

Agenda



Housing and Communities Committee

Date: Wednesday, 1 February 2017

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 David McBride (Chair)
Councillor Lawrence O'Neill (Vice Chair)
Councillor Gail Casey
Councillor William Hendrie
Councillor Jonathan McColl
Councillor Marie McNair
Councillor John Mooney
Councillor Tommy Rainey
Councillor Gail Robertson
Councillor Martin Rooney
Councillor Kath Ryall
Councillor Hazel Sorrell

All other Councillors for information

Chief Executive
Strategic Director – Regeneration, Environment and Growth
Strategic Lead – Housing and Employability
Strategic Lead - Regeneration

Date issued: 20 January 2017

HOUSING AND COMMUNITIES COMMITTEE

WEDNESDAY, 1 FEBRUARY 2017

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 7 - 12

Submit, for approval as a correct record, the Minutes of Meeting of the Housing and Communities Committee held on 2 November 2016.

**4 MORE HOMES BETTER HOMES WEST DUNBARTONSHIRE – 13 - 20
COUNCIL HOUSE NEW BUILD PROGRESS REPORT**

Submit report by the Strategic Lead, Housing and Employability providing an update on progress with the Council's Housing New Build Programme and details of the proposed forward programme.

**5 MORE THAN A ROOF – WEST DUNBARTONSHIRE 21 - 71
COUNCIL'S HOMELESSNESS PREVENTION AND TEMPORARY
ACCOMMODATION STRATEGY 2017 - 2020**

Submit report by the Strategic Lead, Housing and Employability seeking approval for the new Homelessness Prevention and Temporary Accommodation Strategy entitled 'More than a Roof' for 2017-2020, as detailed within Appendix 1 to the report.

6/

6 INVOLVING YOU - WEST DUNBARTONSHIRE COUNCIL'S TENANT PARTICIPATION STRATEGY 2017 – 2020 73 - 144

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

- (a) providing information on the Council's statutory obligations under the Housing (Scotland) Act 2001 and 2010; and
- (b) seeking approval of the new draft West Dunbartonshire Council Tenant Participation Strategy which will cover the period 2017-2020, as detailed within Appendix 1 to the report.

7 BUILDING SERVICES COMMERCIAL CONTRACTS & ACTIVITIES 145 - 158

Submit report by the Strategic Lead, Regeneration:-

- (a) providing information on Building Services Commercial Contracts and Activities;
- (b) seeking agreement to formally enter into a Memorandum of Understanding (MOU) with Loch Lomond and Trossachs National Park Authority; and
- (c) seeking approval for the Strategic Director of Regeneration, Environment & Growth to have delegated authority to approve Building Services entering into future Commercial Contracts as appropriate.

8 BUILDING SERVICES PROCUREMENT PROVISION UPDATE 159 - 162

Submit report by the Strategic Lead, Regeneration:-

- (a) advising of additional tender requirements identified, some of which crossover between Building Services and other council services; and
- (b) seeking approval to initiate necessary procurement and tender processes.

9 RENT ARREARS MANAGEMENT SYSTEM 163 - 166

Submit report by the Strategic Lead, Resources seeking approval to purchase a rent arrears management system named Mobyssoft Housing Intelligence's RentSense Software.

10	WORKING WELL TOGETHER - ATTENDANCE MANAGEMENT: QUARTER 3	167– 172
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Submit report by the Strategic Lead, People and Technology advising on attendance levels across the Council for quarter 3 (October – December 2016), including a breakdown of absence performance by Strategic Lead area.

11	FINANCIAL REPORT 2016/17 AS AT PERIOD 9 (31 DECEMBER 2016)	173 - 182
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Submit report by the Strategic Director of Regeneration, Environment and Growth providing an update on the financial performance to 31 December 2016 (Period 9) of those services under the auspices of the Housing and Communities Committee.

12	HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 31 DECEMBER 2016 (PERIOD 9)	183 - 198
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Submit report by the Strategic Director of Regeneration, Environment and Growth providing an update on the financial performance to 31 December 2016 (Period 9) of the Housing Revenue Account revenue and capital budgets.

13 SALE OF PART OF THE FORMER SITE OF BONHILL (copy to follow)
PRIMARY SCHOOL TO CUBE HOUSING ASSOCIATION

Submit report by the Strategic Lead, Housing and Employability seeking approval for the proposed sale of part of the site of the former Bonhill Primary School to Cube Housing Association (CHA).

HOUSING AND COMMUNITIES COMMITTEE

At a Meeting of the Housing and Communities Committee held in the Council Chamber, Clydebank Town Hall, Clydebank, on Wednesday, 2 November 2016 at 2.00 p.m.

Present: Councillors Gail Casey, William Hendrie, David McBride, Jonathan McColl, Marie McNair, John Mooney*, Gail Robertson, Martin Rooney and Kath Ryall.

*Arrived later in the meeting.

Attending: Richard Cairns, Strategic Director, Regeneration, Environment and Growth; Peter Barry, Strategic Lead, Housing and Employability; Jim McAloon, Strategic Lead, Regeneration; John Kerr, Housing Development and Homelessness Manager; Ryan Chalmers, Section Head – Revenues and Benefits; Janice Rainey, Finance Business Partner (HEED); Alan Young, Housing Asset & Investment Manager; Sally Michael, Section Head – Contracts and Property and Nuala Quinn-Ross, Committee Officer.

Apologies: Apologies for absence were intimated on behalf of Councillors Lawrence O'Neill, Tommy Rainey and Hazel Sorrell.

Councillor David McBride in the Chair

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Housing and Communities Committee held on 3 August 2016 were submitted and approved as a correct record.

WEST DUNBARTONSHIRE LOCAL HOUSING STRATEGY 2017 – 2022, MORE HOMES BETTER HOMES WEST DUNBARTONSHIRE

A report was submitted by the Strategic Lead, Housing and Employability seeking approval for the Council's new Local Housing Strategy (LHS) for the 5 year period 2017-2022.

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

- (1) to approve the draft West Dunbartonshire Local Housing Strategy 2017- 2022;
- (2) that authority be delegated to the Strategic Lead, Housing and Employability to submit a final version of the West Dunbartonshire Local Housing Strategy 2017-2022 to the Scottish Government by the end of November 2016, subject to any final amendments in text as a result of the consultative and design process; and
- (3) to note that an annual progress report on the delivery of the West Dunbartonshire Local Housing Strategy 2017-2022 will be submitted to the November meeting of the Committee from 2017.

*Note: Councillor John Mooney arrived during discussion on the above item of business.

MORE HOMES BETTER HOMES WEST DUNBARTONSHIRE – STRATEGIC HOUSING INVESTMENT PLAN 2017-2022

A report was submitted by the Strategic Lead, Housing and Employability seeking approval for the proposals for the delivery of the Strategic Housing Investment Plan (SHIP) 2017/18 - 2021/22 as detailed within the report.

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 proposals for the delivery of the SHIP 2017/18 - 2021/22, as detailed within the report, and to support the ambition to deliver 1,000 new homes for social rent during the 5 year period of the plan;
- (2) that authority be delegated to the Strategic Lead, Housing and Employability to submit a final version of the SHIP to the Scottish Government by the end of November 2016, subject to any final amendments in text as a result of the consultative and design process; and
- (3) that authority be delegated to the Strategic Lead, Housing and Employability to submit and implement the investment plans in partnership with relevant stakeholders providing an annual update to the Committee as part of the Local Housing Strategy Annual update.

MORE HOMES BETTER HOMES WEST DUNBARTONSHIRE – COUNCIL HOUSE NEW BUILD PROGRESS REPORT

A report was submitted by the Strategic Lead, Housing and Employability providing an update on the progress of the New Build Council House Programme.

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

- (1) to note the progress made to date with the Council's new build programme;
- (2) to note that a report will be submitted to the Committee outlining a full 5 year council house build development programme in February 2017; and
- (3) otherwise to note the contents of the report.

SCOTTISH SOCIAL HOUSING CHARTER PROGRESS REPORT

A report was submitted by the Strategic Lead, Housing and Employability providing an update on how this Council has performed against the Scottish Social Housing Charter indicators during the third year of implementation.

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

- (1) to recognise the continued improvements and plans to improve performance in a number of areas within Housing Services in West Dunbartonshire including tenant satisfaction levels;
- (2) to note that the Housing Service's approach to communicating with tenants on performance and service improvement areas had been nationally recognised as a finalist in the TPAS (Scotland) National Good Practice Awards in the Best Practice in Communicating Landlord's Performance Information category;
- (3) to note that a full annual progress report on the Scottish Social Housing Charter will be submitted to the August 2017 meeting of the Committee; and
- (4) otherwise to note the contents of the report.

FUNDING HOMELESSNESS SERVICES IN WEST DUNBARTONSHIRE (WELFARE REFORM IMPLICATIONS)

A report was submitted by the Strategic Lead, Housing and Employability highlighting the funding challenges facing the provision of temporary accommodation and more widely the homeless service in West Dunbartonshire.

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

- (1) to note that a new Homelessness Strategy will be submitted for approval to the Committee in February 2017; and
- (2) otherwise to note the content of the report.

WEST DUNBARTONSHIRE EMPTY HOMES STRATEGY UPDATE (PRIVATE SECTOR)

A report was submitted by the Strategic Lead, Housing and Employability seeking approval of and authority to implement an updated version of the current Empty Homes Strategy covering the period 2016 - 2019

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 West Dunbartonshire's Updated Empty Homes Strategy 2016 - 2019; and
- (2) that authority be delegated to the Strategic Lead, Housing and Employability to ensure the effective implementation of the updated strategy and action plan.

HOUSING & EMPLOYABILITY DELIVERY PLAN 2016/17: MID-YEAR PROGRESS REPORT

A report was submitted by the Strategic Lead, Housing and Employability providing an update on the progress in the implementation of the Housing & Employability Delivery Plan 2016/17.

The Committee agreed to note the contents of the report and the progress achieved at the mid-year point.

UPDATE ON RENT COLLECTION

A report was submitted by the Strategic Director, Regeneration, Environment and Growth providing an update on Rent Collection and the Rent Collection Workstream.

After discussion and having heard the Strategic Lead, Housing and Employability and the Section Head (Revenues & Benefits) in further explanation of the report and in answer to Members' questions, the Committee agreed to note the content of the report and the progress made to date in 2016/17.

INTEGRATED HOUSING PROJECT - UPDATE AND PROGRESS REPORT

A report was submitted by the Strategic Lead, Housing and Employability providing an updated position on the Integrated Housing Project management and project development, and an overview of progress made to date.

The Committee agreed to note the contents of the report and the progress made to date in procuring a market leading and state of the art Integrated Housing Management System (IHMS) and associated service and process improvements being delivered as a result.

SCOTTISH WATER INFRASTRUCTURE WORKS – DOCK STREET, CLYDEBANK

A report was submitted by the Strategic Lead, Housing and Employability seeking approval of a request received from Scottish Water to construct a new sewer within an area of land in Council ownership in the Clydebank.

After discussion and having heard the Strategic Director – Regeneration, Environment and Growth in further explanation of the report and in answer to Members' questions, the Committee agreed to grant permission for Scottish Water to undertake the necessary work subject to Scottish Water providing the Council with the agreed compensation of £25,000 and awarding the Council significant developer status.

FORMER TENANT RENT ARREARS WRITE OFF – 2016/17 QUARTER 2

A report was submitted by the Strategic Director – Regeneration, Environment and Growth seeking approval for the write-off of rent arrears for quarter 2 of 2016/17 for former tenants, arising from various years and reasons as detailed within the report.

The Committee agreed to approve the write off of former tenant arrears accounts totalling £109,286.20.

WORKING WELL TOGETHER – ATTENDANCE MANAGEMENT: QUARTER 2

A report was submitted by the Strategic Lead, People and Technology advising on attendance levels across the Council for quarter 2 (July – September 2016).

The Committee agreed:-

- (1) to note the content of the report and the attendance results for Q2 2016/17, namely a significant decrease of 2106 FTE days lost (19.3%) compared to the same period last year;

- (2) to note that a revised methodology for calculating absence had been adopted consistent with national guidance and to more accurately reflect the workforce demographics; and
- (3) to note the supporting verbal commentary from the Strategic Director in respect of pertinent points / actions to note for the service areas within the locus of this Committee.

FINANCIAL REPORT 2016/17 AS AT PERIOD 6 (30 SEPTEMBER 2016)

A report was submitted by the Strategic Director, Regeneration, Environment and Growth providing an update on the financial performance to 30 September 2016 (Period 6) of those services under the auspices of the Housing and Communities Committee.

The Committee agreed:-

- (1) to note the contents of the report which shows the revenue budget forecast to overspend against budget by £0.213m (15%) at the year-end;
- (2) to note the net projected annual capital underspend of £0.908m (62%), which is due to project rephrasing; and
- (3) to note the progress on savings incorporated into budgets for 2016/17.

HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 30 SEPTEMBER 2016 (PERIOD 6)

A report was submitted by the Strategic Director, Regeneration, Environment and Growth providing an update on the financial performance to 30 September 2016 (Period 6) of the HRA revenue and capital budgets.

The Committee agreed:-

- (1) to note the projected favourable revenue variance of £0.543m (1.4%); and
- (2) to note the position advised in relation to the capital budget which is currently projecting an in-year favourable variance of £6.187m (21.3%), of which £5.643m relates to project re-phasing and an in-year underspend of £0.544m.

The meeting closed at 3.47 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 1 February 2016

**Subject: More Homes Better 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 Housing New Build Programme and details the proposed forward programme.

2. Recommendations

- 2.1** It is recommended that the Housing and Communities Committee:
- (i) Notes the content of the report and the progress made to date.
 - (ii) Agrees in principle to the Council's future new build plans as outlined at paragraph 4.7, and set out in the Strategic Housing Investment Plan (SHIP) approved by the Housing and Communities Committee on 2 November 2016, which will see the Council directly build a minimum of 335 new homes over the next 5 year period.
 - (iii) Note that the Council would build an additional 100 new council homes for rent over a 5 year period if the Council were awarded parity in terms of the subsidy available to housing associations.
 - (iv) Notes that a further progress report will be submitted to the next Housing and Communities Committee.

3. Background

- 3.1** Since 2011 the Council's More Homes Delivery Team has been providing West Dunbartonshire Council with new build social housing that is fit for purpose, energy efficient and delivers the size and type of accommodation needed. The Council's new build programme has so far delivered 121 new build homes for social rent in West Dunbartonshire investing over £14m. Work to develop 40 new units commencing during 2016/17 in Clydebank is currently underway.
- 3.2** 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.

- 3.3** The Strategic Housing Investment Plan (SHIP) outlining the Council's New Build Programme was approved by the Housing and Communities Committee in November 2016. The Council is awaiting approval from the Scottish Government; however the SHIP has been developed in consultation with them.
- 3.4** Between 2013 and 2015 the Council delivered its target of 121 new build council homes for rent. The table below highlights this and the relevant funding sources:

Project	No. of Units	External funding	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	

- 3.5** 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.
- 3.6** The Team will drive forward the Council's target of providing 1000 new affordable homes over the next 5 years. Details of how this will be achieved in partnership with RSL developers are outlined below.

