projected to increase by 70%

The actions arising from this are contained within the LHS and will feature within the Housing Asset Management Strategy Action Plan. They include the delivery of 1000 new affordable homes in the next 5 years.

7. More Homes Better Homes

7.1 More Homes

7.1.1 Background

In 2011 the Council started the process of building new council homes for the first time in 25 years by applying to the Scottish Governments Innovation and Investment Fund (IIF) 2011/12. Directly before this, there had been a period where social house building was at an all-time low with the recession providing an uncertain platform and housing dropped down in priority on the political agenda.

West Dunbartonshire Council received funding to carry out 3 new build council house projects in Haldane, Central/Radnor Park and Bellsmyre. These projects had previously been earmarked as for RSLs, but due to the financial downturn they hadn't been developed. The timescales for the IIF were extremely tight and the Council used a procurement framework to carry the projects out. This was done successfully with 84 new council homes being developed. The Council has since completed a 37 unit social housing development in Brucehill which was designed in-house.

The Scottish Government under their More Homes Scotland agenda see the key to building and sustaining a fairer and more prosperous Scotland is to have everyone living in affordable, quality homes that meet their needs. There is a £3 billion commitment to build 50,000 new affordable homes over the next 5 years and the affordable housing grant available to affordable housing developers has also increased providing further incentive for both Councils and RSLs to develop. As an affordable housing developer in Scotland, West Dunbartonshire Council wants to assist in reaching the targets set. To this end the Council has adopted its own targets in accordance with the Housing Needs and Demand Assessment. Across West Dunbartonshire there is a target of 80 affordable homes per annum. The Council aimed to produce around 30 new build council homes per year with RSLs working towards that target also.

7.1.2 Moving Forward

There is now a strong local appetite in light of the national context and also to meet the aspirations and needs of our communities to increase this target and set a new achievable target and accelerate new supply of affordable housing in West Dunbartonshire. The Strategic partnership with Wheatley Group and strong effective partnerships with all developing RSLs will be key in achieving any new target.

To reach these targets, build on previous successful projects including the new design standard and embrace the overall Scottish Government direction, the Council has adopted a 'More Homes Better Homes West Dunbartonshire' approach to affordable housing across the Authority area.

7.1.3 Councils New Build Programme and Strategic Housing Investment Plan

The detail of how the Council will support the national target and look to achieve around 1000 new affordable homes over the next 5 years with its Housing Association partners is contained within the SHIP 2017/18 – 2021/22. The projects planned for this period are shown in the table below; please note the unit numbers are subject to change and currently exceed the West Dunbartonshire target of 1000:

| Site/Developer | Number of Units |
|-----------------------------------|-----------------|
| Council Housing | |
| St Andrews High School, Clydebank | 60 |
| Creveul Court, Alexandria | 15 |

| | |
|--|------------------|
| Haldane Primary School | 60 |
| Aitkenbar Primary, Bellsmyre | 60 |
| Clydebank East ex MSF site | 50 |
| Clydebank Regeneration | 50 |
| 295 units | |
| Wheatley Group/Cube HA | |
| St Andrew's High School, Clydebank | 60 |
| Westcliff, Dumbarton | 50 |
| Stirling Road, Bonhill | 8 |
| Dumbain Road/Carrochan Road, Haldane (2 sites) | 35 |
| Queens Quay, Clydebank | 139 |
| 292 units | |
| Clydebank Housing Association | |
| Queens Quay, Clydebank | 50 |
| Dumbarton Road, Clydebank | 36 |
| 86 units | |
| Link Housing Association | |
| Littlemill, Dumbarton Road, Bowling | 33 |
| 33 units | |
| Dunbritton Housing Association | |
| Dumbarton Harbour | 150 |
| Golfhill Drive, Dalmonach | 7 |
| Cottage Hospital, Dumbarton | 10 |
| 167 units | |
| Caledonia Housing Association | |
| Bellsmyre Regeneration Phase 1&2 | 60 |
| Bellsmyre Regeneration Phase 1&2 | 20 Shared Equity |
| Dalquhurn, Renton Phase 4 | 20 |
| Dalquhurn, Renton Phase 5 | 10 |
| Dalquhurn, Renton Phase 5 | 10 Shared Equity |
| Dalquhurn, Renton Phase 6 | 20 |
| Dalquhurn, Renton Phase 6 | 10 Shared Equity |
| Mitchell Way, Alexandria | 24 |
| Muir Road, Bellsmyre | 25 |
| Police Station, Alexandria | 18 |
| Highdykes Primary | 25 |
| 242 units | |

- 7.1.4 All new housing supported by the AHSP is required to satisfy Housing for Varying Needs (HfVN) criteria. 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. Where no specific specialist housing provision is included in the project, it will generally be assumed that around 10% on

each site will be for this purpose. In addition, Housing Development work closely with Health and Social Care Partnership in meeting housing for particular needs, this close and effective partnership working will continue and will seek to develop purpose built housing to meet identified need, which will positively impact on the current need to accommodate those with high support needs in other local authority areas.

7.1.5 Increasing Housing Supply

In addition to increasing housing supply through the West Dunbartonshire Council New Build Programme, the Council operates a Buy Back Scheme to purchase properties that were formally council homes but sold through the Right to Buy Scheme.

Each financial year the HRA is committed to purchasing properties that meet the criteria of the Scheme and assist the Council in adding stock to the portfolio that is the right size and type, in the right area and helps with carrying out common capital works and repairs. In the last 5 years the Council has purchased over 20 properties through this scheme.

The Council continue to work with the Scottish Government to establish if funding from the Affordable Housing Supply Programme could be used to extend and strengthen this Scheme.

7.1.6 West Dunbartonshire Design Standard

In 2015 the Housing and Communities Committee approved the West Dunbartonshire Design Standard for introduction in 2016. This standard will be reviewed every 2 years to ensure that changing Planning legislation and new innovative principles are imbedded into the Standard.

7.1.7 Dementia Friendly Design Principles

CIH Scotland commissioned Arneil Johnston to carry out research that will deliver an improved understanding of housing's role in dementia care. The key research findings are set out in the publications 'Dementia Pathways Housing's Role'. One of the recommendations of the document is:

"Integrate proven dementia-friendly design principles within asset management strategies and policies for delivering aids and adaptations"

This strategy will seek to incorporate dementia-friendly principles such as those relating to lighting, signage and use of colour into the design stage of new build Council housing. This will be incorporated where practical throughout the West Dunbartonshire Council new build programme, however where the Council undertakes amenity new build housing, the properties will closely adopt the principles. Dementia-friendly design principles will be built into the next review of the West Dunbartonshire Design Standard.

7.2 Better Homes

7.2.1 Background

'More Homes Better Homes' is also intended to cover existing council housing. As well as providing much needed new build affordable homes in the area, the Council's own stock should be maintained to the highest standards.

The 'Better Homes' Delivery Group monitors the performance of the current stock and is made up of a cross service team which includes officers from Housing Services, Maintenance and Repairs, Capital Programme, Finance and Consultancy Services.

7.2.2 Maintaining the Stock

Maintenance of all Council housing stock is carried out by the Maintenance and Repairs Service which is a multi-skilled in-house building organisation.

The Council categorises repairs accordingly:

- Emergency Repair – carried out within 4 hours
- Urgent Repair – carried out within 5 working days
- General Non Urgent Repair – should be complete within 20 working days
- Cyclical Repairs – planned repairs which are organised in cycles
- Planned Improvements – these generally involve upgrading properties

The Repairs, Maintenance and Improvements Service promise, amongst other things, to aim to:

- Carry out repairs quickly and within locally agreed target timescales
- Ensure that repairs are complete Right First Time
- Keep repairs appointments when these are made

Outcome 5 of the Scottish Social Housing Charter (SSHC) states:

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

To achieve this aim, Local Authorities have to demonstrate how they perform against a number of key indicators. West Dunbartonshire Councils performance for the previous 2 years is detailed below:

| Performance Indicator | 2015/16 | 2016/17 |
|---|------------|------------|
| Av. Length of time taken to complete emergency repairs | 3.81 hours | 3.91 hours |
| Av. Length of time taken to complete non-emergency repairs | 10.58 days | 7.17 days |
| % of reactive repairs carried out in the last year completed right first time | 94.5% | 87.8% |

| | | |
|---|-------|-------|
| % of repairs appointments kept | 92.3% | 85.4% |
| % of tenants satisfied with the repairs and maintenance service | 92.7% | 93.6% |

The objective for the Housing Asset Management Strategy in relation to maintenance is to increase the emphasis on planned and cyclical programmes and a corresponding reduction in responsive work.

7.2.3 Housing Investment Programme

As mentioned above, in 2012 the Council decided to retain its housing stock and not move forward with partial stock transfer. To address the challenges of improving homes and meeting need, the following was committed:

- Investing approximately £85 million to improve homes
- Embarking on a programme of demolition
- Progressing with the Council House Building Programme

The HRA Capital Programme directs the capital work that is required to meet legislative requirements, landlord obligations and health and safety responsibilities as well as managing the Councils new house build programme.

The HRA Capital Programme is developed using data from the current stock condition survey and where appropriate, technical assessments carried out by members of staff.

7.2.4 Scottish Housing Quality Standard (West Dunbartonshire Standard)

The principal priority of the previous Asset Management Strategy was to demonstrate how the Council would meet the SHQS from the change in policy direction in 2012 by March 2015 as well all other considerations. The Council met this obligation as 87.9% of WDC stock fully met the standard with the remaining 12.1% of stock either being exempt as they are surplus and scheduled for demolition or in abeyance. The main elements contributing to stock in abeyance are:

- Secure door entry systems to common closes
- Adequate loft insulation
- Full/efficient central heating
- Kitchens and Bathrooms
- Safe paths

A priority for this current Strategy is to reduce the number of stock in abeyance and practices are in place to do this throughout the lifetime of this new Asset Management Strategy and its Action Plan.

A further priority is to develop the West Dunbartonshire Standard which will ensure that all Council properties maintain the SHQS and the Council will aim to exceed this standard.

7.2.5 Energy Efficiency Standard for Social Housing (ESSH)

The Energy Efficiency Standard for Social Housing (ESSH) was launched by the Scottish Government in March 2014. The Scottish Housing Regulator (SHR) will monitor and report on social landlords' compliance with the ESSH. From 2015/16, the SHR will expect all social landlords to submit data to us on their compliance with the ESSH on an annual basis. This standard is aimed at reducing carbon emissions by 42% by 2020 and 80% by 2025.

7.2.6 Stock Assessment – Asset Management Database

The Council has adopted a strategic, evidence based approach to managing its HRA assets, in particular its housing stock. The performance of stock is assessed every 2 years. This allows the Council to establish which properties are performing well across a number of indicators that look at demand, current costs and future costs.

This method has provided the Council with robust information and evidence that informs strategic plans including the demolition programme, the Councils new build programme and the HRA Capital Programme.

All properties were assessed during autumn 2016. Each properties performance over the previous 3 years is assessed against the following key indicators:

| Current Costs |
|---|
| Average Void Rent Loss % |
| Average Response & Void Repair Spend Per Property |
| Management Cost Per Unit |
| Net Present Value |
| Demand |
| Total Number of Times Void per property |
| Total Refusals |
| Overall Demand |
| Future Costs |
| Overall Cost – all Components 30 years |
| Structural Investment – 30 year cost profile |

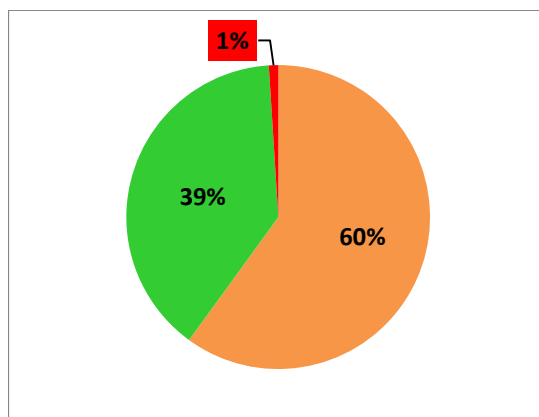
Once all information is collected and attributed to each property, a score is given in terms of how the property performed against the indicator and added together with each indicators score in order to establish an overall performance score. Each score is colour coded using a traffic light system so that stock performing well is **green**, may need to be looked at further is **amber** and poorly performing is **red**.

