

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Peter Barry

Housing & Communities Committee 4 November 2020

Subject: Housing and Employability Delivery Plan 2019/20 year end progress report and 2020/21 Delivery plan

1 Purpose

- 1.1** This report provides members with the final position against the 2019/20 Delivery Plan and presents the 2020/21 Housing & Employability Delivery Plan.

2 Recommendations

- 2.1** It is recommended that Committee:
- Notes progress made on the delivery of the 2019/20 plan.
 - Notes 2020/21 Delivery Plan

3 Background

- 3.1** In line with the Strategic Planning & Performance Framework each Strategic Lead has developed an annual delivery plan for 2020/21. The plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.
- 3.2** Delivery Plans are traditionally shared through relevant service committees in the Spring (May/June) with a mid-year progress report presented in winter (November). However, as a result of the COVID-19 pandemic, work to finalise Delivery Plans for reporting in May was paused. This reflected the need to focus on the immediate resilience response for our communities. It also gave Strategic Leads the time to analyse the COVID-19 impact and the likely recovery position for the remainder of the 2020/21 year, and factor this in to drafted delivery plans.

4 Main Issues

2019/20 Year-end Performance

- 4.1** Progress towards delivery of the plan is monitored monthly through the management team of the service and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report on actions was presented to committee in November 2019.

- 4.2** The Delivery Plan for 2019/20 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan. Thirty-five of the forty actions have been completed in year as planned.
- 4.3** The remaining five actions have not been completed as planned, many of these have become more complex than originally anticipated and as a result will take longer to deliver; work will therefore continue in 2020/21 to progress these to a completed status.
- 4.4** Appendix 1 also details the progress made on the linked performance indicators and shows that significant progress has been made over the year. Of the nineteen performance indicators nine of the indicators exceeded the annual target, four narrowly missed target and six failed to reach target.
- 4.5** Although target has not been met for all the performance indicators significant progress has been made from previous performance both in the short and long term for a number of key indicators.

Complaints year end 2019/20 & mid year 2020/21

- 4.6** A key focus in the development of delivery plans is ensuring that feedback from stakeholders informs learning and improvement. One of the key sources of robust feedback is complaints data. Between 1 April 2019 and 31 March 2020, H&E received a total of 80 complaints.
- 4.7** Of these, 60 complaints were closed at Stage 1, 41 (68%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 6 working days to resolve all complaints closed at Stage 1. Of the 8 complaints closed at Stage 2, 5 (62%) met the 20 working days target, with an average of 16 days to resolve all Stage 2 complaints.
- 4.8** Of the complaints closed, 23 were upheld at Stage 1 and 1 was upheld at Stage 2.
- 4.9** Between 1 April 2020 and 30 September 2020, a total of 31 complaints were received.
- 4.10** Of these, 15 complaints closed at Stage 1, 10 (67%) met the 5 working days target set for resolving Stage 1 complaints, with an average of 6 working days to resolve all complaints closed at Stage 1. Of the 8 complaints closed at Stage 2, 5 (63%) met the 20 working days target, with an average of 19 days to resolve all Stage 2 complaints.
- 4.11** Of the complaints closed, 5 were upheld at Stage 1 and 2 were upheld at Stage 2.

4.12 These are shown in Tables 1 and 2 below by service area and by complaint category:

Table 1:

Service Area	1 April 2019- 31 March 2020			
	Total Received	Total closed Stage 1	Upheld Stage 1	Upheld Stage 2
Estate Management & ASB	57	46	13	1
Access to Housing	16	16	9	
Housing Development & Homelessness	6	5		
Working 4U	1	1	1	
Total	80	68	23	1
Complaint Category				
Citizen expectation not met - quality of service	56		14	1
Citizen expectation not met – timescales	8		6	
Employee behaviour	14		2	
Error in Service Delivery	1			
Contractor	1		1	
Total	80		23	1

Table 2:

Service Area	1 April 2020 - 30 Sept 2020			
	Total Received	Total closed Stage 1	Upheld Stage 1	Upheld Stage 2
Estate Management & ASB	16	9	3	2
Access to Housing	13	6	2	
Housing Development & Homelessness	2			
Working 4U				
Total	31	15	5	2
Complaint Category				
Citizen expectation not met - quality of service	20		3	2
Citizen expectation not met – timescales	5		2	
Employee behaviour	5			
Error in Service Delivery	1			
Total	31		5	2

- 4.13** Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Performance against these standards is set out at Appendix 2.

Delivery Plan 2020/21

- 4.14** The Housing and Employability Delivery Plan for 2020/21 is attached to this report as appendix 3 and includes a detailed action plan for delivery as well as a workforce plan. The Plan reflects the immediate and longer term impact that COVID-19 will have on service delivery.
- 4.15** The delivery plan 2020/21 for H&E reflects those action and priority areas which will be delivered over the remainder of the year. Key areas include: Brexit with a particular focus on European funding; Welfare Reform, Employability and Learning; Digital Enablement; Community Learning & Development Plan; New housing supply; Climate change; Legislative considerations including new provisions within the Homelessness etc. (Scotland) Act 2003; Domestic abuse Act 2018, Community Empowerment (Scotland) Act 2015; and the Child Poverty (Scotland) Act 2017.
- 4.16** Progress against the action plan will be monitored monthly by the management team and scrutinised through quarterly performance updates to the Performance Monitoring & Review Group. Year-end performance will be reported to committee in Spring 2021.

Workforce Planning

- 4.17** The Delivery Plan includes an annual workforce plan, which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.
- 4.18** These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2020/21 Delivery Plan.

5 People Implications

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

6 Financial & Procurement Implications

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

7 Risk Analysis

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

8 Equalities Impact Assessment

- 8.1** Screening and impact assessments will be carried out on specific activities as required.

9 Consultation

- 9.1** The delivery plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

- 10.1** The Delivery Plans set out actions to support the successful delivery of the strategic priorities of the Council.

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Appendices: Appendix 1: H&E Delivery Plan 2019/20 - Year End Progress
Appendix 2: Quality Standards - 2019/20 Performance
Appendix 3: H&E Delivery Plan 2020/21

Background Papers: None

Wards Affected: All