4. Main Issues

- 4.1** The Council's previous Strategic Housing Investment Plan (SHIP) which was approved by Committee on 5 November 2014 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 being a finalist at 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 in December 2016 as the Main Contractor to work with the Council to deliver 40 new council homes following the advertisement of the project on Public Contracts Scotland.

- 4.3** The project went onsite in January 2017 and is scheduled to be completed by February 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 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 Design Standard for affordable housing.
- 4.6** A drop in session has been developed in partnership with Clydebank Housing Association as they have a project on the neighbouring site. This will allow members of the community who are interested to come along and meet the main contractors of both projects and discuss opportunities to become involved.

More Homes Better Homes West Dunbartonshire – Future Council New Build

- 4.7** As part of the Council's More Homes Better 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 to build over 335 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	110	£14.3m	£7.27m

2018/19	Alexandria Town Centre, Alexandria	15	£1.95m	£0.885m
2019/20	Bellsmyre Regeneration, Dumbarton	60	£7.8m	£3.54m
2020/21	Haldane PS, Alexandria	60	£7.8m	£3.54m
2021/22	Clydebank East, Clydebank	50	£6.5m	£2.95m
Totals		335	£43.23m	£20.545m

4.8 More Homes, Better Homes West Dunbartonshire programme would see total investment of over £43.2m in council house building over the next 5 year period; this would be supported through estimated grant funding of around £20.5m, and predicted receipts from our strategic housing partner of £3.48m

4.9 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 around 800 new homes for social rent within the same 5 year period. These plans were detailed in More Homes Better Homes West Dunbartonshire Strategic Housing Investment Plan which was approved by the Housing and Communities Committee on 2nd November 2016 and can be accessed through the following link <http://www.west-dunbarton.gov.uk/media/4311787/ship-2017-22-more-homes-better-homes-west-dunbartonshire-final-version.pdf>

4.10 While the scale of the Council's new build ambition is significant it should be noted that the considerable difference (£13k per unit) between the subsidy levels available for Councils and Housing Associations does limit the Council's ambitions. It is estimated that the Council would build an additional 100 new council homes for rent over a 5 year period if the Council were awarded parity in terms of the subsidy available to housing associations.

4.11 The table at 4.7 above includes the forthcoming development at the site of the former St Andrews school in Clydebank.

St Andrews School Land (110 est.)

4.12 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.

4.13 The Council will work in partnership with the Wheatley Group through Cube Housing Association to provide around 110 units of socially rented accommodation on the site. The Council is the lead developer on the project

and the houses are currently being designed by our in-house team. This reflects the approach in the Hillstreet Square development where the Council designed and managed the delivery of the new build homes.

- 4.14** The Project Group for this development has been established and includes representatives from Housing Development, Planning, Consultancy Services, Roads and Cube Housing Association. The group will continue to meet on a regular basis.

Regeneration

- 4.15** All new build Council projects that have been completed have taken place in one of the Councils 10 Priority Regeneration Areas as outlined in the West Dunbartonshire Local Housing Strategy (LHS) 2011-2016.
- 4.16** 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.
- 4.17** 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 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.
- 4.18** 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 a new Housing Improvement Board established by the Strategic Lead Housing and Employability, as part of the Housing Services Performance Management Framework.
- 4.19** 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.
- 4.20** In addition to the Council's own new build programme, 54 new homes for rent were delivered in Clydebank by Cube Housing Association in 2015/16. A further 86 new homes within 4 sites across Alexandria have also been delivered by Caledonia and Dunbritton Housing Associations in 2016/17. Clydebank Housing Association is developing 44 new build homes in Central Radnor Park and Link Housing Association are currently onsite at Dalmuir Phase 3 with 30 new socially rented homes. 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 4.7 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 2016 Council approved the Housing Capital Programme 2016-2021 which has minimum profile spend of £19.8m on council new build housing over a 5 year period. The total investment based on the Council's increased ambition in delivering new build homes for the communities of West Dunbartonshire will be included in the HRA Capital Programme 2017-2022 which will be presented to Council in February 2017.

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. Council officers 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.

- 6.4** The future Council new build plan outlined at 4.7 will attract £12.7million of Scottish Government Affordable Housing Supply Programme Funding over the next 5 years.

Procurement

- 6.5** The new build housing project will be a significant contributor in terms of meeting the Council's strategic priorities. Through the contract strategy, other opportunities which contribute to delivery of the Council strategic priorities, for example, community benefits which improve economic growth and employability will 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.

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 recent 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 will be held for information and to establish interest in involvement with the Second Avenue/Singer Street new build project; this will be carried out in partnership with Clydebank Housing association in relation to their adjacent 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 and significantly to improving local housing and environmentally sustainable infrastructure.

Peter Barry
Strategic Lead, Housing and Employability
Date: 16th January 2017

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 Gallen – Strategic Housing Officer, Housing Development Team, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737591, email: jackie.gallen@west-dunbarton.gov.uk
Appendices:	None
Background Papers:	More Homes, Better Homes West Dunbartonshire Strategic Housing Investment Plan, Housing Development, November 2016 http://www.west-dunbarton.gov.uk/media/4311787/ship-2017-22-more-homes-better-homes-west-dunbartonshire-final-version.pdf More Homes, Better Homes West Dunbartonshire Local Housing Strategy, November 2016 http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/housing/local-housing-strategy/ Delivering 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: 1 February 2017

Subject: More than a Roof – West Dunbartonshire Council’s Homelessness Prevention and Temporary Accommodation Strategy 2017 - 2020

1. Purpose

- 1.1** This purpose of this report is to seek approval for the new Homelessness Prevention and Temporary Accommodation Strategy entitled ‘More than a Roof’ for 2017-2020. The new strategy intends to build on strategic improvements through a more preventative and person centred approach.

2. Recommendations

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

- (i) Note the progress and achievements made in relation to the implementation of the previous Homelessness Strategy 2013 – 2016 including an 18% reduction in homelessness levels
- (ii) Approve ‘More Than A Roof’ West Dunbartonshire Council’s Homelessness Prevention and Temporary Accommodation Strategy 2017-2020 as attached as Appendix 1 to this report
- (iii) Instruct the Strategic Lead, Housing & Employability to ensure effective implementation of the Strategy and action plan, and report back to the Housing and Communities Committee on an annual basis.

3. Background

- 3.1** The Housing (Scotland) Act 2001 stated that Local Authorities should set out a strategy to prevent and alleviate homelessness in their area. In response to this, West Dunbartonshire Council produced a five year strategy in 2008 and a further strategy covering the period 2013-16.
- 3.2** More Homes Better Homes West Dunbartonshire’s Local Housing Strategy 2017-2020 (LHS), which was approved by Housing and Communities Committee in November 2016, confirmed that tackling homelessness and preventing housing crisis remain a key priority within for West Dunbartonshire.
- 3.3** A key Outcome of the LHS is that “Homelessness is minimised through prevention and early intervention measures”. The timeframe for both the current homelessness strategy as well as the Temporary Accommodation Strategy 2012-2016 have both come to an end, so in order to help achieve

this key Outcome a new Homelessness Prevention and Temporary Accommodation Strategy has been developed entitled 'More Than a Roof'.

4. Main Issues

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

- 4.1** "More than a Roof" is West Dunbartonshire Council's fourth strategy relating to homelessness and covers the period 2017-20. It is designed to deliver one of the key outcomes of the new Local Housing Strategy 2017-22 that, *Homelessness is minimised through prevention and early intervention measures* and builds on the progress delivered by previous homelessness strategies. The strategy reflects the latest statutory framework and recent developments in the housing sector such as the introduction of the Scottish Social Housing Charter and the development of regional Housing Options Hubs.
- 4.2** The strategy has been developed in close consultation with those individuals who have experienced homelessness and housing challenges, together with key partners who deliver services to tackle homelessness in West Dunbartonshire and beyond. It recognises that tackling homelessness often requires "More than a Roof" but also the support required to address a variety of sometimes complex and challenging needs. The strategy also outlines the challenges that aspects of welfare reform such as the benefit cap and Universal Credit pose to the future funding of homeless services.
- 4.3** The new strategy is underpinned by the vision "*Our residents succeed and live a fulfilled life in their choice of home, and if they have to face the crisis of homelessness they do so with access to quality information, advice and support which will afford them choice to live successfully within their home*". The five key strategic objectives are highlighted below:-

1. People at risk of losing their homes get advice on preventing homelessness
2. People looking for housing get information that helps them make informed choices and about the range of housing options available to them
3. Homeless people get prompt and easy access to help and advice
4. Homeless people are provided with suitable, good-quality temporary or emergency accommodation when this is needed
5. Homeless people are offered continuing support to help them get and keep the home they are entitled to, and

- 4.5** To achieve the stated vision some of the key actions that will need to be taken in order to deliver these objectives are outlined below:

Through the More Homes Better Homes Workstream increase affordable housing supply in West Dunbartonshire to meet housing need
Produce a report outlining future funding options for Homelessness Services
Introduce a comprehensive housing options approach and framework for delivery
Invest in our staff and ensure they receive necessary training to best deliver service requirements
Review service delivery to ensure we meet service objectives
Increase the range of housing accommodation options available across West Dunbartonshire including the introduction of Housing First and sanctuary model housing
Develop an annual Charter Improvement Plan based on annual assessment of performance
Carry out annual review of supported and temporary accommodation provision and ensure provision of appropriate supported accommodation
Carry out a review of the Housing Support Service and make recommendations to best deliver service requirements
Mitigate the effects of aspects of welfare reform where this is appropriate
Tackle and reduce the levels of youth homelessness in West Dunbartonshire
Through effective service delivery minimise incidences of repeat homelessness
Ensure that homelessness is avoided from households in Scottish Secure Tenancies
Work with Community Justice partners to deliver the new Criminal Justice National Outcomes

Homelessness Prevention and Housing Options

- 4.6** Prevention of homelessness and housing options has been high on the Scottish Governments agenda for a number of years. The main aims are to provide support to people to remain in suitable sustainable accommodation and prevent the crisis of homelessness from occurring. As outlined in the

table below, the incidences of homelessness in West Dunbartonshire has reduced by 18% over the period of the last homelessness strategy.

Year	2013/14	2014/15	2015/16
Homeless applications	1365	1249	1122

Who is homeless in West Dunbartonshire?

- 4.7** Analysis of who presents to the council as homeless is looked at annually by the Council to determine any patterns of change and course of action to be taken. 75% of households who presented to West Dunbartonshire council in 2015/16 were single person households. 16% of all homeless households had children, with most of these being single parents.

Household Type	Number	%
Households with children	43	4%
Households without children	62	6%
Single parent families	175	16%
Single persons	846	75%
Total	1126	100%

- 4.8** When looking at all applications in 2015/16 just over half (56%) of the main applicants were male. However when you look more closely at the households type you can see that there are clear differences. Two thirds of the single person households were male, whereas 93% of the single parent households were female. This is a similar pattern to previous years.

Homeless Assessments

- 4.9** When someone presents as homeless they are assessed under the Homelessness (Scotland) Act 1987. Over the years there have been amendments to the act. Since 2012 applicants are no longer subject to the priority need assessment making the assessment process fairer and accessible to everyone.
- 4.10** In 2015/16, 1101 households underwent a homeless assessment. Of these households 81% were assessed as homeless or potentially homeless. 10% withdrew their application and 6% resolved their application. Only 1% of households were assessed as not homeless.

Assessment Decision	Number	%
Homeless/Potentially homeless	888	81%
Not homeless	14	1%
Withdrew application	112	10%
Resolved homelessness	66	6%
Lost contact before assessment	19	2%
Other	2	0%
Total	1101	100%

Why do people become homeless?

- 4.11** There are many reasons why people become homeless. A third of households assessed as homeless in 2015/16 in West Dunbartonshire were “*asked to leave*” their home. This resulted in the homelessness presentation. At a closer look it can be seen that 51% of those who stated their homelessness reason as being “*asked to leave*” were aged 16 – 24. Over half (61%) of these young people were male.
- 4.12** Just over a third of households stated their reason for homelessness as being a dispute within the household. Just over half of these were violent or abusive, in other words as a result of domestic abuse. 85% of these households were female.

Housing Outcomes

- 4.13** Almost half of all homeless applications resulted in a tenancy with either West Dunbartonshire Council or a housing association. A third of these households had dependent children living with them. A fifth had no duty owed to them. There were a high number (16%) of cases where the contact with the applicant was lost before duty was discharged but an assessment was carried out. Of the households who lost contact with the service, 45% were young people aged between 16 to 24.

Housing Outcome	Number	%
Scottish Secure Tenancy	511	48%
Private Rented Tenancy	28	3%
Hostel	0	0%
Bed & Breakfast	0	0%
Returned to previous/ friends/ vol org.	83	8%
Women's Refuge	1	0%
Residential care/nursing home/shared supported	1	0%
Other – Known	37	3%
Other - Not Known	20	2%
No duty owed to applicant	213	20%
Contact lost before duty discharge	164	16%

Support Needs

- 4.14** The housing support regulations brought in by the Housing (Scotland) Act 2010 places a duty on local authorities to assess the housing support needs of homeless households who require it and must also ensure that appropriate support is offered to that household.
- 4.15** In 2015/16, 54% of unintentionally homeless households (435) had a support assessment carried out. Just over a quarter had support provided to them under the regulations.
- 4.16** The table below highlights that 51% of young people had a support requirement for housing management skills. This figure is in line with previous years. A quarter of all households assessed as homeless had a mental health support need, including 16% of all young people assessed as homeless. Overall 16% of households had an assessed need in terms of addiction issues, compared to 7% of young people.

	Assessed as homeless (all cases)	%	Assessed as homeless (young people)	%
Mental health	204	25%	33	16%
Learning disability	34	4%	17	8%
Physical disability	60	7%	9	4%
Medical condition	157	19%	27	13%
Addiction	129	16%	15	7%
Basic Housing management skills	244	29%	107	51%

4.17 West Dunbartonshire has a successful in-house Housing Support Service which provides this service and are registered and regulated by the Care Inspectorate. The most recent inspection carried out in October 2016 resulted in the following grades being awarded:

- Quality of care and support **5 - Very Good**
- Quality of management and leadership **5 - Very Good**

Homeless Strategy 2013-16

4.18 The previous homelessness strategy was structured around the following key themes:

1. To Prevent Homelessness occurring in West Dunbartonshire;
2. Improved access to support services and increased tenancy sustainment;
3. To improve the range of Housing Options available in West Dunbartonshire and ensure a sustainable housing solution; and
4. To ensure a commitment to continue to develop and improve services to tackling homelessness through a partnership approach.

4.19 There have been a number of achievements during the implementation of the last strategy including:

- An 18% reduction in homelessness presentations since 2013/14;
- Reduction of presentations of young people;
- Increased options of temporary accommodation by introduction of Ashton View, Dumbarton and Safe as Houses, Clydebank;
- Introduction of the mortgage to rent scheme to prevent homelessness;
- Introduction of a number of discharge protocols with partner agencies;
- The introduction of a Common Approach to Tenancy Sustainment between West Dunbartonshire Council and local RSL's; and
- Continued joint working through the West of Scotland Housing Options Hub

4.20 Despite our continuing work around housing options as part of the West Hub, a Housing Options framework has yet to be introduced in West Dunbartonshire. This is something that has been highlighted as a priority within the LHS and also an issue which focused heavily in the consultation work that was carried out.