Removing all stock that is surplus or within a current demolition programme gives a clear picture of how all active stock is performing. For 2016, the assessment provided the following results broken down by Clydebank, Dumbarton and Alexandria:

| Classification | Clydebank | Dumbarton | Alexandria |
|----------------|-----------|-----------|------------|
| Green | 44.5% | 42.2% | 26.4% |
| Amber | 55% | 57.4% | 73% |
| Red | 0.5% | 0.4% | 0.6% |

Table: Stock Assessment by Area

For the overall stock, the results can be broken down as follows:



As demonstrated, there are a very low percentage of properties that currently fall into the red category of poorly performing. Due to the small number of properties, they can individually be examined by the Better Homes West Dunbartonshire Delivery Group, establish why they are performing poorly and apply individual actions to each to ensure that they perform better.

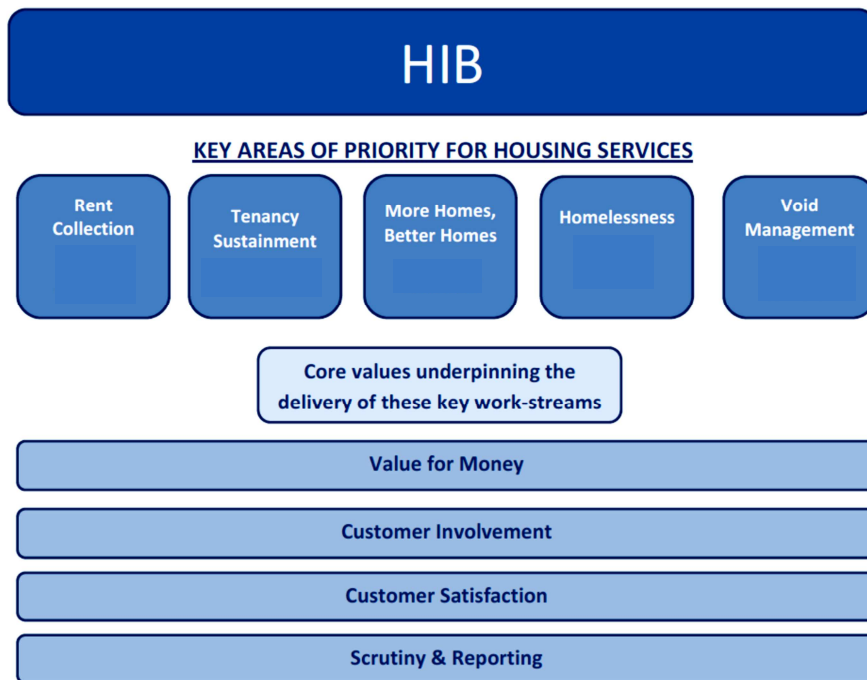
The properties falling into the amber category will be monitored by the Better Homes Group and appropriate action taken.

7.2.7 Making best use of existing stock

The Asset Management Database has been used for the last 10 years to make evidence based decisions on the stock in order that existing stock is used to its potential and that best value is achieved in terms of what stock has a sustainable future and should be invested in. This has resulted in a demolition programme which has seen over 500 units of unsustainable stock removed and a number of properties being invested in.

In addition, there are also a number of plans in place to ensure that the Councils stock meets the present and future needs of our tenants and sustainability is improved. These complement the drive to improve void management and tenancy sustainment that are dealt with as follows:

The Housing Improvement Board (HIB) is responsible for overseeing a number of workstreams including void management as the diagram below demonstrates:



In particular, the HIB is tasked with ensuring that improvements are made in 4 key areas:

1. Value for Money
2. Reducing re-let times for empty properties
3. Reduce overall number of empty properties
4. Improve monitoring and control of void budgets

In order to achieve improvements, a number of actions have been identified and progress against these is examined at the monthly meetings.

7.2.8 Re-profiling of Stock

Ove the past 5 years the Council has taken a number of decisions to change the use of certain stock. There are now an additional 3 supported accommodation facilities within the housing stock in order to assist with homelessness and people leaving hospital. There is a further project in the early stages of development that will go before a Committee for approval as will any projects identified in the project.

This has the desired effect of identifying those with extra need requirements and assisting them and also turning around a number of void properties to fully make use of stock.

7.2.9 Aids and Adaptations

Aids and Adaptations and provision of disabled housing features in the Local Housing Strategy under key theme “Addressing Particular Housing Needs”.

The Asset Management Strategy contains specific actions relating to this area of work.

7.2.10 Health and Safety

The Council has a policy to take all reasonably practicable steps to ensure the health, safety and welfare of its tenants, residents and employees. It shall comply with its legal requirements and carry out regular safety checks and maintenance regarding:

- Asbestos
- Legionella
- Water Tanks
- Fire Safety
- Gas Appliances
- Emergency Lighting
- Lifts
- Electrical systems and appliances
- Spalling Concrete

7.2.11 Selling Assets

There may be potential for the Council to sell a number of properties where there is a clear business case to do so and this brings best value for existing tenants. The Council will consider this where the property is the only council owned property in a mixed tenure block. Selling properties like this when they become empty would generate income for the HRA that could be put towards another area of the Strategy eg; Council's buy scheme.

7.2.12 Dementia-Friendly Design Principles

As discussed above under the 'More Homes' Section, these principles will also be used where appropriate when a property is void and will be considered when adaptations are taking place to ensure that properties are effective for tenants with particular needs in this area.

West Dunbartonshire Housing Asset Management Strategy – Draft Action Plan

Housing Asset Management Strategy 2018-23

| | |
|--------------------|---|
| Objective 1 | Manage the housing stock across all relevant departments to a high standard whilst meeting and aiming to exceed all legislative requirements |
|--------------------|---|

| Action | Assigned To |
|---|--|
| Refresh and improve the delivery of the Housing Capital Programme to ensure it meets tenant needs | Housing Development and Homeless Manager |
| Meet the Energy Efficiency Standard for Social Housing | Housing Asset and Investment Manager |
| Maintain and Exceed the SHQS by introducing a new West Dunbartonshire Housing Standard in partnership with tenants | Housing Development and Homeless Manager |
| Identify method of updating information as works are undertaken on properties | Housing Development and Homeless Manager |
| Tackle Abeyances and Exemptions to minimise both | Housing Asset and Investment Manager |

| | |
|--------------------|--|
| Objective 2 | Identify housing stock that requires intervention and carry out appropriate actions to address this |
|--------------------|--|

| Action | Assigned To |
|--|--|
| Refresh Asset Management Plan Database | Housing Development & Homeless Manager |
| Improve stock information and ensure a more holistic approach | Housing Development & Homeless Manager |
| Pilot 'Whole House Approach' | Housing Asset and Investment Manager |
| Examine the need for designated elderly accommodation in line with socio-economic projections | Housing Development & Homeless Manager |
| Look at developing a multi storey house standard inclusive of fire safety recommendations | Housing Operations Manager |

| | |
|--------------------|---|
| Objective 3 | Build quality affordable accommodation of the right size and type that is energy efficient and meets needs, including particular needs |
|--------------------|---|

| Action | Assigned To |
|---|--|
| Build over 300 units of council housing in the next 5 years | Housing Development & Homeless Manager |
| Work with Housing Association partners to assist in building 800 new units of social housing in the next 5 years | Housing Development & Homeless Manager |
| Update the Design Standard in line with any legislative changes or good practice recommendations | Housing Development & Homeless Manager |
| Work with the HSCP to establish particular needs that can't be met or difficult to be met through social housing in the area | Housing Development & Homeless Manager |
| Monitor effectiveness of Strategic Housing Partner arrangements | Housing Development & Homeless Manager |
| Incorporate Dementia Friendly design principles into the new build programme | Housing Development & Homeless Manager |

| | |
|--------------------|--|
| Objective 4 | Ensure all actions contained in the Housing Asset Management Strategy provide best value for existing tenants and future customers and are affordable to tenants and to the HRA |
|--------------------|--|

| Action | Assigned To |
|--|--|
| Carry out an annual review of HAMS and provide progress report to the Housing and Communities Committee | Housing Development & Homeless Manager |
| Review the Asset Register on a yearly basis | Housing Development & Homeless Manager |
| Investigate Capital Programme to maximise efficiencies | Housing Development & Homeless Manager |
| Review Lock Ups and Garage Sites | Housing Operations Manager |

| | |
|--|---------------------------------------|
| Introduce the sale of council houses where it meets strategic needs | Housing Development & Homeless Manger |
| Extend Council's Buy Back scheme to meet wider strategic objectives | Housing Development & Homeless Manger |

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WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead - Regeneration

Housing and Communities Committee: 7 February 2018

Subject: Special Needs Adaptations - Performance Report.

1. Purpose

- 1.1** The purpose of this report is to provide the Housing and Communities Committee with an update on the progress of improving performance in relation to Special Needs Adaptations.

2. Recommendations

- 2.1** It is recommended that the Housing and Communities Committee notes the content of the report and the progress made to date.

3. Background

- 3.1** Following a discussion on aids and adaptations at the Housing and Communities Committee on 7 November 2017, Committee asked for a report to be provided on the performance in relation to Special Needs Adaptations.

- 3.2** The Scottish Social Housing Charter (SSHC) came into effect from 1 April 2012. The Charter sets out the standards and outcomes which will help to improve the quality and value of the services that social landlords provide. One of the key themes is Neighbourhood and Community which has outcome 6: Estate Management where:

- Social landlords, working in partnership with other agencies, help to ensure that; tenants and other customers live in well-maintained neighbourhoods where they feel safe.

- 3.3** One of the actions incorporated within this key theme is providing tenancy support where this is needed, such as providing medical adaptations to allow tenants to remain living in their home.

Outcome 6 of the Scottish Social Housing Charter (SSHC) contains the following indicator to measure performance in relation to medical adaptations, namely:

- The average time to complete applications for medical adaptations.

Performance of this indicator over the previous years has been in accordance with the information provided in the following table;

| Neighbourhood and Community | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Indicator Description | 2014/15 Target | 2014/15 Result | 2015/16 Target | 2015/16 Result | 2016/17 Target | 2016/17 Result |
| The average time to complete applications for medical adaptations* | 32.9 average days | 39.4 average days | 32.9 average days | 38.3 average days | 32.9 average days | 92.3 average days |

*The average time is calculated from the date when an application is referred from the Occupational Therapist to the completion date of the adaptation.

3.4 Applications for medical adaptations may be for a single or multiple adaptations. These can range from single handrails to alert alarms to access ramps to wet floor shower conversions. For example in the case of multiple adaptations, an access ramp plus a level access shower would take a longer total time to complete than a single adaptation. Dependent upon varying factors like size, location and type of property being adapted, one or both of these examples mentioned, may require a building warrant before commencing work. This will contribute to a longer time to complete the installation and hence complete the overall application.

3.5 Once an adaptation is ready for installation other factors such as tenant contact, availability of access and personal health circumstances, can all contribute to delaying the install outwith our control. Any delays in relation to these circumstances are not discounted in the overall time measured to complete the application.

4. Main Issues

4.1 As a result of the significant drop in performance in this area, an analysis was carried out to determine the reasons for this drop and to identify actions which would improve the situation and provide a plan for improvement.

4.2 Analysis of the performance has identified two main stages in the process which have contributed significantly to the increase in average days to complete adaptations, namely:

Design and Building Warrant Stage

- For those adaptations that require it, this is the portion of the process to design and obtain a building warrant to allow the adaptation to progress to the installation stage.

The agreed target for completing this stage is up to 3 months. A review of 2016-17 performance has identified cases of up to 8 months for this stage to complete. However, for most cases this stage was completed in 3-4 months. A review of 2015-16 performance has shown that the large majority achieved the 3 month target. Completing the design process is the largest time portion of this stage.

Recent years have seen an increase in the number of level access shower and ramp referrals which mostly require design and building warrant approval. This contributes to a more complex process which in turn increases the time taken to complete these applications contributing to a higher average overall.

To provide some additional context, the number of applications which required design and a building warrant in recent years is:

2015-16; 19 from 335 applications

2016-17; 33 from 297 applications

2017-18; 32 from 334 applications (so far at the end of November 2017)

Survey and Installation Stage

- After it is released to the contractor, WDC Building Services, this stage of the process includes the time taken to survey the property, measure for equipment, arrange tests as necessary such as asbestos and complete the install. The agreed target for completing this stage of the process is 28 days. A review of 2016-17 performance has shown an average of 80 days for this stage to complete. In 2015-16, performance shows an average of 67 days for this stage to complete. In some cases this can be affected by an individual tenant's health or personal circumstances inhibiting the process.

- 4.3** Following the analysis, the Housing Asset and Investment Manager met with the relevant managers in Consultancy Services, Building Standards and Building Services to discuss the collective performance and agree a commitment to improving performance ensuring that each respective team will do their best to deliver upon this.

Actions

- 4.4** Design Stage: The Programme Leader in Consultancy Services has recognised that performance has dropped. In the main this has been a result of staffing resources changes which has contributed to a poor performance. There was a dedicated design officer who worked on all adaptations in recent years who has now retired. It was expected that this workload would be shared by existing officers. The design work will now be shared among a larger number of officers, who will dedicate and prioritise specific time to these adaptations every week.



As a result of this, concerted effort the turnaround of design stage leading to building warrant submission has seen significant improvement in recent months. Analysis of performance to date for 2017-18 has shown an average of 4-5 months to complete with an improving trend. From the outstanding applications for 2017-18; 17 have completed design and building warrant and progressed to survey and install, 17 have completed the design stage and have been submitted for building warrant. Design throughput has now progressed to the stage where there is no backlog and referrals are being progressed on demand. The short trend has shown the design stage to complete in 1-2 months. It is expected that this improving performance will contribute positively to the overall average time. This will be tracked and monitored by both Consultancy Services and the Disability Adaptations Officer. Following a departmental re-structure, the Disability Adaptations Officer will join the Consultancy Services team from January 2018, to assist and enable a closer monitoring of performance.

Building Warrant Stage: The Building Standards Team Leader recognises the importance of adaptations and the support they provide to our most vulnerable residents. Sufficient staff resources are also a current issue within the team and they will do their best to look for opportunities to select and expedite any applications where possible to contribute to reducing the time for turnaround. This will be monitored to ensure that any opportunities to process applications quicker are implemented.

Survey and Installation Stage: The Building Services Manager and the adaptations install team recognise the importance of the matter and the extent of time taken between receipt of the job and commencing the install. To assist, we have agreed that the Disability Adaptations Officer and support assistant will prearrange resident survey appointments on behalf of the install team in order to maintain a steady process of surveying and measurement in order to improve the throughput. The install team have committed to keep up with these appointments and focus their efforts in reducing the time period to commence and complete the install. An additional support is also in place via a back-up contractor to increase the number of completions. Performance has improved in the recent months with an average of 52 days to complete this stage, the short trend has shown this to be improving still and it is expected that this will maintain and contribute positively to the overall average time.

Interim Performance on all adaptations

4.5

| Neighbourhood and Community | | | | | | |
|---|------------|------------|------------------|----------------|---|---|
| Indicator Description | 2017/18 Q1 | 2017/18 Q2 | Q1+Q2 Cumulative | 2017/18 Target | Trend | Target met |
| The average time to complete applications for medical adaptations | 44.8 days | 100 days | 69.2 days | 43 days |  |  |

Q1; 71 completions; 3,186 total days; 44.8 average days to complete.

Q2; 56 completions; 5,602 total days; 100 average days to complete, 6 in this period were impacted by tenant delay's for access, albeit a low number, these have contributed delay's into multiple weeks individually whilst the time to complete remains counting. This period included the completion of a number of adaptations which had carried over from the previous year thus contributing to a higher average days figure.

The table above measures performance on all types of adaptations whether they are minor adaptations such as grab-rails, lights or alarms or major adaptations such as ramps or level access showers needing design and a building warrant.

Monitoring Progress

- 4.6** A self-assessment was carried out in August 2017 in conjunction with an external advisor who is an Associate of Scotland's Housing Network, who provides validation in respect of returns for the Scottish Social Housing Charter. As a result of this and the analysis and agreements with the relevant managers of each stage of the process, an improvement plan was put in place to track the actions. All actions are scheduled to be complete by 31 Mar 2018; 7 from 11 are complete; 65% progress to end of November. In addition to this there will be monthly 1-2-1 monitoring with appropriate officers managing this workload and the annual performance will be reported to a future Housing and Communities Committee.

5. People Implications

- 5.1** It is recognised that this service area provides support directly to our most vulnerable residents to assist with their quality of life and allowing them to remain living in their homes.
- 5.2** There are no direct staffing or resourcing implications in relation to this report, however it is possible that in order to meet targets and maintain improvements in the future that additional resource may be required. However, the structural

changes and monitoring approach will be assessed over the next year to see if the performance has met the needs of our residents in the first instance.

6. Financial and Procurement Implications

- 6.1** There are no direct financial or procurement implications in relation to this report. The improvement plan which has been developed following a self-assessment exercise will be delivered from within existing budgets.

7. Risk Analysis

- 7.1** There is a risk that delays in implementing adaptations may have an adverse impact on resident's well-being/health.
- 7.1** There is also a risk that failure to respond appropriately to the requirements of the Scottish Social Housing Charter would attract an adverse reaction from the Scottish Housing Regulator and may have wider consequences for the Council in the context of performance and 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 is therefore 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. The group has been informed of matters relating to this matter.
- 9.2** Finance and Legal services have been consulted regarding the contents of this report.

10. Strategic Assessment

- 10.1** The Council's strategic priorities have been considered and the works arising from this report will have a positive impact on the priorities, in particular: Supported individuals, families and carers living independently with dignity and, Efficient and effective frontline services that improve the everyday lives of residents.

Jim McAloon
Strategic Lead – Regeneration
Date: 27 December 2017

Person to Contact: Alan Young - Housing Asset and Investment Manager,
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Appendices: None

Background Papers: None

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Housing and Employability

Housing and Communities Committee: 7 February 2018

Subject: Residential Housing Support Direct Award

1. Purpose

- 1.1** The purpose of this report is to seek approval to directly award contracts for the provision of residential housing support services. The contract period is for one year only (1st April 2018 to 31st March 2019) to allow a commissioning exercise to be undertaken for future service delivery.

2. Recommendations

- 2.1** Note the outcome of the Contract Authorisation Report – Residential Housing Support Services at Tender Committee (December 2017) which authorised Strategic Lead – Regulatory to conclude the direct award contracts to Blue Triangle (Glasgow) Housing Association Ltd and Action for Children Services Ltd for contract period 1st April 2017 to 31st March 2018.
- 2.2** Approve direct award contracts for a period of 1 year (from 1st April 2018 to 31st March 2019) for Residential Housing Support Services to Blue Triangle (Glasgow) Housing Association Ltd and Action for Children Services Ltd.

3. Background

- 3.1** In August 2016 Housing and Communities Committee approved the direct award for the provision of residential housing support services provided by Blue Triangle (Glasgow) Housing Association Ltd and Action for Children Services Ltd.
- 3.2** The Committee Report referenced a contract for 12 months with an option to extend for a further 12 months – however the agreed Minute of this Committee Meeting was to award contracts for 1 year without the option to review. As such, there is no provision within the terms and conditions of 2017/18 contracts with Blue Triangle (Glasgow) Housing Association Ltd and Action for Children Services Ltd to extend them for a further year.
- 3.3** On 1st February 2017 Housing and Communities Committee agreed to approve 'More Than A Roof – West Dunbartonshire Council's Homelessness Prevention and Temporary Accommodation Strategy 2017-2020'. The strategy sets out the Council's five key objectives in relation to combatting homelessness:

- People at risk of losing their homes get advice on preventing homelessness
 - People looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them
 - Homeless people get prompt and easy access to help and advice
 - Homeless people are provided with suitable, good-quality temporary or emergency accommodation when this is needed
 - Homeless people are offered continuing support to help them get and keep the home they are entitled to
- 3.4** The Tendering Committee of 20 December 2017 authorised Strategic Lead – Regulatory to conclude the direct award contracts to Blue Triangle (Glasgow) Housing Association Ltd (for a period of 1 year and at a value of £382,116) and Action for Children Services (for a period of 1 year and at a value of £156,600). This was for the contractual period 1st April 2017 to 31st March 2018.
- 3.5** The procurement exercise was conducted in accordance with the Council's Standing Orders and Financial Regulations and Public Contracts (Scotland) Regulations 2016 (below EU threshold) for Services.
- 3.6** The contracts are direct awards under the Lighter Touch Regime (LTR) for the Procurement of Care and Support Services
- 4. Main Issues**
- 4.1** The direct award is part of a managed process which allowed the Council to maintain current provision for the contractual period and to proceed to consider the future model of service delivery.
- 4.2** During the contractual period the Council developed a comprehensive modelling tool to help understand the extent and nature of demand for temporary and supported accommodation. Initial findings (December 2017) show a continued need and demand for residential housing support and further analysis of the model will contribute towards the evidence base during a tendering process.
- 4.3** Corporate Procurement and Housing Development and Homelessness Teams will begin working on a new tendering process during the period of the extension to take the contracts above the one year period and ensure value for money for the Council and its service users.

5. People Implications

- 5.1** There are no people implications contained within this report.

6. Financial and Procurement Implications

- 6.1** There is currently a 2018/2019 budgeted provision within the homeless service budget of £538,716 for the provision of external residential housing support services so no additional financial resources will be required for the recommended extension of contract.
- 6.2** The procurement procedures outlined within this report ensure that the Council meets its statutory requirements in respect of procurement.

7. Risk Analysis

- 7.1** The Council has a statutory duty to provide temporary accommodation to homeless households. During 2016-17, 233 households were accommodated in residential housing support services provided by both the Council and external providers. Without the provision of the current external provision of residential housing support there would be:
- added pressure to the Council's stock of dispersed accommodation impacting on other homeless households
 - added pressure to the Council's support service resources impacting on other homeless households
 - accommodation and support provision may not meet the needs of young vulnerable single homeless households
 - less sustainable options and therefore a poorer outcome for our service users and the Council
 - an added risk of repeat homelessness
 - significantly increase in the risk of the Council not adequately meeting some of its statutory homeless duties

8. Equalities Impact Assessment (EIA)

- 8.1** The equalities screening process was carried out for the purpose of the original report which went to Housing and Communities Committee on 3 August 2016 and is valid for this report and the recommendation for direct awards.
- 8.2** The equalities screening process has identified that existing provision of residential housing support is largely housed in properties which are not fully accessible, provision is limited to single service users and some provision available only to those aged up to 21 years old.
- 8.3** The assessment determined that not all supported accommodation provision is fully physically accessible, particularly for those with mobility issues.

However, it is considered that this is proportionate as the majority of homeless applicants do not have mobility issues based on an analysis of homelessness data over the last 3 years. During 2016-17 less than 5% of all homeless applicants had a mobility issue, all of whom were not assessed as requiring supported accommodation and were accommodated via the Council's own dispersed accommodation where there are a greater number of fully accessible properties.

- 8.4** In terms of other protected characteristics it is noted that some provision is limited to those up to 21yrs of age. However, the Council can demonstrate that there is a need to meet the needs of this particular age group. Other provision is available to those over 21yrs which offers similar support services. The Council also has a large pool of temporary accommodation with support provided which homeless applicants have access to.
- 8.5** Finally, the projects do not provide accommodation for couples; however couples can be accommodated within the Council's temporary accommodation.

9. Consultation

- 9.1** No external consultations are required as there is no change to existing service provision. Housing Development and Homelessness, Finance, Procurement, and Legal Services have been consulted in relation to the content of this report.

10. Strategic Assessment

- 10.1** This report contributes to all of the Council's Strategic Priorities and in particular to improving the well-being of communities and protection of vulnerable people.

Peter Barry
Strategic Lead Housing and Employability
Date: 23rd January 2018

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Joanne Sutherland – Homeless and Homelessness Prevention Co-ordinator, Housing Development and Homelessness Team, Housing and Employability,

Garshake Road, Dumbarton, G82 3PU, Tel: 01389 736 951, email: joanne.sutherland@west-dunbarton.gov.uk

Background Papers: Housing and Communities Committee 3rd August 2016; Agenda item 4 (pages 5-18)

Tendering Committee 20th December 2017; Contract Authorisation Report – Residential Housing Support Services

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead Housing and Employability

Housing and Communities Committee : 7 February 2018

**Subject: Housing Revenue Account Budgetary Control Report
 to 31 December 2017 (Period 9)**

1. Purpose

- 1.1** The purpose of the report is to provide members with an update on the financial performance to 31 December 2017 (Period 9) of the HRA revenue and capital budgets.