Legislative Developments

4.21 Since the previous homelessness strategy was written, a support duty has been introduced, which places a statutory duty on local authorities to assess

the housing support needs of homeless applicants and ensure that housing support services are provided where required.

4.22 There has also been the introduction of the Scottish Social Housing Charter, which aims to improve the quality and value of the services that social landlords provide by setting outcomes that all social landlords should achieve. The Scottish Housing Regulator is responsible for assessing compliance with the Charter.

4.23 The following Charter Outcomes have specific relevance in terms of the strategy:

Outcome 12 - this outcome describes what councils should achieve by meeting their statutory duties to homeless people; and

Outcomes 7,8,9 – this outcome covers duties to provide information to people looking for housing and advice for those at risk of becoming homeless.

Welfare Reform

4.24 Welfare Reform has significantly increased pressure on already stretched housing and homeless budgets across the country. A report to the Housing and Communities Committee in November 2016 estimated a potential funding gap of £2.6m in terms of provision of homelessness services. Some of the challenges and actions to mitigate some of the impacts are outlined below:

- Benefit cap – on-going sustainability with regards the provision of temporary and supported accommodation;
- Bedroom tax - temporary furnished flats are subject to the bedroom tax meaning the homeless households are liable when under-occupying temporary accommodation. The Council does not expect its homeless tenants to be able to make up the difference and this has a budgetary impact;
- Universal Credit – under Universal Credit the Council can only charge local housing allowance rates for temporary accommodation (that does not fit the supported exempt criteria). Households in a temporary flat and on universal credit they will only receive local housing allowance rate for their temporary accommodation rent. Rents in this area have traditionally been higher than this to pay for the support provided and this change will have a big impact on the homelessness budget.

4.25 Welfare reform presents a key challenge for the funding of Homelessness Services. As funding is restricted, the need for temporary accommodation will remain and may increase as increased number of households fall into debt and potential housing crisis.

- 4.26** In addition, the support needs of people who are homeless are increasing and becoming more complex. In 2015/16, 54% of unintentionally homeless households had a support assessment carried out under the housing support regulations as highlighted in 4.11 of this report.
- 4.27** In order to best meet the demands of the service and the financial challenges that exist, a Temporary Accommodation Model has been developed. The model looks at the profile and support needs of homeless households and the estate of emergency and supported accommodation that is available. The model also takes into account the financial framework in light of the changes from welfare reform outlined in 4.24.
- 4.28** This model aims to ensure that the right type and number of temporary and supported accommodation is available, and sustainable in financial terms. The model will be refreshed annually with updated year-end data.
- 4.29** An action plan has been developed that outlines how these outcomes will be achieved. Progress in terms of implementation will be monitored via:
- A quarterly summary performance report provided to the Housing Management Team;
 - Detailed scrutiny at the quarterly Homelessness Performance and Development meeting;
 - Summary performance reports provided to the Homelessness and Housing Access Forum; and
 - An annual progress report to the Housing and Communities Committee

5. People Implications

- 5.1** There are no direct people implications from this report as the implementation of the strategy will be managed from within existing staffing resources. However, the proposed report on the future funding of the homeless service may have some implications depending on what options are pursued.

6. Financial and Procurement Implications

- 6.1** There are no direct financial implications in relation to this draft strategy, although the delivery of the Homelessness and Temporary Accommodation Strategy will bring together a number of resource streams from the council and other partner agencies.
- 6.2** The Strategy highlights the potential impacts of continuing Welfare Reform. As these become clearer it is anticipated that these will put greater financial pressures on the Council and this will lead to an on-going review to how we deliver homelessness services within greater financial constraint.

7. Risk Analysis

- 7.1 There is a risk that if the Council does not meet its statutory obligations to homeless people. It is essential that the strategy is managed effectively to ensure this does not happen.

8. Equalities Impact Assessment (EIA)

- 8.1 An Equalities Impact Assessment has been completed and is attached as Appendix 2.

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. Issues relating to Homelessness have been discussed at recent meetings.

- 9.2 The process of drafting this strategy and been the subject of a wide consultation exercise including the following:

- Initial survey of staff and key stakeholders, including both internal and external partners;
- A comprehensive online survey available to all residents of West Dunbartonshire and promoted via the Council's website, the West Dunbartonshire Equality Forum and to staff via e-mail;
- A focus group discussion with the Homelessness and Housing Access Forum; and
- A focus group discussion with residents of all 5 of the Supported Accommodation Projects in West Dunbartonshire

Full details of the consultation process are included in Section 5 of the strategy.

10. Strategic Assessment

- 10.1 More Than a Home West Dunbartonshire Council's Homelessness Prevention and Temporary Accommodation Strategy sets out the strategic direction for homelessness, homelessness prevention and housing options in West Dunbartonshire. Having considered the Council's strategic priorities, this report contributes significantly to all five strategic priorities and specifically to improve local housing and environmentally sustainable infrastructure.

Peter Barry
Strategic Lead, Housing and Employability
Date: 19th January 2017

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Appendices:	<p>Appendix 1 – More Than A Roof – West Dunbartonshire Homelessness Prevention and Temporary Accommodation Strategy 2017-20</p>
Background Papers:	<p>Youth Housing 4U – A Youth Housing Statement for West Dunbartonshire, Housing Development and Homelessness Team, November 2016. http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/housing/local-housing-strategy/</p> <p>More Homes, Better Homes West Dunbartonshire Local Housing Strategy, November 2016. http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/housing/local-housing-strategy/</p> <p>More Than A Roof – Homelessness in West Dunbartonshire – A Statistical Analysis Strategy Supporting Paper, Housing Development and Homelessness January 2017</p> <p>More than A Roof, Equalities Impact Assessment, West Dunbartonshire Council, December 2016</p>
Wards Affected:	<p>All</p>

More Than a Roof


West Dunbartonshire Council's Draft Homelessness Prevention and Temporary Accommodation Strategy 2017 – 2020



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than a roof
over your
head**

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Foreword

Thank you for reading More Than A Home – West Dunbartonshire's Homelessness, Prevention and Temporary Accommodation Strategy 2017-2020. This strategy replaces the Homelessness Strategy that was approved in 2013 and the Temporary Accommodation Strategy that was approved in 2012.

I am pleased to say that there has been an 18% reduction in homelessness presentations over the last three years. This is excellent news and reflects the move to a more preventative model of service provision and intervention.

This new strategy sets out how the Council and its partners aim to tackle homelessness in West Dunbartonshire over the next 3 years. The strategy focuses on the prevention of homelessness and housing options, tenancy sustainment and housing support which are the areas our communities told us are important to them.

The strategy also aims to ensure we have enough of the right temporary and supported accommodation to meet the needs of those who require it.

An action plan has been developed as a result of extensive consultations with partners, service users and residents of West Dunbartonshire. This action plan will be getting delivered under a tough economic landscape with welfare reform and reduced budgets.

The Council is committed to ensuring that despite these constraints we still meet the needs of the most vulnerable in our communities by delivering effective services.

As Convener of the Housing and Communities Committee I am committed to reducing homelessness in West Dunbartonshire and ensuring sustainable solutions centred around the person in need.

Councillor David McBride
Convener - Housing and Communities Committee

More Than a Roof - West Dunbartonshire Homelessness, Prevention and Temporary Accommodation Strategy 2017 – 2020

The Vision –

“Our residents succeed and live a fulfilled life in their choice of home, and if they have to face the crisis of homelessness they do so with access to quality information, advice and support which will afford them choice to live successfully in their home”.

More Than a Roof - Executive Summary

Welcome to West Dunbartonshire Council's Homelessness, Prevention and Temporary Accommodation Strategy 2017-20 "More than a roof"

"More than a Roof" is West Dunbartonshire Council's fourth strategy relating to homelessness and covers the period 2017-20. It is designed to deliver one of the main Outcomes of the new Local Housing Strategy 2017-22 that, *Homelessness is minimised through prevention and early intervention measures* and builds on the progress delivered by previous homelessness strategies. The strategy reflects the latest statutory framework and recent developments in the housing sector such as the introduction of the Scottish Social Housing Charter and the development of regional Housing Options Hubs.

The strategy has been developed in close consultation with homeless people and with key partners who deliver services and work with homeless people. It recognises that tackling homelessness often requires more than just providing "a place to stay" but also the support required to address a variety of sometimes complex needs. The strategy also outlines the challenges that aspects of welfare reform such as the benefit cap and universal credit pose to the funding of homeless services.

The 5 key objectives of "More than a roof" are that:

- 1) People at risk of losing their homes get advice on preventing homelessness
- 2) People looking for housing get information that helps them make informed choices and about the range of housing options available to them
- 3) Homeless people get prompt and easy access to help and advice
- 4) Homeless people are provided with suitable, good-quality temporary or emergency accommodation when this is needed
- 5) Homeless people are offered continuing support to help them get and keep the home they are entitled to, and

Some of the key actions that will need to be taken in order to deliver these objectives are outlined below:

- Increase affordable housing supply in West Dunbartonshire to meet housing need
- Produce a report outlining future funding options for Homelessness Services
- Introduce a housing options approach and framework for delivery
- Invest in our staff and ensure they receive necessary training to best deliver service requirements
- Review Service delivery to ensure we meet service objectives
- Increase the range of housing accommodation options available across West Dunbartonshire, including Housing First and sanctuary model housing

- Develop an annual Charter Improvement Plan based on annual assessment of performance
- Carry out annual review of supported and temporary accommodation provision and ensure provision of appropriate supported accommodation
- Carry out a review of the Housing Support Service and make recommendations to best deliver service requirements
- Mitigate the effects of aspects of welfare reform where this is appropriate
- Tackle and reduce the levels of youth homelessness in West Dunbartonshire
- Through effective service delivery minimise incidences of repeat homelessness
- Ensure that homelessness is avoided from households in Scottish Secure Tenancies
- Work with Community Justice partners to deliver the new Criminal Justice National Outcomes

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over your
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Equality and Inclusion

The planning and delivery of good quality housing and appropriate advice and information services in West Dunbartonshire embraces the principles of equal opportunities.

The Equality Act 2010 replaced all previous equality legislation such as the Race Relations Act, Disability Discrimination Act and Sex Discrimination Act. The act came into force on 1 October 2010 and provides a legal framework to protect the rights of individuals and advance equality of opportunity for all. It simplifies, strengthens and removes inconsistencies in the current legislation to provide Britain with a new discrimination law which protects individuals from unfair treatment and promotes a fair and more equal society.

The act covers nine protected characteristics, which cannot be used as a reason to treat people unfairly. Every person has at least one of the protected characteristics, so the act protects everyone against unfair treatment. The protected characteristics are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

The Councils Equality Statement 2013-17 sets out how the Councils commitment to Equality and Inclusion. It is recognised that homelessness is an area where prejudice and discrimination is common. Individuals at risk from homelessness include people with alcohol and drug issues, people involved with the criminal justice system and people with mental health issues. Homeless people are themselves by definition disadvantaged and frequently experience more difficulty than others in accessing mainstream services. It is recognised that some groups of individuals can be subject to 'double oppression' for example Lesbian, Gay, Bisexual and Transgender (LGBT) community and minority ethnic groups.

This strategy therefore, aims to ensure that those experiencing homelessness or are at risk of homelessness, have their individual needs recognised, are treated fairly and with respect and receive fair access to services.

This strategy has been equality impact assessed and the results of this work have been incorporated into its final content.

1 Introduction

- 1.1 Homelessness and homeless people's rights have come a long way since the 1977 Homelessness Persons Act. The emphasis has turned from helping just families and single people deemed vulnerable, to helping all people who are homeless. The phasing out of priority need, and the introduction of the support duty has given anyone who is homeless the right to support and accommodation.
- 1.2 The experience of homelessness significantly impacts on an individual's life in a magnitude of different ways. People who have been homeless are more likely to experience mental illness, addiction issues and legal /debt problems. They are more likely to have limited training and employment opportunities. And they have greater potential for becoming homeless again in the future. Getting the correct temporary or supported accommodation suitable to the homeless households is therefore vital.
- 1.3 The statutory responsibility for homelessness lies with local authorities who have a duty to provide a strategy for dealing with homelessness. This Homelessness, Prevention and Temporary Accommodation Strategy 2017/20 is West Dunbartonshire's response to address the issues surrounding homelessness and the strategic are based around the main themes of previous homelessness strategies and the aims of our Temporary Accommodation Strategy 2012/16 and have been updated to take into account the impact of welfare reform, the consultation process that was undertaken and the Outcomes outlined in the Scottish Social Housing Charter.
- 1.4 The strategy outlines how progress in achieving these aims will be monitored and evaluated and includes an action plan outlining the key steps that will be taken over the three year period the strategy covers.

2 Profile of West Dunbartonshire Council area

- 2.1 In 2014 the National Records of Scotland estimated that the Scottish population as 5,347,600 this was an increase of 19,900. At the same time the population of West Dunbartonshire was 89,730. This was a drop of 0.7% from 2013.
- 2.2 The median age for West Dunbartonshire was 42, for men it was 41 and women it was 44. A fifth of males and 16% of females were aged 16 and under, 66% of males and 61% of females were of working age, and 16% of males 23% of females are of pensionable age. For every 100 females there are 91 males.
- 2.3 There is a rise in the older population across Scotland and this is mirrored across West Dunbartonshire. In 2014 there were 16,720 people aged 16 and under and 21,205 people aged 60 and over. The growing population will have economic implications as well as added pressure on our health and social care partnership.
- 2.4 Despite the growing population West Dunbartonshire has life expectancy rates that are statistically worse than the Scottish Average with the second lowest life expectancy at birth of all Scottish Local Authorities.

Housing Tenure in West Dunbartonshire

- 2.5 West Dunbartonshire is the 2nd smallest Local Authority in Scotland in terms of land, but the 8th smallest in terms of population size. Over half of the population in the area live in Clydebank.

The estimated number of dwellings in West Dunbartonshire is 44,734.

Table 2.1: Housing Tenure in West Dunbartonshire.

Tenure	Number	%
Council Housing	10,759	24%
Registered Social Landlords	5,856	13%
Private Rented Sector	3050	7%
Owner Occupation	25,069	56%
Total	44,734	100%

Source: Local Housing Strategy 2017 - 2022

The total number of dwellings in West Dunbartonshire is 44,734. Over half of the stock is owner occupied and over a third is social housing. West Dunbartonshire is mirroring Scotland with its growth in private rented properties.

3 Strategic Policy Framework

3.1 The 1977 Act placed the responsibility for meeting homeless persons' needs on local authority housing departments subject to national guidance.

3.2 This Housing (Scotland) Act 2001 brought about a series of changes that included:

- Local authorities had to assess homelessness within their area and to submit strategies and approaches for its prevention and mitigation of homelessness.
- Local authorities had a duty to ensure advice and information is available in their area and free of charge.
- Rights of individual homeless people strengthened with the right to temporary accommodation even if in non-priority need.
- RSLs were given a duty to comply with requests from local authorities to accommodate unintentionally homeless households in priority need within six weeks.