2. Recommendations

- 2.1** Members are asked to:

- i) Note the projected favourable revenue variance of £0.268m (0.6%).
- ii) Note the position advised in relation to the capital budget which is currently projecting an in-year favourable variance of £10.002m (32.7%), of which £8.615m (28.2%) relates to project re-phasing and an in-year underspend of £1.387m (4.5%).

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 22 February 2017, Members agreed the revenue estimates for 2017/2018 and a total budget of £42.912m.

Capital

- 3.2** At the meeting of Council on 22 February 2017, Members also agreed the updated Capital Plan for 2017/18 which has been augmented by re-phasing from 2016/17 to produce a total planned spend for 2017/18 of £30.578m. The funding of this is shown within Appendix 6.

4. Main Issues

Revenue Budget

- 4.1** The current budgetary position for HRA Revenue is summarised in Appendix 1 with information regarding projected variances valued at greater than £50,000 being provided as Appendix 2. The analysis shows the projected variance for HRA Revenue is a surplus of £0.268m.

Capital Budget

- 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 and green category over £50K is provided in Appendices 4 to 6. A summary of anticipated resources is shown in Appendix 7. The analysis shows that for the in-year planned spend there is currently a favourable variance of £10.002m, of which £8.615m relates to project re-phasing and an in-year underspend of £1.387m.

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: 16 January 2018

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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 2017/2018

PERIOD END DATE

31 December 2017

| Subjective Summary | Total Budget 2017/18 | Spend to Date 2017/18 | Forecast Spend | Forecast Variance 2017/18 | | Annual RAG Status |
|------------------------------------|----------------------|-----------------------|----------------|---------------------------|------------|-------------------|
| Employee Costs | 5,506 | 3,880 | 5,505 | (1) | 0% | ↑ |
| Property Costs | 1,819 | 1,343 | 1,774 | (45) | -2% | ↑ |
| Transport Costs | 105 | 65 | 105 | 0 | 0% | ↓ |
| Supplies, Services And Admin | 380 | 207 | 402 | 22 | 6% | ↓ |
| Support Services | 2,141 | 1,611 | 2,148 | 6 | 0% | ↓ |
| Other Expenditure | 157 | 207 | 285 | 128 | 81% | ↓ |
| Repairs & Maintenance | 11,716 | 5,996 | 11,221 | (495) | -4% | ↑ |
| Bad Debt Provision | 1,060 | 795 | 1,060 | 0 | 0% | → |
| Void Loss (Council Tax/Lost Rents) | 1,227 | 949 | 1,183 | (45) | -4% | ↑ |
| Loan Charges | 18,800 | 14,100 | 18,800 | 0 | 0% | → |
| Total Expenditure | 42,912 | 29,152 | 42,482 | (430) | -1% | ↑ |

| | | | | | | |
|-----------------------------|---------------|---------------|---------------|------------|-----------|----------|
| House Rents | 40,205 | 30,006 | 40,008 | 197 | 0% | ↓ |
| Lockup Rents | 227 | 172 | 229 | (2) | -1% | ↑ |
| Factoring/Insurance Charges | 1,136 | 278 | 1,114 | 22 | 2% | ↓ |
| Other rents | 143 | 99 | 132 | 11 | 8% | ↓ |
| Interest on Revenue Balance | 46 | 0 | 70 | (24) | -51% | ↑ |
| Miscellaneous income | 143 | 37 | 142 | 1 | 1% | ↓ |
| Reallocated salaries | 1,012 | 792 | 1,055 | (43) | -4% | ↑ |
| Total Income | 42,912 | 31,384 | 42,750 | 162 | 0% | ↓ |

| | | | | |
|------------------------|----------|----------------|--------------|--------------|
| Net Expenditure | 0 | (2,232) | (268) | (268) |
|------------------------|----------|----------------|--------------|--------------|

WEST DUNBARTONSHIRE COUNCIL
HRA REVENUE BUDGETARY CONTROL 2017/2018
ANALYSIS FOR VARIANCES OVER £50,000

Appendix 2

MONTH END DATE 31 December 2017

PERIOD 9

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

| | | | | | |
|---|---|-----|-----|-----|---|
| OTHER EXPENDITURE | | | | | |
| | 157 | 285 | 128 | 81% | ↓ |
| Service Description | | | | | |
| This budget covers strategy expenditure as well as legal fees, bank charges, rent abatements,tenancy sustainment work and factor's commission | | | | | |
| Variance Narrative | | | | | |
| Main Issues | The main reason for this overspend relates to the Tenancy Sustainment element of the payment to Women's Aid (£82k) which is now being met from the HRA rather than the general fund following a review of where it was appropriate to pay this from. Other reasons are, an increase in legal expenses (£19k) in relation to summons costs and monthly court fees and an increase in rent abatements (£16k) due to void initiatives. | | | | |
| Mitigating Action | Management will ensure that this overspend will be offset by underspends within other areas within the HRA | | | | |
| Anticipated Outcome | An overspend will be incurred on this line | | | | |

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

| | | | | | |
|---|---|--------|-------|-----|---|
| REPAIRS & MAINTENANCE | | | | | |
| | 11,716 | 11,221 | (495) | -4% | ↑ |
| Service Description | | | | | |
| This budget covers all repair and maintenance expenditure to houses and lockups | | | | | |
| Variance Narrative | | | | | |
| Main Issues | This favourable variance is due to 2 factors. The first is due to cost of gas/ventilation/lift repair and maintenance costs being less than budgeted. A large part of the budget for these costs are demand led so can fluctuate significantly from year to year. The other is in relation to the income received as a contribution towards the cost of repairs from home owners and tenants. | | | | |
| Mitigating Action | No mitigating action is required as the variance is favourable | | | | |
| Anticipated Outcome | A year end underspend is anticipated | | | | |

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

| | | | | | |
|----------------------------|---|----------|-----|----|---|
| HOUSE RENTS | | | | | |
| | (40,205) | (40,008) | 197 | 0% | ↓ |
| Service Description | | | | | |
| Rental income from houses | | | | | |
| Variance Narrative | | | | | |
| Main Issues | The rate of transfer of surplus stock from the letting pool has been higher than assumed in budget | | | | |
| Mitigating Action | This is part of ongoing housing strategy and timescales will vary as properties become vacant. Any income shortfall will be contained within the overall HRA Budget | | | | |
| Anticipated Outcome | There will be a shortfall in rental income | | | | |

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 3

MONTH END DATE 31 December 2017

PERIOD 9

| 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 | 3 | 10.7% | 26,978 | 76.2% | 3 | 10.7% | 3,470 | 29.5% |
| 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 | 4 | 14.3% | 1,271 | 3.6% | 4 | 14.3% | 1,160 | 9.9% |
| 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 | 21 | 75.0% | 7,165 | 20.2% | 21 | 75.0% | 7,113 | 60.6% |
| TOTAL EXPENDITURE | 28 | 100% | 35,415 | 100% | 28 | 100% | 11,743 | 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 |
| Red | | | | | | | | |
| Projects are forecast to be overspent and/or significant delay to completion | 72,772 | 26,978 | 71,714 | (1,058) | 11,311 | 3,470 | 5,716 | (5,595) |
| 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 | 7,001 | 1,271 | 6,843 | (158) | 6,890 | 1,160 | 2,850 | (4,040) |
| 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 | 18,528 | 7,165 | 18,531 | 2 | 12,377 | 7,113 | 12,010 | (367) |
| TOTAL EXPENDITURE | 98,302 | 35,415 | 97,089 | (1,213) | 30,578 | 11,743 | 20,576 | (10,002) |
| TOTAL RESOURCES | (98,302) | (35,415) | (97,089) | 1,212 | (30,578) | (11,743) | (20,576) | 10,002 |
| NET EXPENDITURE | (0) | 0 - | 0 - | 0 | (0) | 0 | 0 | |

MONTH END DATE

31 December 2017

PERIOD

9

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

1

| | | | | | | |
|---|------------------|-----|-----------|-------------------|---------|-----------|
| Targeted EESSH compliance works | | | | | | |
| Project Life Financials | 4,062 | 371 | 9% | 4,062 | 0 | 0% |
| Current Year Financials | 4,062 | 371 | 9% | 600 | (3,462) | -85% |
| Project Description | Low Rise Works | | | | | |
| Project Lifecycle | Planned End Date | | 31-Mar-18 | Forecast End Date | | 31-Mar-19 |
| Main Issues / Reason for Variance | | | | | | |
| <p>This programme is behind schedule. Building Services continue to experience problems in resourcing sufficient skilled operatives for this work stream (despite the recruitment drive) which has impacted severely on their ability to deliver the level of work required. Back-up contractors for this type of work have been procured, however there is a limitation within the tender award on the value of work they can undertake which is far below the level we would need them to deliver to meet the programme. Building Warrants have now been received allowing the scheduling of 4 project areas representing 117 addresses. Scheduling of this work and pre-start surveys are underway with work scheduled to commence at the end of January. A new process has begun to procure via the Scotland Excel framework for additional contractor support to deliver the level of work desired - the framework covers the type of work required and the procurement officer has completed an initial comparison of framework rates. The comparison of rates is favourable therefore the procurement team are taking forward a mini-competition to test the market. At this stage a reasonable projection of spend in this financial year would be reduced to £0.600m which is approximately 15% of budget.</p> | | | | | | |
| Mitigating Action | | | | | | |
| <p>Building Services will continue to drive recruitment to increase the number of appropriately skilled operatives whilst progressing the programme via current resources and existing back-up contractors. Technical Officers are working to resolve the issues in connection with building warrants to minimise delays. Procurement team to take forward a mini-competition to identify a suitable contractor from the framework contract.</p> | | | | | | |
| Anticipated Outcome | | | | | | |
| <p>Project to progress as much as possible. Budget will not meet spend targets and is projected for a £3.462m re-phase into 18/19 at this stage whilst we work to increase output and resource and identify an alternative additional delivery contractor.</p> | | | | | | |

MONTH END DATE

31 December 2017

PERIOD

9

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

2

| Regeneration/Demolition of Surplus Stock | | | | | | |
|--|--|-----------|-------------------|-----------|---------|------|
| Project Life Financials | 8,774 | 7,480 | 85% | 7,796 | (978) | -11% |
| Current Year Financials | 1,550 | 84 | 5% | 266 | (1,284) | -83% |
| Project Description | Regeneration/Demolition of Surplus Stock | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-18 | Forecast End Date | 31-Mar-19 | | |
| Main Issues / Reason for Variance | | | | | | |
| <p>At this time it is anticipated that there will be an overall in year underspend of £1.284m which is made up of £1.151m of underspends and £0.133m of slippage. The underspends are in relation to an unallocated budget (£0.639m), an underspend on Homeloss Payments (£0.190m) which are demand led payments based on tenant re-locations, the bulk of which have already happened at Clydebank East and paid for under a separate budget; and an underspend in relation to Glenside/Muir Road (£0.323m) due to payments having been made in 2016/17 and coded incorrectly. Slippage is required in relation to Creveul Court (£0.100m) since it is unlikely that the remaining tenant will be re-housed within 17/18. Slippage of £0.030m is required for Homeloss Payments to provide for a budget in 2018/19 and £0.003m slippage is required for Glenside/Muir Road, which is complete and relates to the retention release in 2018/19. Projects are progressing as follows: O'Hare/Alexander St - Tender was issued and came back on 8th December and is currently being checked and evaluated; Creveul Court - Officers are working to re-house remaining tenant; Second/Singer Street/Crown Avenue - Project is complete and final payments are under review.</p> | | | | | | |
| Mitigating Action | | | | | | |
| In relation of Creveul Court legal officers are following procedures to re-house remaining tenant working with other Council departments. Officers are following procedures to bring the contract to a close in connection with Second Avenue / Singer Street and Crown Avenue. | | | | | | |
| Anticipated Outcome | | | | | | |
| Tenant will be re-housed and demolition contractor will be procured during 2018/19. | | | | | | |

MONTH END DATE

31 December 2017

PERIOD

9

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

3

| | | | | | | |
|---|------------------|-----------|-------------------|-----------|-------|------|
| New house build | | | | | | |
| Project Life Financials | 59,936 | 19,127 | 32% | 59,856 | (80) | 0% |
| Current Year Financials | 5,699 | 3,015 | 53% | 4,850 | (849) | -15% |
| Project Description | New house build | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-23 | Forecast End Date | 31-Mar-23 | | |
| Main Issues / Reason for Variance | | | | | | |
| <p>This project is currently forecasting an in year underspend of £0.849m which includes £0.769m slippage (£0.074m Second Avenue, £0.300m Creveul Court and £0.395m Haldane requisition), £0.085m underspend in relation to Haldane acquisition and overspend of £0.005m in relation to Bellsmyre New Build houses. Projects are progressing as follows: Second Avenue - Progressing well and forecast to complete by year end; St Andrews - It is anticipated that there will only be preparatory design, planning and legal expenses in 17/18; Creveul Court Officers working to re-house remaining tenant; Haldane Acquisition - This spend is dependent upon completion of new Balloch Campus, school transfer and clearance of existing Haldane PS site to allow asset transfer. Budget was initially set at £0.480m for this, however valuation has resulted in a transfer value of £0.395m and an anticipated underspend of £0.085m. This budget is fully funded by the Scottish Government therefore although the project will show an underspend this will be offset by an adverse variance in grant income. For reasons above this spend is unlikely to complete by year end resulting in re-phasing of £0.395m into 2018/19; Central Bellsmyre - This project is complete with current year spend being for retention payment.</p> | | | | | | |
| Mitigating Action | | | | | | |
| <p>In relation to St Andrews officers are working to complete the legal and development agreement to allow appointment of the consultant while at Creveul Court officers are following procedures to re-house remaining tenant working with other Council departments. At Haldane, site officers are working to keep the new build on programme to progress to clearance of existing site as soon as possible.</p> | | | | | | |
| Anticipated Outcome | | | | | | |
| <p>In relation to Second Avenue the anticipated outcome will be that the contract will be fully completed . With regards to Creveul Court the tenant will be re-housed and demolition contractor will be procured during 2018/19.</p> | | | | | | |

| | | | | | | |
|-------------------------|--------|--------|-----|--------|---------|------|
| Project Life Financials | 72,772 | 26,978 | 37% | 71,714 | (1,058) | -1% |
| Current Year Financials | 11,311 | 3,470 | 31% | 5,716 | (5,595) | -49% |

MONTH END DATE

31 December 2017

PERIOD

9

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

1 Integrated Housing Asset Management

| | | | | | | |
|-------------------------|--------------------------------------|-----------|-------------------|-----------|-------|------|
| Project Life Financials | 876 | 246 | 28% | 718 | (158) | -18% |
| Current Year Financials | 765 | 134 | 18% | 350 | (415) | -54% |
| Project Description | Integrated Housing Management System | | | | | |
| Project Lifecycle | Planned End Date | 31-Aug-18 | Forecast End Date | 31-Mar-19 | | |

Main Issues / Reason for Variance

The project has been delayed due to finalising the contract documentation with the supplier and delays from incumbent system provider in the provision of access to Saffron data (delay in resolving ongoing issue, target of 11th October was not met by Civica, although this has recently been resolved). Project has been re-phased with a go-live date planned of 3rd December 2018, therefore budget of £0.257m is required to be re-phased into 18/19. As a result of the delay in completion of the project, staffing is to be extended to 31st March 2019 in order to support implementation of new system. At this time we are anticipating an underspend of £0.158m.

Mitigating Action

Officers will continue to seek opportunities to mitigate any further delays to the project.

Anticipated Outcome

Project is to be delivered in-line with rephased project timeline with an anticipated underspend of £0.158m.

2 Building external component renewals

| | | | | | | |
|-------------------------|--------------------------------------|-----------|-------------------|-----------|---------|------|
| Project Life Financials | 3,076 | 858 | 28% | 3,076 | 0 | 0% |
| Current Year Financials | 3,076 | 858 | 28% | 2,000 | (1,076) | -35% |
| Project Description | Building external component renewals | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-18 | Forecast End Date | 31-Mar-18 | | |

Main Issues / Reason for Variance

Progress is less than anticipated at this time. Issues which have impacted on progress are; productivity, availability of tiles and liaison with owners involved in roof renewals. Availability of tile stocks are better currently, although suppliers have cautioned that stock could go low again due to overall demand in the construction sector. Analysis of overall completions rates are projecting less completions by year end than programmed. Building Services manager is working with his team to look at ways to increase this output. Therefore, at this time it is anticipated that there will be an underspend of £1.076m required to re-phase to 18/19.

Mitigating Action

Building Services are working to increase output, which has shown improvement in recent weeks. Liaison officers continue to progress matters with owners to keep the workflow going. Building Services Officers are working with suppliers to advise of upcoming workload to maintain tile stock availability to meet demand.

Anticipated Outcome

Overall project may not meet spend targets, and is anticipated to underspend by £1.076m resulting in a re-phase into 18/19.

MONTH END DATE

31 December 2017

PERIOD

9

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

3 Modern facilities and services

| | | | | | | |
|-------------------------|------------------------|-----------|-------------------|-----------|-------|------|
| Project Life Financials | 590 | 159 | 27% | 590 | 0 | 0% |
| Current Year Financials | 590 | 159 | 27% | 300 | (290) | -49% |
| Project Description | Bathrooms and Kitchens | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-18 | Forecast End Date | 31-Mar-18 | | |

Main Issues / Reason for Variance

Condition information identifies addresses for bathroom and kitchen renewals. Tenant agreement and uptake is less than needed to meet the programme and remains a challenge, however officers continue to contact tenants by letter and telephone in efforts to encourage uptake with brochures having been developed to show the range of options and finished examples to try and persuade them to agree. In addition the Housing Improvement Board has agreed to add showers to the bathroom specification and it is hoped that this will increase desirability and uptake. Recent response has seen an increase in uptake and projections have been adjusted to reflect this. At this time a reasonable projection of numbers would be 85 bathrooms and 60 kitchens, reporting an anticipated forecast spend of £0.300m; an underspend of £0.290m.

Mitigating Action

Officers are contacting tenants with new brochure information and shower inclusion in efforts to increase uptake. Tenants are offered additional support and assistance if required to help and mitigate with the disturbance e.g. packing up kitchens, ensuring water and cooking facilities available as soon as possible, etc.

Anticipated Outcome

Number of completions to be less than programme resulting in an anticipated underspend of £0.290m against budget.

4 Non Traditional and Traditional Improvement Works

| | | | | | | |
|-------------------------|----------------------|-----------|-------------------|-----------|---------|------|
| Project Life Financials | 2,459 | 8 | 0% | 2,459 | 0 | 0% |
| Current Year Financials | 2,459 | 8 | 0% | 200 | (2,259) | -92% |
| Project Description | Risk Street Overclad | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-19 | Forecast End Date | 31-Mar-19 | | |

Main Issues / Reason for Variance

This project has taken considerable time to liaise and negotiate with owners to take this forward. Owners voting process has now concluded with the majority of owners in each block (including WDC owned shares) having voted in favour of the external insulation improvement. The result has been communicated to owners. Officers are now progressing the project in terms of contract acceptance and necessary permissions to commence work (tender has been returned and was placed on hold). The preferred bidder is assisting with key construction information which is required to complete the Building Warrant process, officers in Procurement and Consultancy Services are in liaison with the preferred bidder to progress this. At this time it is anticipated that contract award may be realised Jan/Feb, following receipt of building warrant. As the contract is planned to be completed over an 18 month period, there is a resulting re-phasing of £2.259m into 2018/19 with a revised year end forecast of £0.200m due to ongoing issues in finalising the building warrant.

Mitigating Action

Communications have been issued to all owners with result of vote and next steps. Officers are working to complete the building warrant process. Tender acceptance and contract confirmation will be taken forward upon BW receipt. The preferred bidder is assisting with key construction information which is required to complete the Building Warrant process, officers in Procurement and Consultancy Services are in liaison with the preferred bidder to progress this. Customer Liaison officer and Project Team will coordinate an open drop in session for residents with project design details and information presentations, however this will not be finalised until the receipt of the building warrant allowing award of the contract.

Anticipated Outcome

Works anticipated be completed over 2017/18 and 2018/19, estimated for completion by end of 2018/19 delivering an major external upgrade of 6 blocks in Risk St, Dumbarton for 72 tenants and 63 owners within budget.

| | | | | | | |
|-------------------------|-------|-------|-----|-------|---------|------|
| Project Life Financials | 7,001 | 1,271 | 18% | 6,843 | (158) | -2% |
| Current Year Financials | 6,890 | 1,160 | 17% | 2,850 | (4,040) | -59% |

WEST DUNBARTONSHIRE COUNCIL
HRA CAPITAL PROGRAMME
ANALYSIS OF PROJECTS AT GREEN STATUS > £50K

Appendix 6

MONTH END DATE

31 December 2017

PERIOD

9

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

| | | | | | | | |
|------------------------------------|---|---|-----------|-------------------|-----------|-------|-------|
| 1 | Contingencies | | | | | | |
| | Project Life Financials | 100 | 0 | 0% | 100 | 0 | 0% |
| | Current Year Financials | 100 | 0 | 0% | 0 | (100) | -100% |
| | Project Description | Contingency budget for unforeseen works | | | | | |
| | Project Lifecycle | Planned End Date | 31-Mar-18 | Forecast End Date | 31-Mar-18 | | |
| | Main Issues / Reason for Variance | | | | | | |
| | This is a contingent budget for unforeseen matters which may arise during the year, however at this time it is anticipated that this will not be required | | | | | | |
| Mitigating Action | | | | | | | |
| None required | | | | | | | |
| Anticipated Outcome | | | | | | | |
| Under spend in this financial year | | | | | | | |

| | | | | | | | |
|---|--|-------------------------------|-----------|-------------------|-----------|-------|------|
| 2 | Defective structures/component renewals | | | | | | |
| | Project Life Financials | 735 | 172 | 23% | 735 | 0 | 0% |
| | Current Year Financials | 735 | 172 | 23% | 500 | (235) | -32% |
| | Project Description | Drumry Structural Works 15/16 | | | | | |
| | Project Lifecycle | Planned End Date | 31-Mar-18 | Forecast End Date | 31-Mar-18 | | |
| | Main Issues / Reason for Variance | | | | | | |
| | Project is underway at 204 Montrose St which is fully vacated. The next block after this is identified in Alsatian Ave and tenant liaison is underway to arrange decants to allow for follow on progress. Full final costs for recently completion at Mossgeil block has still to come through the ledger. At this stage we are projecting a full completion of the Montrose St block by year end, however recent feedback from the housing officer has intimated that one tenant in the Alsatian Ave block may be resisting the decant, appropriate housing officers are currently working to resolve this amicably. We will monitor this closely and have reflected this in the year end forecast, tentatively reducing the year end forecast to £0.500m resulting in a £0.235m re-phase into 18/19. | | | | | | |
| | Mitigating Action | | | | | | |
| | Housing officers are working to agree the decant arrangements with the tenants in Alsatian Ave and mitigate the possibility of one tenant refusing to decant. | | | | | | |
| | Anticipated Outcome | | | | | | |
| | Completion of block at 204 Montrose St and agreement of tenant to decant in Alsatian Ave allowing progress into this block. | | | | | | |

| | | | | | | |
|-------------------------|-----|-----|-----|-----|-------|------|
| Project Life Financials | 835 | 172 | 21% | 835 | 0 | 0% |
| Current Year Financials | 835 | 172 | 21% | 500 | (335) | -40% |

MONTH END DATE

31 December 2017

PERIOD

9

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

1 New Build Grant

| | | | | | | |
|-------------------------|----------|---------|-----|----------|-----|------|
| Project Life Financials | (26,095) | (8,440) | 32% | (26,010) | 85 | 0% |
| Current Year Financials | (2,996) | (1,244) | 42% | (2,516) | 480 | -16% |

Project Description Grant to facilitate the building of new build housing

Project Lifecycle Planned End Date 31-Mar-22 Forecast End Date 31-Mar-22

Main Issues / Reason for Variance

Grant income relating to the Haldane acquisition £0.480m was received late 2016/17 and has been held on the balance sheet. It will not be applied until 2018/19 when the transfer of the site will take place, however the transfer value has been agreed at a value of £0.395m resulting in an underachievement of grant income of £0.085m (although this is offset by purchase cost being £0.085m less than budgeted). Grant income anticipated to be received in 17/18 includes £1.716m (Singer Avenue/Second Street), £0.500m (St Andrew's High School site) and £0.300m (Creveul Court).