3.3 The Homelessness (Scotland) Act 2003 brought about fundamental changes to homelessness in Scotland. One of these changes was the ambitious target of abolition of priority need by 2012. This meant that anyone who is unintentionally homeless will be given the right to temporary accommodation and a statutory duty to have permanent accommodation found by the local authority. In December 2005, the then Scottish Executive issued a Ministerial Statement on how the Act was to be implemented. The main requirements of the Act were:

- Priority need assessment is to be abolished by 2012
- The requirement of landlords and creditors to notify the relevant local authority when they raise repossession proceedings

The Act took five of the Homelessness Task Force's recommendations into legislation. Local Authorities are monitored against the other 54; principally their performance against the 5 high level national outcomes designated by the Homelessness Monitoring Group in 2004:

- No one need sleep rough
- Existing homelessness becomes more visible
- Sustainable resettlement is secured for people who become homeless
- Fewer people become homeless in the first place
- The duration of homelessness is reduced

3.4 The Housing (Scotland) Act 2010 placed a duty on local authorities to assess the housing support needs of homeless or threatened with homeless households where they believe that households are in need of a prescribed housing support service. It also states that local authorities must ensure that this support is provided. This duty was enacted in 1st June 2013.

- 3.5 In 2012 priority need was abolished within Scotland. West Dunbartonshire Council was one of the first councils within the country to meet this target.
- 3.6 The Scottish Governments approach to homelessness has now taken the approach of homelessness prevention and housing options. In April 2014 the Scottish Government launched Prevent 1. Prevent 1 is a measurement tool developed to monitor and evaluate activity around housing options and homelessness prevention work undertaken by local authorities. The data capture and reporting statutory and local authorities return in quarterly to the Scottish Government in the same way HL1 is returned.

Temporary Accommodation Legislation

- 3.7 As a local authority West Dunbartonshire Council has a duty to provide temporary accommodation in terms of the Housing (Scotland) Act 1987 as amended by the Housing (Scotland) Act 2001 and Homelessness etc. (Scotland) Act 2003. This is a duty to temporarily accommodate anyone who is believed to be homeless until an assessment decision has been made. Anyone found to be unintentionally homeless has the right to remain in temporary accommodation until permanent accommodation has been sourced by the council. For households found to be intentionally homeless, temporary accommodation is provided for a reasonable period of time for the households to source their own accommodation. The council should be in constant contact with them providing information and advice on how to do so.
- 3.8 In order to ensure households, especially those with children, were being placed in appropriate temporary accommodation the Government introduced the Unsuitable Accommodation Order in 2004. Under the regulations set out by the Unsuitable Accommodation Order 2004, temporary accommodation is assessed as unsuitable by looking at 3 main criteria:
- Physical standard - such as toilet and cooking facilities; and that the accommodation is within the local authority area.
 - Proximity standard – such as the accommodation being near health and education facilities that households use.
 - Safety standard – such as the accommodation being suitable for children and pregnant women. Only under exceptional circumstances, should such households be temporarily accommodated in a B&B.
- 3.9 The unsuitable accommodation order is breached when a family with children or a pregnant female are in B&B accommodation for more than 14 days. The 2004 order was revoked by The Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014, which came into force on the 21st November 2014. The 2014 order adds the additional requirement that the accommodation must be wind and watertight. West Dunbartonshire Council has never breached the unsuitable accommodation order.

The Scottish Housing Charter

3.10 The Housing (Scotland) Act 2010 included the requirement for a Scottish Social Housing Charter. The aim of the Charter is to improve the quality and value of the services that social landlords provide by setting outcomes that all social landlords should achieve.

3.11 The following Outcome relate directly to this strategy:

Outcome 12 – Homeless people

Local councils perform their duties on homelessness so that:

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

This outcome describes what councils should achieve by meeting their statutory duties to homeless people.

The following Outcomes are also relevant:

Outcomes 7, 8, 9 – Housing Options

Social landlords work together to ensure that:

- people looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them;
- tenants and people on housing lists can review their housing options.

Social landlords ensure that:

- people at risk of losing their homes get advice on preventing homelessness.

These outcomes cover landlords' duties to provide information to people looking for housing and advice for those at risk of becoming homeless. These duties include helping tenants and people on housing lists to review their options to move within the social housing sector or to another sector.

3.12 The Scottish Housing Regulator produced a set of indicators following extensive consultations with relevant bodies. From the 1st April 2013 all housing providers had to return the indicators as the Annual Return of the Charter (ARC) to the Scottish Housing Regulator.

3.13 The following Charter Indicators are used to assess how well local authorities are delivering the Charter Outcome relating to Homeless People:

- Average length of time in temporary or emergency accommodation
- % of households requiring temporary or emergency accommodation to whom an offer was made
- % of temporary or emergency accommodation offers refused
- % of households satisfied with the quality of temporary or emergency accommodation.

3.14 The Charter Indicators will not be the only information the Scottish Housing Regulator uses to monitor performance in relation to homelessness. They will also use the wide range of information that is currently provided to the Scottish Government via the HL1 and Prevent1 returns.

Wider Strategic Policy Framework

3.15 Homelessness is a complex issue and is rarely solved by housing alone. The council as a whole and all the statutory and voluntary partners must work together to prevent and reduce homelessness. With this in mind the homelessness and temporary accommodation strategy does not stand alone but is set within and contributes to the Council's wider strategic framework.

3.16 **West Dunbartonshire Council's Strategic Plan 2012 -2017** sets out the vision, mission and values of the council and sets out the following key priorities for the future:

- Improve economic growth and employability.
- Improve life chances for children and young people.
- Improve care for and promote independence with older people.
- Improve local housing and environmentally sustainable infrastructure.
- Improve the wellbeing of communities and protect the welfare of vulnerable people

3.17 **West Dunbartonshire Community Planning Partnership Community Plan 2007-2017** is the overarching strategic plan for the whole of West Dunbartonshire and it reflects the close links between the council and a wide range of planning and service delivery partners from the public, private, and voluntary sectors. All other strategic plans prepared by West Dunbartonshire Council and its partners are linked to and integrated with the Community Plan to ensure that they complement and support community planning at all levels.

The Community Plan has several links to the Homelessness Strategy such as the aim to resettle homeless households in sustainable tenancies and minimise the level of repeat homelessness. This will be realised by developing a range of programmes and joint services to prevent homelessness and support households when and as required.

3.18 **West Dunbartonshire Health and Social Care Partnership Strategic Plan 2015 -2016** sets out the HSCP Partnership Board's following priorities:

- Mission is to improve the health and wellbeing of West Dunbartonshire.
- Purpose is to plan for and ensure the delivery of high quality health and social care services to and with the communities of West Dunbartonshire.
- Core values are protection; improvement; efficiency; transparency; fairness; collaboration; respect; and compassion.

Local Authorities are required to provide a Housing Contribution Statement to set out the role and contribution of the local housing sector in meeting the outcomes and priorities identified within the Strategic Plan. The West Dunbartonshire Health and Social Care Partnership Board Housing Contribution Statement May 2016 provides the bridge between the Local Housing Strategy and the HSCP Strategic Plan and outlines the important part housing will play in the integration process.

3.19 **The Local Housing Strategy 2017-2022 (LHS)** identifies the housing issues that affect communities of West Dunbartonshire Council and set out an action plan for tackling these over the period of the strategy. Homelessness strategies are now incorporated within the Local Housing Strategy. However some local authorities will still have their own Homelessness Strategy like West Dunbartonshire Council. This LHS has been drawn up around the following 5 key themes:

- Housing Need and Demand
- Promoting Good Quality Housing
- Homelessness and Housing Options
- Sustainable and Supportive Communities
- Addressing Particular Housing Needs.

The LHS has highlighted some key priorities for the homelessness and temporary accommodation strategy. These include homelessness prevention and housing options, tenancy sustainment and housing support. The LHS also highlighted the impact homelessness has on young people and the need for more support and education of young people to help prevent homelessness.

4 Homelessness in West Dunbartonshire; a review of the Homelessness Strategy 2013-16

- 4.1 Homelessness in Scotland has continued to fall since the 2012 and the situation in West Dunbartonshire has mirrored this. The reduction in homelessness applications and assessments is in line with the homelessness prevention agenda being pursued across the sector. West Dunbartonshire Councils Homelessness Strategy 2013-2016 was structured around four strategic aims and the progress achieving these aims has formed part of developing this new strategy.

Aim 1 - To Prevent Homelessness occurring in West Dunbartonshire

- 4.2 Prevention of homelessness and housing options has been high on the Scottish Governments agenda for a number of years. The main aims are to provide support to people to remain in the home they are and prevent the crisis of homelessness from occurring. As outlined in the table below, the incidences of homelessness in West Dunbartonshire has reduced by 18% over the period of the last homelessness strategy.

Table 4.1: WDC homeless applications and assessments since 2013/14

Year	2013/14	2014/15	2015/16
Homeless applications	1365	1249	1122

Source: Scottish Government - West Dunbartonshire HL1 figures

- 4.3 Whilst the circumstances of individual households can be complex, the key reasons for homelessness across West Dunbartonshire continue to be young single people who have been asked to leave their home and disputes within a household.
- 4.4 Although the overall number of households presenting as homeless has reduced, Youth Homelessness continues to account for over a third of all incidences of homelessness in West Dunbartonshire. A third of all households assessed as homeless in 2015/16 in West Dunbartonshire were *asked to leave* their home, with 51% of these being aged 16-24. Over half (61%) of these young people were male.

Table 4.2: Age of applicants between 2013/14 and 2015/16

Age	2013/2014		2014/2015		2015/2016	
	Number	%	Number	%	Number	%
16 - 17	57	4%	55	4%	55	5%
18 - 25	422	31%	372	30%	326	29%
26 - 59	840	62%	768	61%	702	63%
60+	46	3%	54	4%	39	3%
All	1365	100%	1249	100%	1122	100%

Source: Scottish Government - West Dunbartonshire HL1 figures

- 4.5 Just over a third of households stated their reason for homelessness as being a dispute within the household. Just over half of these were violent or abusive. 85% of these households were female.

Achievements:

- An 18% reduction in homelessness presentations since 2013/14
- Reduction in overall homeless presentation from young people
- Introduction of subletting houses of tenants who are short term prisoners to prevent homelessness upon liberation
- Introduction of the mortgage to rent scheme to prevent homelessness
- Introduction of a number of discharge protocols with partner agencies

Aim 2 - Improved access to support services and increased tenancy sustainment

- 4.6 As a council we want to minimise the rate of tenancy failure and homelessness by identifying and responding appropriately to those whose tenancy may be at risk.
- 4.7 Since June 2013, all local authorities must carry out a housing support assessment on all unintentionally homeless households who require it. They must also ensure that support is offered to that household.
- 4.8 West Dunbartonshire provides an in-house housing support service for homeless households who require it. When a household presents as homeless a full housing support assessment is carried out where appropriate.

Achievements:

- 86.8% of council tenancies created in 2014/15 were sustained for at least 12 months
- We have developed and introduced a Common Approach to Tenancy Sustainment between West Dunbartonshire Council and local RSLs
- The council opened its first support accommodation project Ashton View. Ashton View was opened to accommodate the increased numbers of homeless households with support needs
- The council has worked closely with Alternatives to open up the Safe as Houses project. This project is designed to help people with a substance misuse problem develop new skills and develop a healthy lifestyle before returning to independent living;

Aim 3 - To improve the range of Housing Options available in West Dunbartonshire and ensure a sustainable housing solution

- 4.9 West Dunbartonshire has been developing a housing options approach to improve access to housing. It has been proven in the past that by providing a holistic person centred approach, providing advice and information that allows a person to make an informed choice about their housing options increases tenancy sustainment.

Achievements:

- Increased options of temporary accommodation by introduction of Ashton View, Dumbarton and Safe as Houses, Clydebank
- Increased use of the private rented sector with the introduction of WDC Home Finder. This is a website where landlords can advertise their vacant properties to let for free;
- West Dunbartonshire Council has had no breaches of unsuitable accommodation order;
- Continued joint working through the West of Scotland Housing Options Hub. The hub is in the process of developing a training toolkit. Most councils in Scotland have since signed up to be part of it;
- The council recently launched WDC Homefinder – a website where private landlords can advertise their properties for free of charge. The council is going to advertise some of their properties from low demand areas on this website too.


Aim 4 - To ensure a commitment to continue to develop and improve services to tackling homelessness through a partnership approach

- 4.10 Throughout the duration of this strategy a partnership approach to homelessness has been adopted. It is recognised that a joined up approach to homelessness is key to preventing homelessness and increasing tenancy sustainment.

Achievements:

- Continued communication between partner agencies and council departments
- Development of joint protocols such as the Low Moss Prison Discharge Protocol and Housing & Homelessness Services, housing associations and Addiction Services Partners Referral Pathway (Statutory and Third Sector)
- West Dunbartonshire have established a Homelessness and Housing Access Forum which meets on a regular basis and consists of internal and external partners;

- Continued joint working through the West of Scotland Housing Options Hub



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5 Consultation Process

5.1 Local authorities have a statutory duty to involve, consult and engage with as wide a range of their residents as possible and the process of drafting this strategy and been the subject of a wide consultation exercise including the following:

- Initial survey of staff and key stakeholders, including both internal and external partners
- A comprehensive online survey available to all residents of West Dunbartonshire and promoted via the Council's website, the West Dunbartonshire Equality Forum and to staff via e-mail
- A focus group discussion with the Homelessness and Housing Access Forum
- A focus group discussion with residents of all 5 of the Supported Accommodation Projects in West Dunbartonshire

Initial Survey – September and October 2016

5.2 A survey was sent out to all staff across Housing Development and Homelessness, Housing Operations and to the Homelessness and Housing Access Forum. The forum is a group that meets quarterly to discuss issues relation to housing and homelessness in West Dunbartonshire. It comprises internal partners such as Working 4U, the Health and Social Care Partnership (HSCP), representatives from mental health services and addiction services, as well as external partners including housing associations and third sector organisations.

5.3 The questionnaire asked for views around the following areas:

- Have aims of previous strategy achieved?
- Thoughts around aims of new strategy
- What are the main issues around homelessness in West Dunbartonshire?
- Thoughts around issues relating to temporary accommodation

5.4 There were 42 responses to the survey, 25 of these responses were from housing development and homelessness, 3 were from housing operations, 2 were from WDC officers within other departments and 12 were from external partner agencies. The main feedback is highlighted below:

Had aims of previous strategy been achieved

- The Council had a long way to go in terms of taking actions to prevent homelessness
- No clear and consistent approach to homelessness prevention across Homeless Services
- Lack of housing options and housing advice available to not just homeless households but also to households seeking mainstream housing advice.

Thoughts around aims of new strategy

- Young people and welfare reform are two key areas
- More needs to be done to prevent young people becoming homelessness
- More options available for young people and more supported projects specifically for young people
- More staff training required around welfare reform
- Need to adequately address the high level of people who have an addiction.