Mitigating Action

None required as income has already been received and this is purely an accounting/timing adjustment

Anticipated Outcome

Grant income will be applied in 2018/19

2 Prudential Borrowing

| | | | | | | |
|-------------------------|----------|----------|-----|----------|--------|------|
| Project Life Financials | (64,907) | (23,648) | 36% | (61,458) | 3,449 | -5% |
| Current Year Financials | (23,762) | (7,172) | 30% | (11,920) | 11,843 | -50% |

Project Description Prudential borrowing to finance capital expenditure not already funded from grants/contributions, revenue contributions or capital receipts

Project Lifecycle Planned End Date 31-Mar-23 Forecast End Date 31-Mar-23

Main Issues / Reason for Variance

Prudential Borrowing is impacted by both the total level of capital spend and the level of other capital resources. The level of prudential borrowing in 2017/18 overall, is likely to be less than anticipated for reasons identified within each project that shows re-phasing requirements in the red and amber analysis.

Mitigating Action

Mitigating actions are detailed in the red and amber analysis

Anticipated Outcome

Prudential Borrowing is overall likely to be less than anticipated.

MONTH END DATE

31 December 2017

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

3

| | | | | | | |
|--|--|-----------|-------------------|-----------|---------|------|
| Capital Receipts | | | | | | |
| Project Life Financials | 0 | (2,293) | 100% | (2,293) | (2,293) | 100% |
| Current Year Financials | 0 | (2,293) | 100% | (2,293) | (2,293) | 100% |
| Project Description | Capital receipts from the sale of land or application to purchase houses under Right to Buy Legislation prior to end of scheme | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-18 | Forecast End Date | 31-Mar-18 | | |
| Main Issues / Reason for Variance | | | | | | |
| Capital receipts were not anticipated to be received due to the closure of the Right to Buy Scheme, however receipts are still being received for applications submitted prior to the end of the scheme resulting in unbudgeted income being received. | | | | | | |
| Mitigating Action | | | | | | |
| None required due to favourable variance | | | | | | |
| Anticipated Outcome | | | | | | |
| Unbudgeted income received | | | | | | |

| | | | | | | |
|-------------------------|----------|----------|-----|----------|--------|------|
| TOTAL RESOURCES | | | | | | |
| Project Life Financials | (98,302) | (35,415) | 36% | (97,088) | 1,213 | -1% |
| Current Year Financials | (30,578) | (11,743) | 38% | (20,576) | 10,002 | -33% |

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director of Regeneration, Environment and Growth

Housing and Communities Committee: 7 February 2018

Subject: Financial Report 2017/18 as at Period 9 (31 December 2017)

1. Purpose

- 1.1** The purpose of the report is to provide the Committee with an update on the financial performance to 31 December 2017 (Period 9) of those services under the auspices of the Housing and Communities Committee.

2. Recommendations

2.1 Members are asked to:-

- i) consider and note the contents of this report which shows the revenue budget forecast to overspend against budget by £0.156m (6%) at the year-end;
- ii) consider and note the net projected annual capital underspend of £0.720M (47.7%), of which £0.656M (43.5%) relates to project re-phasing and an in year underspend of £0.064M (4.2%); and
- iii) note the progress on savings incorporated into budgets for 2017/18.

3. Background

3.1 Revenue Budget

At the meeting of West Dunbartonshire Council on 22 February 2017, Members agreed the revenue estimates for 2017/18.

A total net budget of £0.680m was approved for services under the remit for Housing and Communities services at that time.

Following the report to Council on 25th October regarding changes to standing orders, Central Repairs has been transferred out of Housing and Communities to IRED committee and W4U and Communities have been transferred in from Corporate Services. The revised budget now under the remit of Housing and Communities is £2.770M as per below.

| | £M | £M |
|---------------------------------|---------|---------|
| Starting Position | 0.680 | |
| Net adjustments re virements | (0.016) | 0.664 |
| Transfers in :- | | |
| W4U from Corporate | 2.614 | |
| Communities from Corporate | 0.790 | 3.404 |
| Transfers out :- | | |
| Central Repairs to IRED | (1.298) | (1.298) |
| Revised budget | | 2.770 |

Capital

- 3.1.1 At the meeting of Council on 22 February 2017, Members also agreed the updated 10 year General Services Capital Plan for 2017/2018 to 2026/27. The next three years from 2017/18 to 2019/20 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 £0.624m.
- 3.1.2 Following the report to Council on 25th October regarding changes to standing orders, the Capital budget for Communities of £1M will now also come under the remit of the Housing and Communities Committee
- 3.1.3 This brings the revised Capital budget up to £1.624M

4. Main Issues

Revenue Budget

- 4.1 Appendix 1 shows the probable outturn for the services at £2.926m. As the annual budget is £2.770m there is a projected adverse variance currently projected of £0.156m. A more detailed analysis by service is given in Appendix 2. Comments are shown in Appendix 3 when there are projected annual variances greater than £50,000. Appendix 4 shows progress on the achievement of saving options adopted as part of the 2017/18 budget.

Capital Budget

- 4.2 The overall programme summary report is shown in Appendix 5. The analysis shows that for the in-year planned spend there is currently a projected annual favourable variance of £0.720m of which £0.656M relates to project re-phasing and an in year underspend of £0.064M. Information on the projects that are highlighted as being within the red and amber categories is provided in Appendix 6 and Appendix 7.

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. Officers are currently reviewing budgets and projections with a view to improving the position by financial year end and progress will be highlighted in future reports to committee.
- 6.2** Agreed savings and management adjustments for 2017/18 are monitored with current indications showing that all of the savings being monitored (£0.129m), are currently on target to 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.

Peter Barry
Strategic Lead – Housing and Employability
Date: 18 January 2018

Person to Contact: Janice Rainey - Business Unit Finance Partner ,Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737707, e-mail 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 Red Projects (Capital)
Appendix 7 - Variance analysis Amber Projects (Capital)

Background Papers: None

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2017/2018
HOUSING & COMMUNITIES SUMMARY

APPENDIX 1

MONTH END DATE **31 December 2017**

| Actual Outturn 2016/17 | Service / Subjective Summary | Total Budget 2017/18 | Spend to Date 2017/18 | Forecast Spend | Forecast Variance 2017/18 | | Annual RAG Status |
|------------------------------|---------------------------------|-------------------------|--------------------------|-------------------|---------------------------|------|-------------------------|
| | | | | | | | |
| £000 | | £000 | £000 | £000 | £000 | % | |
| 2,281 | Working 4 U | 2,613 | 2,092 | 2,611 | (2) | 0% | ↑ |
| 710 | Communities | 789 | 495 | 755 | (34) | -4% | ↑ |
| 170 | Homeless Persons | 23 | 470 | 139 | 116 | 504% | ↓ |
| 73 | Private Sector Housing | 45 | 19 | 46 | 1 | 2% | ↓ |
| (21) | Private Sector Housing Grant | 92 | 271 | 90 | (2) | -2% | ↑ |
| 708 | Anti Social Behaviour | 719 | 422 | 642 | (77) | -11% | ↑ |
| (1,133) | Housing Maintenance Trading A/c | (1,511) | (868) | (1,357) | 154 | 10% | ↓ |
| 2,788 | Total Net Expenditure | 2,770 | 2,901 | 2,926 | 156 | 6% | ↓ |

YEAR END DATE

31 December 2017

PERIOD

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| Actual Outturn 2016/17 | Service Summary | Total Budget 2017/18 | YTD Spend 2017/18 | Forecast Spend 2017/18 | Forecast Annual Variance 2017/18 | RAG Status |
|---------------------------|------------------------------|----------------------------|----------------------|------------------------------|-------------------------------------|---------------|
| £000 | All Services | £000 | £000 | £000 | £000 | % |
| 15,649 | Employee | 17,332 | 11,201 | 16,570 | (762) | -4% ↑ |
| 1,568 | Property | 1,857 | 1,127 | 1,834 | (23) | -1% ↑ |
| 1,088 | Transport and Plant | 1,127 | 734 | 1,103 | (24) | -2% ↑ |
| 4,803 | Supplies, Services and Admin | 5,785 | 4,684 | 6,370 | 585 | 10% ↓ |
| 3,702 | Payments to Other Bodies | 2,733 | 1,595 | 2,643 | (90) | -3% ↑ |
| 1,328 | Other | 868 | 402 | 536 | (332) | -38% ↑ |
| 28,138 | Gross Expenditure | 29,702 | 19,742 | 29,056 | (646) | -2% ↑ |
| (25,350) | Income | (26,932) | (16,842) | (26,130) | 802 | 3% ↓ |
| 2,788 | Net Expenditure | 2,770 | 2,901 | 2,926 | 156 | 6% ↓ |
| £000 | Working 4 U | £000 | £000 | £000 | £000 | % |
| 2,456 | Employee | 2,278 | 1,608 | 2,252 | (26) | -1% ↑ |
| 2 | Property | 1 | 0 | 1 | 0 | 0% → |
| 31 | Transport and Plant | 51 | 22 | 29 | (22) | -43% ↑ |
| 31 | Supplies, Services and Admin | 35 | 16 | 25 | (10) | -29% ↑ |
| 938 | Payments to Other Bodies | 1,307 | 663 | 1,241 | (66) | -5% ↑ |
| 0 | Other | 0 | 0 | 0 | 0 | 0% → |
| 3,458 | Gross Expenditure | 3,672 | 2,309 | 3,548 | (124) | -3% ↑ |
| (1,177) | Income | (1,059) | (217) | (937) | 122 | 12% ↓ |
| 2,281 | Net Expenditure | 2,613 | 2,092 | 2,611 | (2) | 0% ↑ |
| £000 | Communities | £000 | £000 | £000 | £000 | % |
| 453 | Employee | 498 | 325 | 435 | (63) | -13% ↑ |
| 2 | Property | 268 | 170 | 269 | 1 | 0% ↓ |
| 2 | Transport and Plant | 2 | 1 | 1 | (1) | -50% ↑ |
| 274 | Supplies, Services and Admin | 7 | 3 | 7 | 0 | 0% → |
| 142 | Payments to Other Bodies | 161 | 58 | 157 | (4) | -2% ↑ |
| 0 | Other | 0 | 0 | 0 | 0 | 0% → |
| 873 | Gross Expenditure | 936 | 557 | 869 | (67) | -7% ↑ |
| (163) | Income | (147) | (62) | (114) | 33 | 22% ↓ |
| 710 | Net Expenditure | 789 | 495 | 755 | (34) | -4% ↑ |
| £000 | Homeless Persons | £000 | £000 | £000 | £000 | % |
| 1,320 | Employee | 1,370 | 1,006 | 1,361 | (9) | -1% ↑ |
| 1,225 | Property | 1,267 | 853 | 1,244 | (23) | -2% ↑ |
| 24 | Transport and Plant | 25 | 18 | 24 | (1) | -4% ↑ |
| 207 | Supplies, Services and Admin | 172 | 153 | 171 | (1) | -1% ↑ |
| 718 | Payments to Other Bodies | 682 | 492 | 678 | (4) | -1% ↑ |
| 0 | Other | 0 | 0 | 0 | 0 | 0% → |
| 3,494 | Gross Expenditure | 3,516 | 2,522 | 3,478 | (38) | -1% ↑ |
| (3,324) | Income | (3,493) | (2,052) | (3,339) | 154 | 4% ↓ |
| 170 | Net Expenditure | 23 | 470 | 139 | 116 | 504% ↓ |

YEAR END DATE

31 December 2017

PERIOD

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| Actual Outturn 2016/17 | Service Summary | Total Budget 2017/18 | YTD Spend 2017/18 | Forecast Spend 2017/18 | Forecast Annual Variance 2017/18 | RAG Status |
|---------------------------|--|----------------------------|----------------------|------------------------------|-------------------------------------|---------------|
| £000 | | £000 | £000 | £000 | £000 % | |
| | Private Sector Housing | | | | | |
| 20 | Employee | 38 | 0 | 27 | (11) -29% | ↑ |
| 0 | Property | 0 | 0 | 0 | 0 0% | → |
| 0 | Transport and Plant | 0 | 0 | 0 | 0 0% | → |
| 58 | Supplies, Services and Admin | 0 | 0 | 0 | 0 0% | → |
| 4 | Payments to Other Bodies | 28 | 19 | 24 | (4) -14% | ↑ |
| 0 | Other | 0 | 0 | 0 | 0 0% | → |
| 82 | Gross Expenditure | 66 | 19 | 51 | (15) -23% | ↑ |
| (9) | Income | (21) | 0 | (5) | 16 76% | ↓ |
| 73 | Net Expenditure | 45 | 19 | 46 | 1 2% | ↓ |
| | Private Sector Housing Grant | | | | | |
| 5 | Employee | 33 | 24 | 32 | (1) -3% | ↑ |
| 255 | Property | 261 | 72 | 260 | (1) 0% | ↑ |
| 0 | Transport and Plant | 1 | 0 | 1 | 0 0% | → |
| 0 | Supplies, Services and Admin | 12 | 2 | 12 | 0 0% | → |
| 231 | Payments to Other Bodies | 231 | 173 | 231 | 0 0% | → |
| 0 | Other | 0 | 0 | 0 | 0 0% | → |
| 491 | Gross Expenditure | 538 | 271 | 536 | (2) 0% | ↑ |
| (512) | Income | (446) | 0 | (446) | 2 0% | ↓ |
| (21) | Net Expenditure | 92 | 271 | 90 | (2) -2% | ↑ |
| | Anti Social Behaviour | | | | | |
| 444 | Employee | 441 | 268 | 378 | (63) -14% | ↑ |
| 0 | Property | 0 | 0 | 0 | 0 0% | → |
| 22 | Transport and Plant | 6 | 3 | 6 | 0 0% | → |
| 69 | Supplies, Services and Admin | 63 | 47 | 61 | (2) -3% | ↑ |
| 182 | Payments to Other Bodies | 209 | 104 | 197 | (12) -6% | ↑ |
| 0 | Other | 0 | 0 | 0 | 0 0% | → |
| 717 | Gross Expenditure | 719 | 422 | 642 | (77) -11% | ↑ |
| (9) | Income | 0 | 0 | 0 | 0 0% | → |
| 708 | Net Expenditure | 719 | 422 | 642 | (77) -11% | ↑ |
| | Housing Maintenance Trading A/c | | | | | |
| 10,951 | Employee | 12,674 | 7,970 | 12,085 | (589) -5% | ↑ |
| 84 | Property | 60 | 32 | 60 | 0 0% | → |
| 1,009 | Transport and Plant | 1,042 | 690 | 1,042 | 0 0% | → |
| 4,164 | Supplies, Services and Admin | 5,496 | 4,463 | 6,094 | 598 11% | ↓ |
| 1,487 | Payments to Other Bodies | 115 | 86 | 115 | 0 0% | → |
| 1,328 | Other | 868 | 402 | 536 | (332) -38% | ↑ |
| 19,023 | Gross Expenditure | 20,255 | 13,642 | 19,932 | (323) -2% | ↑ |
| (20,156) | Income | (21,766) | (14,511) | (21,289) | 477 2% | ↓ |
| (1,133) | Net Expenditure | (1,511) | (868) | (1,357) | 154 -10% | ↓ |

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2017/2018
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

YEAR END DATE

31 December 2017

| Budget Details | Variance Analysis | | | | RAG Status |
|----------------|-------------------|----------------|----------|---|------------|
| | Total Budget | Forecast Spend | Variance | | |
| | £000 | £000 | £000 | % | |

| | | | | | |
|-----------------------------------|---|-----|-----|------|---|
| Homeless Persons | 23 | 139 | 116 | 504% | ↓ |
| Service Description | This service seeks to prevent homelessness occurring across the authority and improves access to support services | | | | |
| Main Issues / Reason for Variance | There is less than anticipated rental income due to Ashton View Supported Accommodation shortfall due to delay in the extension build. | | | | |
| Mitigating Action | The Ashton View extension is now open and officers are now making maximum use of this . | | | | |
| Anticipated Outcome | Since the budget assumed extension would be available for full year but it was not available until October, there will be a shortfall in income . | | | | |

| | | | | | |
|-----------------------------------|--|-----|------|------|---|
| Anti Social Behaviour | 719 | 642 | (77) | -11% | ↑ |
| Service Description | Provision of Anti Social behaviour service | | | | |
| Main Issues / Reason for Variance | This favourable variance is due to vacant posts | | | | |
| Mitigating Action | No mitigating action required as variance is favourable. | | | | |
| Anticipated Outcome | Underspend will be achieved | | | | |

| | | | | | |
|-----------------------------------|--|---------|-----|------|---|
| Housing Maintenance Trading A/c | (1,511) | (1,357) | 154 | -10% | ↓ |
| Service Description | This service provides council housing maintenance | | | | |
| Main Issues / Reason for Variance | This adverse variance is main due to efficiencies not yet being realised due to the timing of the Integrated Housing Management System | | | | |
| Mitigating Action | Officers continue to monitor both spend and income levels to minimise this adverse variance | | | | |
| Anticipated Outcome | An adverse variance is expected | | | | |

| Efficiency reference | | Efficiency Detail | budgeted Amount £ | Projection of Total Saved £ | Projection of Total Not Saved £ | Comment |
|----------------------|------|---|----------------------|--------------------------------|---------------------------------------|---------|
| 2017/18 | MA20 | Correction of cost for Tenancy Sustainability to HRA | 82,000 | 82,000 | 0 | |
| 2017/18 | MA21 | Correction of cost for Strategy Staff to HRA | 38,000 | 38,000 | 0 | |
| 2017/18 | MA22 | Identify efficiencies within Working4U supplies and admin budgets | 9,000 | 9,000 | 0 | |
| | | | 129,000 | 129,000 | 0 | |

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE 31 December 2017

PERIOD 9

| 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 | 1 | 50% | 312 | 71% | 1 | 50% | 275 | 85% |
| 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 | 1 | 50% | 127 | 29% | 1 | 50% | 49 | 15% |
| 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 | 0 | 0% | 0 | 0% | 0 | 0% | 0 | 0% |
| TOTAL EXPENDITURE | 2 | 100% | 439 | 100% | 2 | 100% | 324 | 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 | Re-Phasing £000 | Over/Under £000 |
| Red | | | | | | | | | | |
| Projects are forecast to be overspent and/or significant delay to completion | 1,000 | 312 | 1,000 | 0 | 963 | 275 | 488 | (475) | (475) | 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 | 624 | 127 | 560 | (64) | 546 | 49 | 301 | (245) | (181) | (64) |
| 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 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL EXPENDITURE | 1,624 | 439 | 1,560 | (64) | 1,509 | 324 | 789 | (720) | (656) | (64) |

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

APPENDIX 6

MONTH END DATE

31 December 2017

PERIOD

9

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

| | | | | | | | |
|--|---|---|-----------|-------------------|-----------|-------|------|
| 1 | Invest in "Your Community Initiative" | | | | | | |
| | Project Life Financials | 1,000 | 312 | 31% | 1,000 | 0 | 0% |
| | Current Year Financials | 963 | 275 | 29% | 488 | (475) | -49% |
| | Project Description | Capital budget to support roll out of your community. This will deliver on implementation of a participatory budgeting approach in 17 defined neighbourhoods and support spend to save and investment in service changes highlighted as required through your community development work. | | | | | |
| | Project Lifecycle | Planned End Date | 31-Mar-18 | Forecast End Date | 31-Mar-18 | | |
| | Main Issues / Reason for Variance | | | | | | |
| | Delay in spend is due to identifying relevant capital works and the process of approval of grant applications/receipt of claim forms. The full budget will be expended following appropriate development and engagement with communities, this is taking longer than anticipated and at this time it is anticipated that there will be slippage of £0.475m in relation to the Improvement Fund project. | | | | | | |
| Mitigating Action | | | | | | | |
| Officers are continuing to identify relevant applications in relation to the Improvement Fund in order to maximise spend in this financial year. | | | | | | | |
| Anticipated Outcome | | | | | | | |
| Investment in Communities | | | | | | | |

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

APPENDIX 7

MONTH END DATE

31 December 2017

PERIOD

9

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

1

| Integrated Housing Management System | | | | | | |
|--|--|-----------|-------------------|-----------|-------|------|
| Project Life Financials | 624 | 127 | 20% | 560 | (64) | -10% |
| Current Year Financials | 546 | 49 | 9% | 301 | (245) | -45% |
| Project Description | This is a budget to support the necessary development and on-going requirements of | | | | | |
| Project Lifecycle | Planned End Date | 31-Mar-17 | Forecast End Date | 31-Mar-19 | | |
| Main Issues / Reason for Variance | | | | | | |
| <p>The project has been delayed due to finalising the contract documentation with the supplier and delays from incumbent system provider in the provision of access to Saffron data (delay in resolving ongoing issue, target of 11th October was not met by Civica, although this has recently been resolved). Project has been re-phased with go-live date planned of 3rd December 2018, therefore budget of £0.181m is required to be re-phased into 18/19. As a result of the delay in completion of project, staffing is to be extended to 31st March 2019 in order to support implementation of new system. At this time we are anticipating an underspend of £0.064m.</p> | | | | | | |
| Mitigating Action | | | | | | |
| Officers will continue to seek opportunities to mitigate any further delays to the project. | | | | | | |
| Anticipated Outcome | | | | | | |
| Project is to delivered in-line with rephased project timeline with an anticipated underspend of £0.064m. | | | | | | |

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Housing and Communities Committee: 7 February 2018

**Subject: Working Well Together - Attendance Management: Quarter 3
(1 October – 31 December 2017)**

1. Purpose

- 1.1** The purpose of this report is to provide Committee with detailed analysis on the attendance performance for Quarter 3.

2. Recommendations

- 2.1** It is recommended that Committee notes:

- The decrease in Council wide sickness absence of 81.12 FTE days lost (-3.1%) compared to the same period last year as outlined in Appendix 1; and
- The decrease in sickness absence of 23 FTE days lost (-6.4% compared to the same period last year for the service areas outlined in Appendix 2.

3. Background

- 3.1** The Council is committed to improving attendance levels by setting ambitious targets to reduce days lost, supporting attendance at work and improving the health and wellbeing of all employees.

4. Main Issues

Service Performance

- 4.1** In Quarter 3, for the Strategic Lead areas covered by this Committee 610 FTE days were lost due to sickness absence. This represents a decrease of 23 FTE days lost compared to the same period last year.

Table 1 below shows individual targets, the annual result for each in 2016/17 and the Projected Year end figure.

Table 1 – Council / Strategic Lead Targets (FTE days lost per employee)

| Strategic Lead | 2017/18 Target | Year End Result 2016/17 | Projected Year End |
|----------------------------------|-----------------------|--------------------------------|---------------------------|
| Council Wide | 7 | 10.47 | 10.78 |
| Housing and Employability | 6.5 | 8.86 | 10.55 |

Table 2 shows the Quarter 3 results and compares to the same period last year. Housing and Employability absence was below the Council average of 2.88 FTE days lost per employee.

Table 2 – Local performance (period)

| Strategic Lead Area | Q3 – 17/18 FTE | Q3 – 16/17 FTE | Variance |
|----------------------------|-----------------------|-----------------------|-----------------|
| Council | 2.88 | 2.97 | -3.1 % |
| Housing and Employability | 2.47 | 2.64 | -6.4% |

Absence Duration – Local Performance

- 4.3** Table 3 shows the duration profile and compares to the overall Council duration profile. Long term absence accounts for 65% of absence council wide.

Table 3 – Absence Duration – Local performance

| Quarter 3 | 2016/17 | | 2017/18 | |
|---------------------------|-------------------|------------------|-------------------|------------------|
| | Short Term | Long Term | Short Term | Long Term |
| Council | 47.97% | 52.03% | 34.99% | 65.01% |
| Housing and Employability | 49.13% | 50.87% | 35.43% | 64.57% |

- 4.4** In order to continue to reduce the periods of long-term absence, in line with the policy managers must ensure early intervention including proactive communication with employees and referral to Occupational Health for medical guidance on how to effectively support employees to return to work.
- 4.4.1** It should also be noted that in Q3 2017/18, Housing and Employability saw an increase in days lost due to Back Pain, Recurring Medical Conditions, Work Related Accident/Injuries and Acute Medical Conditions which would explain the increase in long-term absence.

Absence Reasons – Local Performance

- 4.5** Table 4 shows the top 3 reasons for absence within Housing and Employability and compares these reasons to Council wide results. The top two reasons for absence replicate the top two reasons for absence Council Wide. However, the third top reason for absence within Housing and Employability is personal stress.
- 4.6** Managers are referring to Occupational Health at the earliest opportunity, exploring the requirement for physio and other supports including phased return to work, lighter duties etc. that will facilitate a return to work. Other supports being undertaken are ensuring regular moving and handling training is undertaken with advice from Health and Safety if required.
- 4.6.1** In terms of personal stress, Managers are referring employees to Occupational Health as early as possible and ensuring employees are offered access to the relevant support agencies such as Time for Talking, and other external agencies as required. A work stream, as part of the Employee Wellbeing Group, has also been established to audit employees understanding of Mental Wellbeing with a view to ascertaining any improvements in supports that may be required.