What are the main issues around homelessness in West Dunbartonshire?

- The introduction of housing options as a way to prevent homelessness and to sustain tenancies
- Needs for more support within tenancies to help people to maintain their tenancy
- Lack of suitable housing that met the needs of homelessness households
- Welfare reform as a barrier to accessing housing
- Budget cuts resulting in services being provided but being inadequate
- Rethink of the rent deposit guarantee scheme would be worth exploring
- Furniture packs, curtains, carpets and painted walls would all help to increase tenancy sustainment. White goods and bedding were also seen as key to maintaining a tenancy.

Thoughts around issues relating to temporary accommodation:

- Some temporary accommodation seen as a decent quality, others fall below this
- Temporary accommodation units and the supported projects in areas that do not meet the needs of homeless households
- Age and gender needs were not met
- 70% of respondents agreed that there is not enough supported accommodation.

Online survey open to all residents of West Dunbartonshire

- 5.5 A survey was made up and placed on the website with a copy of the draft strategy. The survey was for anyone who wished to have a say in how they felt the council should be moving forward in dealing with homelessness, homelessness prevention and temporary accommodation. The survey was sent out to the homelessness and housing access forum, the housing providers forum, the section 5 working group and the housing development and homelessness teams. There were 26 responses to the strategy. Some of the responses were groups of people putting in joint responses.

- 5.6 The respondents felt that to prevent homelessness we should be introducing a housing options approach that is consistent across all housing providers in the local authority area. Many respondents felt that increase our housing stock. This can be by buying back more of the houses we have sold through right to buy or by building more houses. This would increase the options available.
- 5.7 Most respondents agreed that having support available for people to maintain their tenancy this would reduce the number of people presenting as homeless. Especially repeat homeless households.

In addition to this respondents felt that there is a need to provide better advice and assistance to people about the benefit system and help people to maximise their income.

- 5.8 In terms of reducing the number of young people respondents felt that there should be more partnership working to identify young people who are at risk of becoming homeless. Crisis interventions are too late. As there is such a high number of young people who are homeless the council should consider introducing more supported accommodation units for young people. In addition consider looking at shared accommodation as an option for young people who will be affected by the shared room rate for under 35s due to the local housing allowance cap in the social sector. One respondent suggested there be a particular department that works solely with young people. A common response was to get into the schools and provide education to young people about life skills and budgeting.
- 5.9 All respondents agreed that the strategy should focus on providing prompt and easy access to advice and information as well as providing support to people to remain in their home. 88% of respondents also saw increased choice as an important feature of the strategy.
- 5.10 In terms of the aims of the strategy, 100% of respondents agreed with the aim that the council should be providing a good quality of temporary or emergency accommodation when it is needed. The majority of respondents agreed with the other aims with only 1 or 2 respondents disagreeing.

Focus Group discussion with Homelessness and Housing Access Forum

- 5.11 A session was held with the homelessness and housing access forum. The forum consists of all internal and external partners including representatives from addictions, mental health, NHS, Blue Triangle, Prep 4 Life and local housing associations.
- Repeat homelessness is a problem because the initial problems are not properly addressed and followed up. This is worsened by the lack of staff and because housing options has not been implemented.
 - The council needs to lead on how we mitigate against the effects of welfare reform. It should not be down to individual departments.

Information about welfare reform could be made readily available on a website that is updated regularly.

- Make better use of mediation as a prevention to homelessness.
- Affordability is a huge problem. People cannot afford their tenancies, increased rent levels and low income is increasing the number of people in debt.
- Not enough 1 bedroom properties therefore single people are put into 2 bedroom properties that they can't afford – maybe a council initiative to tackle this where reduced 1 bed rate is charged for 2 bed properties in these cases
- Education, housing and employability all needs to be looked at together as a holistic approach. For example one way of doing this could be pre-tenancy courses.
- Work with schools to educate young people about life skills, budgeting, reality of running a home, the type of houses available and provide statistical information about why young people become homeless or fail to maintain tenancies.
- Ensure services are accessible by all people. Such as young people, people with mental health support needs, etc.
- More support available at start of tenancy to increase sustainment. This could include helping with issues such as isolation and door control.
- There should be more reference to gender based violence within the strategy.

Focus Group discussion with residents of Supported Accommodation Projects

5.12 The new homelessness and temporary accommodation strategy was discussed at each of the 5 supported accommodation projects within West Dunbartonshire. There was a mixture of ages across the projects. The discussions at each of the projects were similar.

- The residents were asked if there was anything that the council could have done to prevent them from becoming homeless. Most responded that there was nothing that council have been done whilst others felt earlier intervention could have helped. Some stated that they had sought earlier intervention but had been told to come back when homeless. One resident had been in contact with a council officer in prison who had organised for him to go attend the housing office upon release. The resident did so and was given a place in the supported accommodation project. Most of the residents did not feel that they had had their options discussed with them.
- A few of the residents at the various projects had come from their own tenancies. These had failed for a number of reasons. Some said it was because they got no support, whilst others stated they were offered too much support and did not wish to engage.

- Most of the residents were not aware of mediation or what it was. When discussed however most felt that it would not have helped. They felt that the damage to the relationship had been done and that they just wanted their own home.
- The residents were asked what would help them to maintain their tenancy when they get it. Whilst some said they just wanted to be left to get on with it other were concerned. They said they would need support at least at first. Many felt that a decoration grant or some furniture or carpets would help them to want to live in their tenancy. One resident stated that a package with information about the house, such as how to work the central heating would be beneficial. This resident also stated that local information would be useful, such as information about public transport. Many residents were concerned about the time between getting tenancy and when they get their community care grant.
- Although most of the residents I had spoken to had heard about welfare reform, namely the bedroom tax and universal credit, most were unsure about how it works. This was causing some concern to residents. Some states that they wanted to get a job or go into education but couldn't because of their benefits and the costs of the rent.
- The stigma of being homeless was a concern to many residents. They felt this would hinder their prospects for education courses and for future employment.
- There was a mixed response to the use of the private sector as a housing option. Some felt it was a good idea due to having more options but some said it wasn't an option because they didn't feel it was secure or because of the cost. None were aware about the local housing allowance. Some did mention the rent deposit scheme and said they would like to be housed through it.
- There was also a mixed reaction to further education within schools. Most said housing and homelessness had not been discussed with them at school and if it had they would not have listened.
- A couple of the residents stated that they would like to have a consistent worked throughout their homelessness journey.
- There was a mixed response to shared accommodation. The majority felt that after living in supported accommodation they would prefer to live on their own.

6 Key objectives for More Than a Home – West Dunbartonshire's Homelessness Prevention and Temporary Accommodation Strategy 2017-20

6.1 The strategic aims for this strategy take into account the progress made achieving the aims of previous homelessness strategies and the aims of our Temporary Accommodation Strategy 2012/16. They have also been updated to take into account the impact of welfare reform, the consultation process that was undertaken and the Outcomes outlined in the Scottish Social Housing Charter.

6.2 The 5 key objectives for the Homelessness Prevention and Temporary Accommodation Strategy 2017-2022 are that:

- People at risk of losing their homes get advice on preventing homelessness
- Homeless people get prompt and easy access to help and advice
- 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; and
- Homeless people are offered continuing support to help them get and keep the home they are entitled to

7 Objective 1: People at risk of losing their homes get advice on preventing homelessness

7.1 Prevention of homelessness is a sustainable and cost effective option and is a key priority moving forward. Homeless departments now record their prevention activity through Prevent1 and statistics around these interventions are sent quarterly to the Scottish Government.

7.2 In 2015-16 there were 385 approaches for assistance recorded on Prevent1 and 485 cases closed. The Outcomes of these are outlined in the table below:

Table 7.1: Prevent1 Outcomes 2015/16

Outcomes (Percent)	
	2015/16
	%
LA tenancy	5.8
Private rented - assured tenancy	0
Moved-in with friends/ relatives	1
Other (known)	2.5
Not known	1.6
RSL (Housing Association) tenancy	1.2
Private rented - short assured tenancy	1.9
Home Ownership - Bought own home via other means	0
Prison	0
Lost contact with applicant	8.7
Remained in current accommodation	27.6
Made homelessness application to local authority	49.7

Source: Scottish Government - West Dunbartonshire Prevent 1 Figures

7.3 The Council will continue to work to ensure that there are support services in place for a number of “at risk” of homelessness groups. These include:

- Young people
- People experiencing domestic abuse
- People within the Criminal Justice system
- People in financial difficulty

Young People

- 7.4 Section 4 outlines the level of Youth Homelessness across West Dunbartonshire and the Council has produced a youth housing statement called “Youth Housing 4U” as a supporting paper to the Local Housing Strategy.
- 7.5 “Youth Housing 4U” outlines the vision and approach for young people and housing that will be taken going forward and its key principles are:

- Reducing youth homelessness across West Dunbartonshire
- Delivery of a comprehensive Housing Options service
- Increased use of family mediation services
- Changing our approach to young care leavers

Domestic Abuse

- 7.6 Section 4 also outlines the role domestic abuse plays in the levels of homelessness and a specific work-stream and campaign entitled “No Home for Domestic Abuse” will be developed and rolled out in order to tackle this issue.

Criminal Justice

- 7.7 Prisoners run a high risk of being homeless on liberation. This is especially true for short-term prisoners and remand prisoners who then possibly run the risk of re-offending, and living between prisons and temporary accommodation. In 2015/2016 42 people presented to West Dunbartonshire upon release. 79% were people aged between 26 and 59. The rest were aged between 18 and 25. It is difficult to know the true extent of homelessness upon liberation from prison as some prisoners sofa surf for a while before presenting as homeless then state that their reason for homelessness is that their friends or family could no longer accommodate.
- 7.8 The partnership approach between West Dunbartonshire Council and Renfrewshire Council, East Renfrewshire Council, East Dunbartonshire Council, Argyll & Bute Council, Inverclyde Council, Glasgow City Council, Falkirk Council Homeless/Housing Services, as well as HMP Low Moss is currently being updated. This protocol is for prisoners that are in danger of losing their tenancy, or are threatened with homelessness in Prison and upon release. The new protocol will look at preventing homelessness by giving appropriate advice and assistance to prisoners and helps reduce the cycle of re-offending by providing appropriate support and assistance within this multi-agency approach.
- 7.9 The Scottish government has acknowledged that the solution is not simply a matter of being offered a home although this is the first step. Ex-prisoners on liberation often find it difficult to cope with a tenancy, while facing up to debt, drug and alcohol problems. Reducing re-offending is not just the duty of the

criminal justice system but also of other important bodies such as housing, health, benefits, education and training and employment. By these agencies making themselves accessible to offenders and working together in partnership, then the community is much safer and stronger and re-offending is reduced.

- 7.10 The Community Justice (Scotland) Act was passed by the Scottish Parliament on 11th February 2016, following the Stage 3 debate. The Scottish Government is currently working with stakeholders to develop a new model for community justice in Scotland.
- 7.11 The plans include establishing a national agency (Community Justice Scotland) to provide assurance to Scottish Ministers on the collective achievement of community justice outcomes across Scotland. The current Criminal Justice Authorities will be disbanded.
- 7.12 At a local level, strategic planning and service delivery is expected to become the responsibility of local community justice partners. There will be a statutory duty on statutory community justice partners to produce a local plan for community justice and will have a requirement to engage and involve the Third Sector in the planning, delivery and reporting of services and improved outcomes. The partners include housing, Education, National Health Service, children's services, Fire and Police, etc. There will also be National Outcomes, Performance and Improvement Framework for Community Justice in Scotland.

Key Actions for meeting this aim

- Review approach to ensuring that children are not adversely affected by homelessness
- Work with Criminal Justice partners to develop and implement actions aimed at achieving the new Criminal Justice National Outcomes
- Reduce the rate of Youth Homelessness in West Dunbartonshire

8 Objective 2: People looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them

8.1 The Scottish Government and the Convention of Scottish Local Authorities (CoSLA) 2012 Steering Group held a joint seminar where they discussed homeless prevention actions, particularly focusing on housing options approaches. West Dunbartonshire is part of the West of Scotland working group looking at a joint approach to housing options.

8.2 In March 2016 the Scottish Government published guidance on housing options for local authorities. The following definition was used.

- *a process which starts with housing advice when someone approaches a local authority with a housing problem. This means looking at an individual's options and choices in the widest sense. This approach features early intervention and explores all possible tenure options, including council housing, RSL's, and the private rented sector.*

The advice can also cover personal circumstances which may not necessarily be housing related, such as debt advice, mediation and mental health issues. Rather than only accepting a homelessness application, local authority homelessness services will work together with other services such as employability, mental health, money advice and family mediation services etc., to assist the individual with issues from an early stage in the hope of avoiding a housing crisis.' (Scottish Government)

8.3 West Dunbartonshire is in the process of developing a holistic housing options approach and is keen to expand choices for all households within West Dunbartonshire.

Housing options is delivered with some clear common principles:

- Appropriate links between Housing Options and Homelessness
- A supportive Organisational Culture
- Robust Policies and Procedures
- A well trained workforce
- Effective Partnership working
- High standards of customer service
- Preventative services
- Person centred Services
- Tenure- Neutral Services
- Links with housing support
- Fully Audible record keeping
- Appropriate
- Performance Indicators

Key Actions for meeting this aim

- Introduce a housing options approach and framework for delivery
- Ensure staff receive necessary training to best deliver service requirements
- Review and update Job Profiles to best deliver service requirements
- Take actions aimed at increasing the range of housing accommodation options available across West Dunbartonshire
- Take actions to increase the use of the private sector as a housing outcome for homeless households and people looking for housing
- Contribute to the development and implementation of a Care Leaver Housing Protocol

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9. Objective 3: Homeless people get prompt and easy access to help and advice

Homeless Assessments

- 9.1 When someone presents as homeless they are assessed under the Homelessness (Scotland) Act 1987. In 2015/16 1101 households underwent a homeless assessment. Of these households 81% were assessed as homeless or potentially homeless, with only 1% being assessed as not homeless. On 86% of occasions, an assessment was made within 28 days.

Table 7.1: Homeless assessment decisions 2015/16

Assessment Decision	Number	%
Homeless/Potentially homeless	888	81%
Not homeless	14	1%
Withdrew application	112	10%
Resolved homelessness	66	6%
Lost contact before assessment	19	2%
Other	2	0%
Total	1101	100%

Source: Scottish Government - West Dunbartonshire HL1 figures

Housing Outcomes

- 9.2 Almost half of all homeless applications resulted in a tenancy with either West Dunbartonshire council or a housing association. A third of these households had dependent children living with them. There were a high number (16%) of cases where the contact with the applicant was lost before duty was discharged but an assessment was carried out. 45% of the lost contact cases were people aged 16 to 24.

Table 7.2: Housing outcomes of homeless households 2015/16

Housing Outcome	Number	%
Scottish Secure Tenancy	511	48%
Private Rented Tenancy	28	3%
Hostel	0	0%
Bed & Breakfast	0	0%
Returned to previous/ friends/ vol org.	83	8%
Women's Refuge	1	0%
Residential care/nursing home/shared supported	1	0%
Other – Known	37	3%
Other - Not Known	20	2%
No duty owed to applicant	213	20%
Contact lost before duty discharge	164	16%

Source: Scottish Government - West Dunbartonshire HL1 figures

- 9.3 A continuous self-assessment process is carried out to ensure that homeless households continue to get prompt and easy access to help and advice. This process is carried out annually and in recent years has identified issues such as repeat homelessness and led to effective actions being taken to address these.