Table 4 – Reasons analysis – Local performance

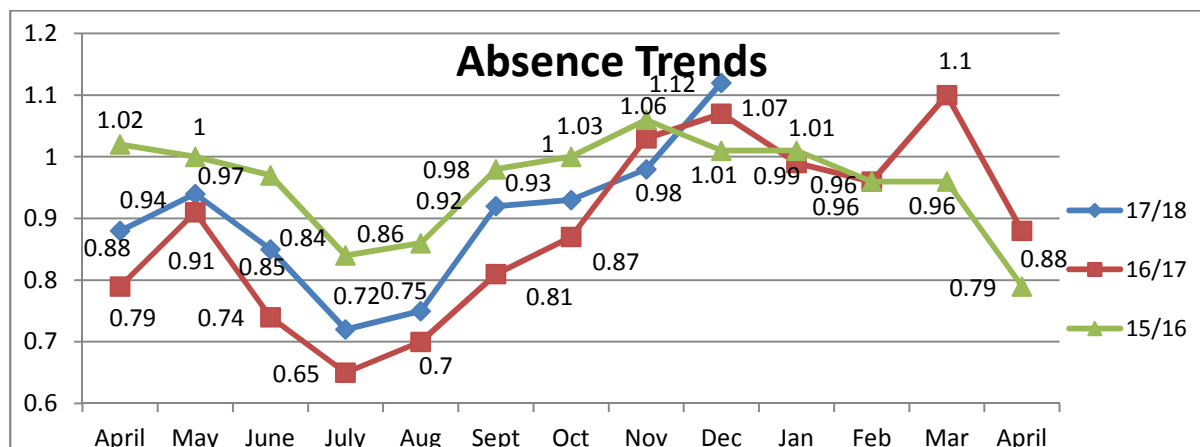
| | 1 | | 2 | | 3 | |
|---------------------------|----------------------|---------------|----------------------------|---------------|----------------------------------|---------------|
| | Reason | % | Reason | % | Reason | % |
| Council | Minor Illness | 24.96% | Acute Med Condition | 20.06% | Musculo-skeletal Injuries | 14.71% |
| Housing and Employability | Minor Illness | 29.63% | Acute Medical Conditions | 25.28% | Stress - Personal | 12.56% |

Council Performance - Quarter 3 2017/18

- 4.7** In Quarter 3, a total of 13,323 FTE days were lost across the Council due to sickness absence, a decrease of 81.12 FTE days lost compared to the same period last year. This represents a decrease to 2.88 FTE days lost per employee or 3.1% reduction on the same period last year.
- 4.8** The Council continues to be committed to reducing absence levels and to the reduction of the associated cost of absence. In 2016/17, the Council's absence performance improved by 11.3%, however this was largely due to a positive performance in the first half of the year. In the latter half of the year, the performance deteriorated. It appears that 2017/18 is following a similar trend pattern to that reported in 2016/17. Despite Q3 reporting a decrease in absence, December 2017 has reported the highest FTE days lost compared to the same month in the previous two years.

4.9 The Chief Executive has asked each of the Strategic Directors and Leads to continue to focus efforts on reducing absence in their respective areas.

Chart 1 – Absence Trends



Employee Wellbeing Group

4.10 The Employee Wellbeing Core group last met on 21st November 2017, where progress against work stream action plans was discussed. A detailed update on all plans was presented to the Change Board on 19 December 2017. This update included presentation on the findings of a recent audit on compliance with the provisions of the Attendance Management Policy. Strategic Leads have been provided with detailed findings for their respective areas for local follow-up and a communication brief will be issued to managers and employees reminding them of their respective responsibilities under the Policy.

Additional recommendations from the audit will now be progressed, including:

- As part of our commitment to encouraging and supporting employees to develop and maintain a healthy lifestyle, managers have been asked to liaise with the Leisure Trust with a view to arranging fitness assessments for employees within the workplace.
- A survey of employees to gather information in relation to their awareness and experience of existing supports in place for mental wellbeing, the results of which will be used to inform further improvement actions.
- A campaign will shortly be launched, in conjunction with Working4U, to support the financial wellbeing of employees, recognising the evidenced link with employee wellbeing generally. This will focus on providing information and access to other sources of support.

Following discussion with trades' union partners, consideration will be given to guidance on dealing with menopausal symptoms in line with developments at national level.

In addition to the above, an HR student, currently placed within the Council, is undertaking research into the link between organisational change and employee wellbeing, as well as supporting further analysis of Council absence data with a view to identifying any additional trends associated with particular employee characteristics. It is expected that the outputs of this work will be available in early February. Relevant actions will be picked up thereafter.

5. People Implications

- 5.1** Housing and Employability have reported a 6.4% decrease in absence compared to the same period last year, and two out of four service areas covered by this report have reported FTE days lost per FTE employee as being lower than both the Council Wide and the Housing and Employability averages for the quarter. However, there is still a risk that if the focus and attention by all stakeholders is not maintained, absence rates could rise. At this stage the Council's target of 7 FTE days (for Local Government Employees) for 2017/18 will be significantly missed.

6. Financial Implications

- 6.1** Based upon the estimated cost of a day's absence (£123 in 2017/18), table 5 provides the estimated cost of absence across the Council and the Strategic Lead areas. This does not include any associated costs such as cover or overtime.

Table 5 – Cost of absence

| Strategic Lead Area | £ |
|----------------------------|---------------------|
| Housing and Employability | 76,260.00 |
| Council | 1,638,737.61 |

7. Risk Analysis

- 7.1** There is a risk that managers do not fulfil their role and comply with the policy and in turn absence continues to increase.
- 7.2** While it is evident in many instances, the necessary and proactive steps are being undertaken, such as early referrals 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, Employee Liaison Group and for more strategic matters through Joint Consultative Forum.

- 9.2** Strategic Leads continue to be consulted through regular meetings with HR Business Partners.

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.

Victoria Rogers
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Date: 22 January 2018

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Appendices: Appendix 1 Council Wide Q3 2017/18 Absence Summary
Appendix 2 Housing and Employability Q3 2017/18 Absence Summary

Background Papers: None

Wards Affected: None

TABLE 1 - Headline Figure

Q3 2017/18

2.88

Q3 2016/17

2.97

Year on Year +/-

-3.1%

TABLE 2 - Days Lost per

| 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 | | | |
| Strategic Management | 14.00 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0.00 |
| Child Healthcare & Criminal Justice | 241.65 | 66 | 60 | 194 | 654 | 974 | 916.77 | 3.79 |
| Community Health & Care | 742.69 | 222 | 192 | 821 | 3,626 | 4,861 | 3,677.11 | 4.95 |
| Finance & Resources | 4.50 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0.00 |
| Mental Health, Addiction & Learning Disabilities | 138.49 | 58 | 31 | 152 | 572 | 813 | 683.96 | 4.94 |
| Strategy, Planning & Health Improvement | 24.02 | 2 | 5 | 3 | 0 | 10 | 9.51 | 0.40 |
| Health & Social Care Partnership | 1,151.35 | 348 | 288 | 1,170 | 4,852 | 6,658 | 5,287.35 | 4.59 |
| Environment & Neighbourhood | 634.50 | 210 | 191 | 560 | 2,092 | 3,053 | 2,055.35 | 3.24 |
| Housing & Employability | 246.89 | 40 | 59 | 121 | 401 | 621 | 610.04 | 2.47 |
| Regeneration | 420.89 | 85 | 110 | 380 | 542 | 1,117 | 1,110.31 | 2.64 |
| Regeneration, Environment & Growth | 1,302.28 | 335 | 360 | 1,061 | 3,035 | 4,791 | 3,775.70 | 2.90 |
| Communications, Culture & Communities | 146.89 | 33 | 13 | 83 | 150 | 279 | 245.35 | 1.67 |
| Education Learning & Attainment | 630.08 | 284 | 186 | 487 | 1,485 | 2,442 | 1,675.25 | 2.66 |
| People & Technology | 98.28 | 25 | 19 | 41 | 99 | 184 | 166.00 | 1.69 |
| Regulatory | 93.14 | 12 | 10 | 14 | 94 | 130 | 92.81 | 1.00 |
| Resources | 292.98 | 78 | 44 | 188 | 342 | 652 | 529.72 | 1.81 |
| Transformation & Public Service Reform (Excl. Teachers) | 1,261.37 | 432 | 272 | 813 | 2,170 | 3,687 | 2,709.13 | 2.15 |
| LOCAL GOVERNMENT EMPLOYEES TOTAL | 3,729.00 | 1,115 | 920 | 3,044 | 10,057 | 15,136 | 11,772.18 | 3.16 |
| Transformation & Public Service Reform (Teachers) | 902.48 | 312 | 147 | 430 | 1,029 | 1,918 | 1,550.89 | 1.72 |
| COUNCIL-WIDE TOTAL | 4,631.48 | 1,427 | 1,067 | 3,474 | 11,086 | 17,054 | 13,323.07 | 2.88 |

TABLE 3 - Breakdown of Days Lost by Duration Category

| Duration | Working Days Lost | Percentage of Lost Days |
|------------------------------|-------------------|-------------------------|
| Intermittent (1-3 days) | 1,427.0 | 8.37% |
| Short Term (4-5 days) | 1,067.0 | 6.26% |
| Medium Term (6 days-4 weeks) | 3,474.0 | 20.37% |
| Long Term (over 4 weeks) | 11,086.0 | 65.01% |
| TOTAL | 17,054.0 | 100% |

Working Days Lost



| | | | | | | |
|----------------------------------|-------------------|-------------|-------------------|-------------|-------------------------|--------------|
| TABLE 1 - Headline Figure | Q3 2017/18 | 2.47 | Q3 2016/17 | 2.64 | Year on Year +/- | -6.4% |
|----------------------------------|-------------------|-------------|-------------------|-------------|-------------------------|--------------|

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 | 13.24 | 3 | 4 | 7 | 52 | 66 | 64.24 | 4.85 |
| Community Planning & Development TOTAL | 13.24 | 3 | 4 | 7 | 52 | 66 | 64.24 | 4.85 |
| Homeless & Prevention | 42.15 | 7 | 4 | 12 | 20 | 43 | 42.24 | 1.00 |
| Housing Development | 14.60 | 2 | 0 | 9 | 0 | 11 | 11.00 | 0.75 |
| Int Housing Project | 1.00 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0.00 |
| Housing Development & Homelessness TOTAL | 57.75 | 9 | 4 | 21 | 20 | 54 | 53.24 | 0.92 |
| Housing Operations | 104.48 | 26 | 51 | 72 | 247 | 396 | 392.70 | 3.76 |
| Housing Operations TOTAL | 104.48 | 26 | 51 | 72 | 247 | 396 | 392.70 | 3.76 |
| Adult Employability | 22.57 | 1 | 0 | 0 | 42 | 43 | 43.00 | 1.91 |
| Adult Learn & Literacies | 8.29 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0.00 |
| Financial Inclusion | 18.73 | 1 | 0 | 0 | 0 | 1 | 1.00 | 0.05 |
| Skills, Compliance & Dev | 3.50 | 0 | 0 | 6 | 0 | 6 | 3.00 | 0.86 |
| Working4U | 3.00 | 0 | 0 | 0 | 0 | 0 | 0.00 | 0.00 |
| Youth Employ&Literacies | 7.21 | 0 | 0 | 15 | 0 | 15 | 12.86 | 1.78 |
| Youth Learning | 8.11 | 0 | 0 | 0 | 40 | 40 | 40.00 | 4.93 |
| Working4U TOTAL | 71.42 | 2 | 0 | 21 | 82 | 105 | 99.86 | 1.40 |
| Housing & Employability TOTAL | 246.89 | 40 | 59 | 121 | 401 | 621 | 610.04 | 2.47 |

TABLE 3 - Breakdown of Days Lost by Duration Category

| Duration | Total Working Days Lost | Percentage of Lost Days |
|------------------------------|-------------------------|-------------------------|
| Intermittent (1-3 days) | 40.0 | 6.44% |
| Short Term (4-5 days) | 59.0 | 9.50% |
| Medium Term (6 days-4 weeks) | 121.0 | 19.48% |
| Long Term (over 4 weeks) | 401.0 | 64.57% |
| TOTAL | 621.0 | 100.00% |

Total Working Days Lost