Key actions to achieve this Outcome:

- Produce a report outlining future funding options for provision of Homelessness Services
- Carry out comprehensive annual assessment around Scottish Social Housing Charter Outcomes and develop annual Charter Improvement Plan
- Roll out the new Housing, Homelessness, Addiction Partners Referral Pathway
- Review and update existing partnership protocols
- Develop an approach to ensure that homeless households and those at risk of homelessness get prompt and easy access to advice relating to income maximisation and employment / training opportunities

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10 Objective 4: Homeless people are provided with suitable, good-quality temporary or emergency accommodation when this is needed

10.1 This strategy will see the merging of the homelessness strategy with the Temporary Accommodation strategy. The clear purpose of the West Dunbartonshire Temporary Accommodation Strategy 2012-2016 was to ensure that West Dunbartonshire Council and its partners are able to deliver a range of temporary accommodation across the authority area to meet the divergent needs of the customer base.

Some of the key achievements of the strategy were:

- A temporary accommodation model was carried out that resulted in the opening of Ashton View- a supported accommodation project
- Recording customer feedback through the charter outcomes
- Introduction of a new supported housing tool to assess for support needs and monitor the progress of the individual receiving support
- Introduction of supported accommodation performance monitoring on a quarterly basis
- Written and signed agreements between West Dunbartonshire Council and supported accommodation provider

Welfare Reform

10.2 Welfare Reform has increased stresses on already stretched housing and homeless budgets across the country. Some of the challenges and actions to mitigate some of the impacts are outlined below:

- Benefit cap – the rent for temporary accommodation has had to be decreased due to the benefits cap
- Bedroom tax - temporary furnished flats are subject to the bedroom tax meaning the homeless households are liable when under-occupying temporary accommodation. The Council does not expect its homeless tenants to be able to make up the difference and this has a budgetary impact
- Universal Credit – under universal credit the local authority can only charge local housing allowance rates for temporary accommodation (that does not fit the supported exempt criteria). Households in a temporary flat and on universal credit they will only receive local housing allowance rate for their temporary accommodation rent. Rents in this area have traditionally been higher than this to pay for the support provided and this change will have a big impact on the homelessness budget.

Some supported accommodation comes under the *Supported Exempt* category of specified accommodation. This means that it is not affected by the bedroom tax or the benefits cap.

- 10.3 Welfare reform presents a key challenge for the funding of Homelessness Services. As funding is restricted, the need for temporary accommodation will remain and may increase as increased number of households fall into debt.
- 10.4 In addition, the support needs of people who are homeless are increasing and becoming more complex. In 2015/16, 54% of unintentionally homeless households had a support assessment carried out under the housing support regulations.

Table 10.1: Supports needs of cases assessed as homeless

	Assessed as homeless (all cases)	%	Assessed as homeless (Young person 16-24)	%
Mental health	204	25%	33	16%
Learning Disability	34	4%	17	8%
Physical disability	60	7%	9	4%
Medical condition	157	19%	27	13%
Addiction	129	16%	15	7%
Basic Housing management skills	244	29%	107	51%

Source: West Dunbartonshire HL1 AVD system

- 10.5 In order to best meet the demands of the service and the financial challenges that exist, a Temporary Accommodation Model has been developed. The model looks at the profile and support needs of homeless households and the estate of emergency and supported accommodation that is available. The model also takes into account the financial framework in light of the changes from welfare reform outlined above.
- 10.6 This model aims to ensure that the right type and number of temporary and supported accommodation is available and sustainable in financial terms. The model will be refreshed annually with updated year-end data.

Table 10.2: Ideal accommodation options for households who are homeless

Temporary Accommodation Category		
1	Dispersed Self Contained Accommodation	No support needs - can sustain a tenancy, may be in employment/training, aim for short-term temp and offer of permanent accommodation quickly
2	Supported Self Contained Accommodation	Vulnerable low to medium support need with structured support plan
3	Hostel - Support	Vulnerable /high support needs, own bedroom, structured support plan
4	Hostel - Supervision	Chaotic - need on site supervision to manage challenging behaviour
5	Tenancy - Support	Chaotic - unlikely to sustain any form of accommodation without support (Housing First, external provider)

Key actions to achieve this Outcome

- Carry out annual review of supported and temporary accommodation provision
- Implement newly developed Temporary Accommodation Standards in Year 1 of strategy (2017/18) and review and update standards in Year 3 of strategy (2019/20)
- Analyse customer feedback regarding quality of temporary accommodation on an annual basis and develop and implement improvement actions based on this feedback

11 Objective 5: Homeless people are offered continuing support to help them get and keep the home they are entitled to

11.1 The housing support regulations brought in by the Housing (Scotland) Act 2010 places a duty on local authorities to assess the housing support needs of homeless households when required and to ensure that appropriate support is provided.

11.2 The approach toward temporary accommodation outlined above will support homeless households to get a suitable housing solution, however ensuring that these outcomes are sustainable means that continuing support must be available where required.

11.3 Over the last few years the Scottish Government has seen tenancy sustainment be an important role of all housing providers. It is a key Outcome of the Scottish Social Housing Charter and is already a central area of focus.

11.4 A joined up approach to homelessness is key to ensuring that homeless or potentially homeless households have access to support services. Current actions include:

- Working with the Health and Social Care Partnership (HSCP) to implement the Homelessness and Health action plan. The aim of this is to ensure that all homeless households have access to health services.
- Working with addiction services and adhering to the joint addictions protocol

Key actions to achieve this Outcome

- Carry out a review of the Housing Support Service and make recommendations to deliver improvements
- Mitigate the effects of some aspects of welfare reform where this is appropriate
- Reduce the rate of Repeat Homelessness in West Dunbartonshire
- Identify and implement appropriate actions to increase the tenancy sustainment
- Review and develop partnership approach in place for those affected by domestic abuse

12 Monitoring and Evaluation Framework

- 12.1 As outlined in section 5, this strategy was developed in consultation with key stake-holders and the final document was drafted taking this feedback into account.
- 12.2 More Than A Roof – West Dunbartonshire’s Homelessness Prevention and Temporary Accommodation Strategy, includes an action plan which has been developed in order to achieve the Outcomes outlined within the strategy. This action plan contains a number of key indicators which will be used to measure progress and will be monitored as part of our wider Performance Management Framework.
- 12.3 Progress in terms of implementation and progress achieving the desired outcomes will be monitored via:
- A quarterly summary performance report provided to the Housing Management Team
 - Detailed scrutiny at the quarterly Homelessness Performance and Development meeting
 - Summary performance reports provided to the Homelessness and Housing Access Forum
 - An annual progress report to the Housing and Communities Committee

13 West Dunbartonshire Homelessness, Prevention and Temporary Accommodation Strategy Action Plan 2017-20



Icon	Name
	People at risk of losing their homes get advice on preventing homelessness

Action

Through More Homes Better Homes Approach – Increase the supply of new build housing to help meet housing need

Review approach to ensuring that children are not adversely affected by homelessness

Work with Community Justice partners to deliver the new Criminal Justice National Outcomes

Tackle and reduce the levels of youth homelessness in West Dunbartonshire

Ensure that homelessness is avoided from households in Scottish Secure Tenancies

Icon	Name
	People looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them

Action

Introduce a housing options approach and framework for delivery

Invest in our staff and ensure they receive necessary training to best deliver service requirements

Review Service delivery to ensure we meet service objectives

Increase the range of housing accommodation options available across West Dunbartonshire, including Housing First and sanctuary model housing

Take actions to increase the use of the private sector as a housing outcome for homeless households and people looking for housing

Contribute to the development and implementation of a Care Leaver Housing Protocol

Icon	Name
	Homeless people get prompt and easy access to help and advice

Action


Produce a report outlining future funding options for provision of Homelessness Services

Develop an annual Charter Improvement Plan based on annual assessment of performance

Roll out the new Housing, Homelessness, Addiction, Partners Referral Pathway

Review and update existing partnership protocols

Develop an approach to ensure that homeless households and those at risk of homelessness get prompt and easy access to advice relating to income maximisation and employment / training opportunities


Icon	Name
	Homeless people are provided with suitable, good quality temporary or emergency accommodation when it is needed

Action

Carry out annual review of supported and temporary accommodation provision and ensure provision of appropriate supported accommodation

Implement newly developed Temporary Accommodation Standards in Year 1 of strategy (2017/18) and review and update standards in Year 3 of strategy (2019/20)

Analyse customer feedback regarding quality of temporary accommodation on an annual basis and develop and implement improvement actions based on this feedback

Icon	Name
	Homeless people are offered continuing support to help them get and keep the home they are entitled to

Action

Carry out a review of the Housing Support Service and make recommendations to best deliver service requirements

Mitigate the effects of aspects of welfare reform where this is appropriate

Through effective service delivery minimise incidences of repeat homelessness

Identify and implement appropriate actions to increase the tenancy sustainment rate of homeless households

Review and develop partnership approach in place for those affected by domestic abuse

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 1 February 2016

Subject: Involving You - West Dunbartonshire Council's Tenant Participation Strategy 2017 - 2020

1. Purpose

- 1.1** This purpose of this report is to inform the Housing and Communities Committee of the Council's statutory obligations under the Housing (Scotland) Act 2001 and 2010 and to seek approval of the new draft West Dunbartonshire Council Tenant Participation Strategy which will cover the period 2017-2020 attached as Appendix 1.

2. Recommendations

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

- (i) note the progress and achievements made in relation to the implementation of the previous Tenant Participation Strategy 2013 – 2016 and the Council's statutory obligation to have a Tenant Participation Strategy in place;
- (ii) approve the draft West Dunbartonshire Tenant Participation Strategy 2017-2020 and associated draft action plan in principle subject to any amendments as determined in consultation with RTOs and WDTR0 (West Dunbartonshire Tenants and Residents Organisation), and
- (iii) instruct the Strategic Lead, Housing & Employability to ensure effective implementation of the Strategy and action plan and report back to Committee on an ongoing annual basis.

3. Background

- 3.1** The Council can evidence a strong commitment to involving tenants in shaping and improving housing services and exceed the legislative requirements placed on social housing providers under the Housing (Scotland) Act 2001. Involving You – West Dunbartonshire Council's Tenant Participation Strategy 2017-2020 replaces the 2013-2016 Strategy and builds on the positive developments of previous strategies successfully implemented since 2001.
- 3.2** Since the last TP Strategy was agreed in 2013 the Council has made some significant improvements in tenant participation, for example:

- Awarded Silver Tenant Participation Accreditation by The Tenant Participation Advisory Service (TPAS) in doing so becoming the first Scottish local authority to achieve silver accreditation.
- Reviewed the remit of the Liaison meetings which take place between the West Dunbartonshire Tenants and Residents Organisation (WDTRO), Convener of the Housing Communities Committee (HACC) and senior housing staff responsible for directing and delivering the housing service and agreed to continue with meetings
- Our quarterly newsletter to all our tenants called 'Housing News' was awarded a CIPR Scotland PRide awards 2016. We have also used Housing News to give opportunities for tenants to give comments and to influence what gets covered in our annual Tenant Report.
- We have developed clear, understandable performance information which we regularly include along with Housing News to increase tenant awareness around Housing Services 'performance and to help tenants scrutinise our performance. Our work with tenants in developing performance information was recognised by TPAS in 2016 with a national Good Practice Award for Communicating Performance Information.
- We have established a WDC Scrutiny Panel made up of tenants and factored owners who independently scrutinise performance across the Housing Services to help improve services and ensure there is a person centred focus to our performance monitoring
- We have established a commitment from Housing Services to implement all reasonable recommendations made by the Scrutiny Panel and include the Panel within our performance management framework. The Scrutiny panel consists of trained tenant representatives.
- Opened up the Pre-HACC Forum to individual tenants as well as Tenant and Resident Association members and raise awareness through the Council TP webpages
- Created a Joint Rent Group made up of tenant volunteers, Housing and Finance staff as well as the Housing Convenor to jointly scrutinise the Housing Revenue Account (HRA) and make sure it complies with HRA Guidance. This has been recognised by the Scottish Housing Network as a sector leading approach
- Created a Reader's Panel as another option for individual tenants to get involved with Housing Services. Members read over publications to make sure they are understandable and their comments are used to improve our publications.

- Developed an annual tenant information event encouraging tenants and residents to engage with staff on a range of housing and housing related issues
- Regular information or briefing notes on a range of housing issues and TP Updates are distributed to Tenants and Residents Associations(TRAs), tenants on the Interested Tenants Register, Sheltered Housing Forum members, Scrutiny Panel members as well as housing staff and elected members to share information
- delivery of Tenant Participation training to housing staff and Senior officers

3.3 In addition to being a legislative requirement, involving tenants and other service users in decisions about their homes and communities is now accepted as best practice within social housing. The Tenant Participation Strategy supports the Council's commitment to deliver positive outcomes for our tenants and wider communities.

4. Main Issues

4.1 Involving You – West Dunbartonshire Council's Tenant Participation Strategy 2017-2020 (Appendix 1) sets out;

- West Dunbartonshire Council approach to involving our tenants in the development and aims of the Strategy
- How tenants can be involved in tenant participation in West Dunbartonshire
- The resources available and the support required for effective tenant participation
- How the Strategy will be delivered, monitored and reported

4.2 The aims of the Strategy (Appendix 1) are to;

1. improve the culture and practice of involving tenants across housing services
2. improve our feedback to tenants so that we can prove where our tenants and other service users have influenced or shaped the housing service
3. promote and provide a wide range of options for tenants to get involved with us
4. encourage involvement of under- represented groups such as young people, homeless people, people with disabilities and minority ethnic groups
5. make sure that tenants are aware of the options available to them to shape housing services
6. improve tenants involvement in monitoring and improving performance through our Tenant Scrutiny Panel and encourage tenant scrutiny activity

7. make sure that resources we put in place and practices we carry out are adequate to support and develop tenant involvement
8. make sure that we communicate effectively with our tenants and provide good quality, accessible information that tenants want

These strategic aims are supported by a detailed Involving You - action plan in Appendix 1 (Section 12) which sets out how we will meet these aims.

4.3 'Involving You' is underpinned by the following strategic vision:-

"West Dunbartonshire's Housing Services' vision for tenant participation is one of sharing information with our customers in a variety of ways; providing opportunities for our customers to express their views in a way that suits them; listening and acting to our customers' views to improve the housing services we provide and allowing our customers to scrutinise our performance."

4.4 The Strategy also addresses the Council's tenant participation and tenant scrutiny requirements under the Scottish Social Housing Charter, monitored by the Scottish Housing Regulator. In terms of the Scottish Social Housing Charter a separate section outlining how we measure and report performance to tenants and how we use tenant scrutiny activities to inform service development and improve performance is included within the draft strategy document.

4.5 As part of the consultative approach with regards the development of the new Tenant Participation Strategy a survey was undertaken which supported and endorsed the aims of the strategy, and also a strong majority of respondents (72%) thought we had improved the culture and practice of involving tenants and 71% thought we had improved how we feedback to tenants about how they had influenced or shaped services.

4.6 A summary version of Involving You will be produced as a leaflet highlighting the main ways tenants can get involved to encourage people to participate in helping shape and improve housing services in West Dunbartonshire.

5. People Implications

5.1 There are no people implications from this report. There are 2.5 dedicated staff members funded from HRA assigned to the delivery of tenant participation and the strategy will be delivered with the commitment and input from staff across all of Housing and Employability and Regeneration.

6. Financial Implications

6.1 Actions required to take the strategy forward in 2016/17 will be aligned to current budgetary provision. The tenant participation budget for 2017/18 has been set at £87,436 whilst any additional funding for future years will identified for consideration through the budgetary process for 2018/19 and beyond.

6.2 There are no procurement implications.

7. Risk Analysis

7.1 The Council has a statutory responsibility to publish a Tenant Participation Strategy. The draft strategy also reflects the priorities and aspirations of tenants and tenant representatives therefore there is a risk that its key aims will not be achieved if the Strategy is not approved. This Strategy builds on the achievements made in developing good working relationships with tenants over the years and improving transparency and a joint working approach to involving tenants.

7.2 The adoption and delivery of the new strategy is therefore essential in demonstrating the Council's commitment to continuous improvement across Housing Services and putting tenants at the centre of our activities.

8. Equalities Impact Assessment

8.1 An Equality, Health and Human Rights Impact Assessment has been carried out on the draft TP Strategy and found no substantive negative impacts. The assessment has been posted on the Council's website.

9. Consultation

9.1 The formal consultation process began with a presentation and discussion at the October 2016 WDTR Liaison meeting. Key objectives and issues for the Strategy were discussed and there was agreement that a partnership approach is needed and a desire to build on the increased transparency and tenant involvement in decision-making that has been developed through the work of the Joint Rent Group.

9.2 A survey was developed to gather views on developments since the last Strategy and to measure its effectiveness in terms of:-

- culture and practice
- how we feedback to tenants
- tenants influence in decision- making
- barriers for tenants getting involved
- and future priorities

9.3 The Consultation Summary Report is included as Appendix 7 to the draft strategy (appendix 1 of this report).

10. Strategic Assessment

10.1 The implementation of the new Tenant Participation Strategy will support the Council's key strategic priorities to:

- Improve local housing and environmentally sustainable infrastructure and
- Improve the well-being of communities and protect the welfare of vulnerable people

Peter Barry
Strategic Lead, Housing and Employability
Date: 20th January 2017

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- Appendices:** 1. Draft West Dunbartonshire Council Tenant Participation Strategy 2017-2020
- Background Papers:** West Dunbartonshire Tenant Participation Strategy 2013-2016 <http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/housing/tenant-participation-strategy/>
- Tenant Participation Strategy 2017-2020, Equalities Impact Assessment
- Wards Affected:** All



INVOLVING YOU

**West Dunbartonshire Council's Draft Tenant Participation Strategy
2017-2020**



February 2017

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Involving You Foreword

Councillor David McBride, Convener of Housing and Communities Committee

West Dunbartonshire's approach to tenant participation is recognised as sector leading and it's been my pleasure to work in partnership with our tenants over the last 5 years as Housing Convener and witness first-hand the fantastic positive influence it has had on shaping and improving our housing services.

The commitment that has been shown by the tenants involved has demonstrated a real desire to help create places that people are proud to call home. I'm certainly proud of what they have achieved and I hope that this new refreshed strategy will help motivate an even wider group of tenants to become involved in making our Housing services the best in Scotland.

Jim Hendry, WDTRO Chairperson

The aim of the West Dunbartonshire Tenants and Residents' Organisation (WDTRO) is to bring together tenant activities to improve housing and housing conditions for everyone. Since the last Tenant Participation Strategy in 2013 we have developed a good working relationship with the Council. We have regular face to face meetings with elected members and senior Housing staff and been able to put our case across to develop a partnership between tenants and Housing Services.

The Housing Revenue Account (HRA) Guidance issued by the Scottish Government in 2014 has helped us develop tenant involvement in rent consultation and be involved in scrutinising the HRA through the Joint Rent Group. The HRA Guidance has put a spotlight on the HRA and given tenants the tools and knowledge to ask more difficult questions which we want to fully use.

We want as many tenants to get involved and we welcome this Strategy as it sets out how tenants can get involved and the resources made available to help tenants through training, support and out of pocket expenses. We would encourage all tenants to get involved and have their say to help make improvements. We have done a lot to improve tenant involvement but there is more to be done and a stronger tenant voice will help that happen sooner and for the benefit of all tenants and residents.

Executive Summary

Aims of the strategy

Our aim is to improve Council Housing Services by working in partnership with tenants to develop and influence how these services are provided and ensuring that tenants and other customers find it easy to participate in and influence decisions at a level they feel comfortable with.

Our aims reflect important legislative and regulatory requirements but also reflect the views of tenants and staff collected in our consultation survey.

We will:

1. improve the culture and practice of involving tenants across housing services
2. improve our feedback to tenants so that we can prove where our tenants and other service users have influenced or shaped the housing service
3. promote and provide a wide range of options for tenants to get involved with us
4. encourage involvement of under- represented groups such as young people, homeless people, people with disabilities and minority ethnic groups
5. make sure that tenants are aware of the options available to them to shape housing services
6. improve tenants involvement in monitoring and improving performance through our Tenant Scrutiny Panel and encourage tenant scrutiny activity
7. make sure that resources we put in place and practices we carry out are adequate to support and develop tenant involvement
8. make sure that we communicate effectively with our tenants and provide good quality, accessible information that tenants want

Our Action Plan in Section 12 sets out how we will meet these aims.



Practice - We need to improve the culture and practice of involving tenants across Housing Services. This is done by providing a range of options for tenants to get involved from joining a Tenants & Resident Association, completing a survey or being on our Interested Tenant Register and being kept up to date with developments.

The Scottish Social Housing Charter aims to improve the quality and value of services provided by Social landlords and sets out 16 outcomes and standards that we aim to achieve and by which our tenants can measure our performance and hold us to account. Involving tenants in scrutinising our performance is essential for improvements to be made and to ensure that tenant involvement is meaningful.

Achievements – much has been achieved and we have had a long history of active tenant involvement. We achieved TPAS accreditation which is valid for 3 years so is important that we maintain tenant involvement at this standard and aim to improve it. Our quarterly newsletter Housing News was awarded a CIPR Scotland Pride award in 2016 and is used to keep tenants involved in service developments and give clear, understandable performance information to help tenants scrutinise our performance. Our WDC Scrutiny Panel also ensures that there is a tenant focus to our performance monitoring.

Action plan – as well as the annual Tenant report required by the Charter, we have also created a range of actions to ensure that the aims of 'Involving You' can be put into practice and tenant impact can be measured. Being able to demonstrate outcomes achieved by tenant involvement is one of the best ways of encouraging more people to get involved and also to ensure that we are a continually improving organisation. Involving you is the name we have used for this Strategy and that is exactly what we want and need to do.



Introduction

Welcome to our Tenant Participation Strategy 2017-20 produced in partnership with tenants and tenant representatives. It sets out our commitment to develop effective consultation and participation so that by working with our tenants we can continuously improve the homes we provide and housing services.

This is our fourth Strategy and we have built its aims and objectives around the views of our tenants who helped us identify what we are doing well and where we need to make some improvements. The Strategy will ensure that we can demonstrate we are delivering real outcomes for our tenants and other service users as part of the Scottish Social Housing Charter.

This Strategy tells you how we will achieve good tenant participation in housing services. You can find out how we are going to provide you with information, how we are going to consult with you and use your views and how we are going to work with you so that you can influence what we do and hold us to account. We have set out:

- our aims for tenant participation for 2017-20
- an action plan for the period 2017-20 which tells you how we are going to achieve our aims
- how we will assess our progress and measure the impact of the Strategy
- information about the resources and support we make available to support tenant involvement

Our Vision

West Dunbartonshire's Housing Services' vision for tenant participation is one of 'sharing information with our customers in a variety of ways; providing opportunities for our customers to express their views in a way that suits them; listening and acting to our customers' views to improve the housing services we provide and allowing our customers to scrutinise our performance.'

What is tenant participation?

'It's about tenants and tenants and residents groups taking part in decision making processes and influencing decisions about housing policies, conditions and related services. It is a two way process, which involves the sharing of information, ideas and power. Its aim is to improve housing conditions and services'.

(‘Partners in Participation, A National Strategy for Tenant Participation’ produced by the Scottish Executive in 1999.)

This definition is useful because it tells us what **tenant participation is**, **what needs to happen to make it work** and **what the outcome should be**. We have included it again in this Strategy, as tenant representatives agreed that it is a clear definition and emphasises the 2 way process so is continually relevant.



Background

Involving tenants and other service users in decisions about their homes and communities is now accepted as normal practice within social housing. We have a legal duty to involve tenants and service users, but more importantly we have a long history of active tenant involvement and are committed to ensuring that continues.

The **Housing (Scotland) Act 2001** introduced the first legal framework for tenant participation by giving tenants the rights to participate and be consulted. The Act also put new duties on all Local Authorities and Registered Social Landlords (RSLs) in Scotland which all still apply.

Your rights:

- to form independent representative organisations and apply for registration and funding
- access information about housing policies and related services
- be consulted on issues that affect your homes
- participate in decisions that affect the services you receive and have enough time to consider draft proposals and put forward views

The Council's duties:

- develop a Tenant Participation Strategy in consultation with tenants and service users and put it into practice, ensuring that it complies with equal opportunity requirements
- put the Tenant Participation Strategy into practice and measure performance against the agreed action plan
- provide resources and support to make sure tenant participation is effective
- regularly review how well tenant participation is working
- set up arrangements for registering tenants groups
- consult individual tenants and tenants and residents groups before making any decision that would change,
 - how we manage our housing properties
 - the standard of service we provide
 - any proposals to sell, transfer or demolish our housing
- take on board tenants' views **before** decisions are taken

Other Relevant Publications

It is important that our Tenant Participation Strategy links into and contributes to other Council plans and policies, for example:

West Dunbartonshire Council Strategic Plan 2012-2017 http://www.west-dunbarton.gov.uk/council/strategies-plans-and-policies/strategic-plan-2012-2017/
Housing and Employability Delivery Plan
Local Housing Strategy 2017-2022 http://www.west-dunbarton.gov.uk/media/753598/lhs_final_november_amended_electronic_version.pdf
WD Community Planning Partnership Single Outcome Agreement 2014- 2017 http://www.wdcpp.org.uk/media/136670/wd_soa_2014-17.pdf
Tenant Communication Strategy http://www.west-dunbarton.gov.uk/media/3884123/tenants_communication_strategy_landscape_final.pdf
Communicating Effectively 2015 https://www.west-dunbarton.gov.uk/media/4001562/communicating_effectively_2015_-_internet_version.pdf

As an organisation we recognise the benefits of tenant involvement not solely where statutory requirements exist within Housing Services, and so places are made available for the West Dunbartonshire Tenants & Residents Organisation (WDTRO) on the Council's Community Alliance so they can be involved in community wide issues. The Your Community approach to delivering services at a local level to improve neighbourhoods also opens up community opportunities through Community Budgeting. Housing Officers work closely with the Your Community Team to encourage tenants to get involved in Your Community activities and other related community activities.

The Community Empowerment (Scotland) Act 2015 has also created rights for communities to have greater influence or control over how land and buildings are managed and used.

Our Principles

Our Principles reflect those of the Scottish Government's National Strategy for Tenant Participation "Partners in Participation" (April 1999)

Trust, respect and partnership

It is important that tenants, Councillors and Council staff trust and respect each other and work together in partnership to improve housing services and conditions.

Sharing information, ideas and power

Everyone taking part in involving tenants will share information and ideas. It is important that we have a shared understanding of the issues so that we can work towards a joint solution to take these forward.

Setting the agenda together

We want to jointly agree with you the agenda for involving tenants. We will make sure that everyone has the information they need to consider issues properly. We will provide information that is clear and easy to understand and is available in a variety of formats.

Allowing time to consider issues properly

We will share information in a way that allows everyone time to make an informed decision. Individual tenants and tenants and residents groups will have enough time to work out a common view before they meet Council representatives.

Openness and accountability in decision making

We will make decisions in a way that is open, clear and accountable. We will provide feedback following all consultations.

Recognition for tenants' organisations

The Council recognise that tenants and residents groups are independent organisations that provide a valuable role in shaping housing services.

Good working relationships

The Council will build good working relationships with individual tenants and tenants and residents groups. These relationships require to be flexible to meet local needs and circumstances.

Valuing our volunteers

Without tenants who volunteer, we can't have tenant participation and we value the time that tenants give up to get involved with us. We hope that any involvement will be personally rewarding but we also provide transport or cover travelling expenses for any tenant attending a meeting arranged by Housing Services and our TP Grants cover out of pocket expenses for tenant and resident group members as well as the running costs of the group.

We will provide support and training to help tenants get involved. Volunteering in any tenant participation activity can be a good way to help people get back into employment and we will provide references for any tenant who has been actively involved for at least 6 months.

Including people

We will take account of equal opportunities law and good practice. We will promote approaches and work in ways that are appropriate to different people and differing needs within our communities.

Equal Opportunities

Our commitment to meeting the main parts of the general duty in terms of equal opportunities is set out in our Equality Statement 2013-17.

- We want to get rid of discrimination, harassment and victimisation
- We want to encourage equal opportunities
- We want to encourage good relations between all people

We will make sure that specifically in regard to tenant consultation and participation all tenants are treated equally, irrespective of their sex or marital status, race, disability, age, sexual orientation, language or social origin, or other social attributes including beliefs or political opinions.

We will promote inclusive approaches and work in ways that are appropriate to different people and differing needs within our communities. We have also carried out an equality impact assessment on this Strategy to minimise any barriers that tenants may experience.

Our Tenants and Residents Associations also have to show their commitment to equal opportunities to meet our registration conditions (as issued by the Scottish Government) to become registered tenant organisations.

We will continue to use a number of ways to give all tenants the opportunity to get involved and influence decisions about housing services, policies and standards and provide information in a range of formats and various languages to suit our tenants and prospective tenants' needs. Our Tenants Communication Strategy sets out how we will do this and we also refer to "Communicating Effectively", the Council guidance on communication with people from minority ethnic groups and with disabled people.

Public meetings will always be held in accessible buildings with LOOP system facilities.

Achievements

Since the last TP Strategy was agreed in 2013 the Council has made some key improvements in tenant participation, for example:

- Awarded Tenant Participation Accreditation by The Tenant Participation Advisory Service (TPAS) becoming the first Scottish local authority to achieve silver accreditation.



- Reviewed the remit of the Liaison meetings which take place between the West Dunbartonshire Tenants and Residents Organisation (WDTRO), Convener of the Housing Communities Committee (HACC) and senior housing staff responsible for directing and delivering the housing service and agreed to continue with meetings
- Our quarterly newsletter to all our tenants called 'Housing News' was awarded a CIPR Scotland PRide awards 2016. We have also used Housing News to give opportunities for tenants to give comments and to dictate what gets covered in our annual Tenant Report.
- We have developed clear, understandable performance information which we regularly include along with Housing News to increase tenant awareness around Housing Services 'performance and to help tenants scrutinise our performance. Our work with tenants in developing performance information was recognised by TPAS in 2016 with a national Good Practice Award for Communicating Performance Information.
- We have established a WDC Scrutiny Panel made up of tenants and factored owners who independently scrutinise performance across the Housing Services to help improve services and ensure there is a person focus to our performance monitoring
- We have established a commitment from Housing Services to implement all reasonable recommendations made by the Scrutiny Panel and include the Panel within our performance management framework.
- Opened up the Pre-HACC Forum to individual tenants as well as Tenant and Resident Association members and advertise it through the Council TP webpages
- Created a Joint Rent Group made up of tenant volunteers, Housing and Finance staff as well as the Housing Convenor to jointly scrutinise the Housing Revenue Account (HRA) and make sure it complies with HRA Guidance

- Created a Reader's Panel as another option for individual tenants to get involved with Housing Services. Members read over publications to make sure they are understandable and their comments are used to improve our publications.
- Developed an annual tenant information event encouraging tenants and residents to engage with staff on a range of housing and housing related issues
- Regular information or briefing notes on a range of housing issues and TP Updates are distributed to Tenants and Residents Associations(TRAs), tenants on the Interested Tenants Register, Sheltered Housing Forum members, Scrutiny Panel members as well as housing staff and elected members to share information
- delivery of Tenant Participation training to housing staff and Senior officers
- continued support of the network of TRAs and help establish new TRAs where there is demand
- provision of funding through Tenant Participation Grants to support the work of the WDTR and registered Tenant and Residents' Associations
- Developed a process for measuring the amount of time that tenants give up to meet and help us develop Housing Services and record it quarterly on our TP Updates. These 'volunteer hours' can help demonstrate the commitment and contribution that tenants make.

How we developed the Strategy

This Strategy builds on previous TP Strategies and action plans. In 2012 we did an in-depth review of our practice of involving tenants to identify what was working well and what needed to improve. During the period of the Strategy, tenant representatives were given regular progress updates on the action plan through our Liaison meetings and TP webpages.

In September 2016 we invited TPAS to carry out an independent review of our 2013-2016 TP Strategy and to consider it in line with current Good Practice.

Key recommendations from the TPAS review

- style of document through presentation, colours and use of clear language to be continued in the 2017-2020 Strategy
- maintain use of 'involving you' logo throughout the document to emphasise purpose of the Strategy
- create a new separate section on measuring performance, reporting performance to tenants and tenant scrutiny
- Strategy to be updated in terms of Social Housing Charter developments
- produce a shortened version of the next Strategy as a leaflet highlighting the main ways tenants can get involved to encourage people to read it.

Development of the new Strategy

Key objectives and issues for this Strategy were discussed with the Housing Convenor, staff and tenant representatives at the October Liaison meeting. It was agreed that

- want to focus on getting joint solutions
- partnership approach is needed
- want to build on increased transparency and tenant involvement in decision-making developed through the Joint Rent Group

Wider consultation

We developed a survey to gather views on developments since the last Strategy and to measure its effectiveness in terms of

- culture and practice
- how we feedback to tenants
- tenants influence in decision- making
- barriers for tenants getting involved
- and future priorities

We used a number of ways to promote the survey to tenants using

- an article and link to survey included in the Winter Edition 'Housing News' to all tenants
- paper copies of the survey, with pre-paid reply envelope, sent out to all TRA members, tenants on our Interested Tenant Register, Scrutiny Panel members and Sheltered Housing Forum members.
- The online survey was also promoted to tenants through the Council's webpages, TP webpages, WDC Facebook and TP Facebook with paper copies available from the Housing Development Team.

Views from other Council staff were also gathered as well as elected members.

A breakdown of the survey responses are included in Appendix 7 but the majority of respondents (72%) overwhelmingly thought we had improved the culture and practice of involving tenants and 71% thought we had improved how we feedback to tenants about how they had influenced or shaped services.

In response to how we could give tenants more influence in decision making the most common suggestion was to involve tenants in local plans and a suggested open forum where tenants can meet managers. Involving tenants in improving areas was also seen as a way of increasing tenant involvement and this will be developed through a walkabout programme where joint solutions for local problems can be developed.

91% of respondents did think we adequately support tenants and tenant groups so that support will be continued. In terms of developing tenant participation, 'training' was the most often suggested item so we will make sure that we promote what training is available and assess what training tenants would like.

Aims of the strategy

Our aim is to improve Council Housing Services by working in partnership with tenants to develop and influence how these services are provided and ensuring that tenants and other customers find it easy to participate in and influence decisions at a level they feel comfortable with.

Our aims reflect important legislative and regulatory requirements but also reflect the views of tenants and staff collected in our consultation survey.

We will:

9. improve the culture and practice of involving tenants across housing services
10. improve our feedback to tenants so that we can prove where our tenants and other service users have influenced or shaped the housing service
11. promote and provide a wide range of options for tenants to get involved with us
12. encourage involvement of under- represented groups such as young people, homeless people, people with disabilities and minority ethnic groups
13. make sure that tenants are aware of the options available to them to shape housing services
14. improve tenants involvement in monitoring and improving performance through our Tenant Scrutiny Panel and encourage tenant scrutiny activity
15. make sure that resources we put in place and practices we carry out are adequate to support and develop tenant involvement
16. make sure that we communicate effectively with our tenants and provide good quality, accessible information that tenants want

Our Action Plan in Section 12 sets out how we will meet these aims.

How you can get involved

We have a long history of active tenant involvement through Tenants and Residents Associations. While our Associations have an important part to play and we continue to support them, we recognise that not all tenants want to or have the time to get involved in this way.

It's important that we offer **all tenants** a choice so that they can get involved at a level that suits their interest and their individual circumstances.

Individual Tenants

We want to encourage all tenants to get involved in shaping our services and provide you with as many opportunities as possible to do this. Tenants regularly contact us via letters, email, and telephone or in person at our local housing offices. You can also get involved in the following ways;

Housing News

We use the Housing News magazine to provide you with information on Housing Service developments and to invite you to get involved in consultation when it is happening. Tenants can write or email Housing News if they have a question about Housing Services or if they would like to comment on the Housing News magazine. We make the Housing News as interactive as possible and can use it to collect tenant views on the performance information they want to see in our annual Tenant Report.

Completing surveys or questionnaires

We use a number of satisfaction surveys which ask tenants about specific areas of our housing service, for example customer satisfaction forms used by our repairs service or when tenants first move into a tenancy.

Consultation surveys will also be carried out from time to time and we will promote them through the Housing News magazine, our website and Facebook <https://www.facebook.com/West-Dunbartonshire-Council-Tenant-Participation> to make them available to individual tenants as well as TRA members.

The Council will carry out an annual tenant satisfaction survey to capture tenants' views and provide feedback on improvements put in place.

New tenants

Housing Officers advise new tenants on their rights to participate as part of the process of signing a tenancy agreement. They will use this and the new tenant visit to explain the opportunities available for tenants to get involved in their particular area as well as an individual tenant.

Tenant Participation officers also send out a follow-up post card to encourage each new tenant to get involved and provide their contact details.

Interested Tenant Register

Many of our tenants don't want to be involved in a group or don't have a group in their area but still want to have their say so we have an 'Interested Tenant Register'.

Tenants on the Register are given the same information shared with our Tenants and Residents Associations and receive direct invites to get involved in consultations or other events. They don't have to attend regular meetings but can still keep up to date with what's happening in Housing Services and can be involved in topics that they are interested in. Any tenant can join our Interested Tenant Register by contacting the Tenant Participation officers or through their Housing Officer.

Reader's Panel

Our Reader's Panel as another option for individual tenants to get involved with Housing Services and can be done in their own time and at home. Members read over publications to make sure they are understandable and their comments are used to improve our publications. They regularly review Housing News and have helped us develop a more tenant focus to the articles.

Attending conferences and events

The Council holds annual information / fun days or conferences designed to attract individual tenants to engage with Housing Services and to develop existing groups. These events raise awareness about services provided, ask tenants and other customers for their views on different areas of the housing service and provide an opportunity to ask questions. Representatives from our registered tenant organisations are invited to be involved in planning the events with us. We also provide funding for tenants to attend conferences and events run by TPAS, CIH or any other relevant organisation.

Attending focus groups and public meetings

From time to time we will set up focus groups or public meetings which look at a particular part of the housing service, for example if we review our Allocations Policy or the Joint Rent Group set up to scrutinise the Housing Revenue Account (HRA). We let tenants know about these meetings by promoting widely and by a range of methods like publishing the details in the Housing News or in the local press, by putting information onto the Council's website, social media or by putting up posters. Representatives from Tenants and Residents Associations, our Interested Tenant Register, Sheltered Housing Forum and Scrutiny Panel members are invited directly to attend these meetings too.

Sheltered Housing Forum

Housing Services and Health and Social Care Partnership (HSCP) have developed a joint approach to supporting the Sheltered Housing Forum. The Forum gives representatives from all nine sheltered complexes an opportunity to get together with Housing and HSCP staff to discuss the Sheltered Housing Service Standards, raise issues directly with staff and monitor developments.

The Forum meets every 2 months and each complex takes a turn in hosting the meeting to make sure as many tenants can attend. Tenant Participation staff work with the Care at Home staff to provide minutes, agenda and transport for all Forum members.

Tenants and Residents' Associations

Tenants and Residents' Associations are made up of local tenants and residents who represent their area to bring about improvements in housing and other related services. We recognise the independence of these Associations and the contribution they make in improving services for all tenants and in representing the area they live in.

Tenants and Residents' Associations have opportunities to be involved in developing our services in the following ways:

- responding to consultations
- attending consultation meetings, focus groups and working groups
- completing surveys and audits
- training events and information sessions
- open days and other tenant events
- by acting as a link to a wider range of tenants and providing feedback about tenants' housing and related issues

See Appendix Three for a full list of all Tenants and Residents Associations.

Groups can apply for a Tenant Participation Grant if at least half of the elected committee (50%) are West Dunbartonshire Council tenants. This is because the grants are funded from the Housing Revenue Account (HRA). Groups that do not wish to apply for funding can still become a registered tenant organisation (RTO) with West Dunbartonshire Council.

Registered Tenant Organisations

Tenants and Residents' Associations that meet the criteria set out by the Scottish Government are able to register with West Dunbartonshire Council as a **registered tenant organisation**. Registration is easy and doesn't require the Associations to do much more than they are already required to do under their constitution. The key difference between an Association and a registered group is that by registering with the Council Associations have a recognised role in the decision making process. Contact details for all registered tenant organisations can be obtained from each Council public access point or from the Housing Development Team.

West Dunbartonshire Tenants and Tenants and Residents Organisation



West Dunbartonshire Tenants and Residents Organisation is an umbrella organisation which acts to co-ordinate the activities of all registered tenant organisations (RTOs). Launched in 2008, its aim is to make sure that the RTOs work together to improve housing services and standards. This includes:

1. working together with all Tenants and Residents Associations across West Dunbartonshire
2. encouraging and supporting tenants/residents wishing to set up a Tenants and Residents Association
3. providing information to all Tenants and Residents Associations on the work of the WDTRO
4. working jointly with West Dunbartonshire Council and other agencies to make sure that they have as much influence as possible over decisions taken about their homes and community
5. working jointly with the Council through the WDC/WDTRO Liaison meetings with Councillors and Council officers to influence and improve housing services, policy and performance.

You can contact the WDTRO through their website at www.wdtro.org.uk or by contacting the Housing Development Team on 01389 737 281.

Liaison Meetings

The Council and the WDTRO have regular bi-monthly meetings so that tenant representatives, Councillors and senior housing staff can work together to support the delivery of the housing service. This ensures that our tenant representatives have direct access to those with decision making authority. Objectives are agreed and driven jointly by tenants and Council representatives with both being able to put

items on the agenda. Minutes of these meetings are distributed to all RTOs and made available on the Council's website and the WDTRO website. The meetings are chaired alternatively by the Housing Convenor and the WDTRO chairperson or their deputies to reflect the partnership.

Pre-HACC Tenants Forum

The Housing and Communities Committee (HACC) sets the policies and strategies for all services provided by the Housing Service. Decisions are taken by the Committee after Councillors have had the opportunity to consider reports by the Council's professional officers.

Prior to each of the quarterly HACC meetings, tenant representatives from each RTO and individual tenants have an opportunity to meet with the Housing Convener and officers who wrote the reports. The purpose of the meeting is to exchange views on the papers going before the HAC Committee and to allow tenants direct access to the Housing Convener prior to issues being discussed at the HAC Committee. The Housing Convener then presents these views as part of the Committee's discussion and form part of the decision making process.

Representing all Tenants

The Council is aware that there are groups of tenants that are often under-represented in tenant participation. For example, young people, travelling people, homeless service users, people with disabilities, black and minority ethnic groups (BME) and lesbian, gay, bisexual and transgender groups.

We will look to develop different ways to involve tenants so that groups of people are not excluded and will collate feedback from these under-represented groups on how they would like to be involved and what aspects of the housing service are of most interest to them.

When consulting and involving tenants we will ask for equalities monitoring information to help gauge progress on ensuring that everyone has a voice.

Local engagement

Housing Services have been since 2016, organised into 3 operational teams to focus housing management resources at a local area. Housing Officers in particular work closely building up relationships with the tenants within their patch. This model has been welcomed by tenants and gives an opportunity to further develop. We will work with tenants and Housing staff to develop a programme for walkabouts to tie in with patch profiles and tenant local interests.

Complaints and compliments

West Dunbartonshire Council is committed to providing the best quality services it can afford and aims constantly to improve services. Our complaints procedure lets you tell us what you feel has gone wrong and helps us improve our services for everyone. See our complaints procedure at *Appendix Five*.

It is also good to hear when things work well and any compliments are passed onto the staff involved so they are aware of the difference they are making.



Scottish Social Housing Charter and reporting performance to tenants

The Scottish Social Housing Charter came into effect on 1st April 2012. Tenants across Scotland were involved in its creation and also in its review in 2016/17 to ensure it is still fit for purpose. The Charter aims to improve the quality and value of services provided by social landlords and sets out 16 outcomes and standards that social landlords should aim to achieve when performing its housing activity. You can see the full list of Charter Outcomes in Appendix Six.

The Scottish Housing Regulator is an independent body responsible for monitoring, reporting and assessing how well social landlords, like West Dunbartonshire Council, are achieving the Charter's outcomes and standards. Each year the Council must gather evidence to demonstrate to the Regulator and to tenants and service users that it is meeting the outcomes of the Charter. Tenants can also use the Regulator's website to compare how well the Council is performing against other social landlords. This helps tenants understand if their landlord is performing well or not.
<https://www.scottishhousingregulator.gov.uk/>

How we measure performance

We measure performance to make sure we are improving the services we provide and to identify where we can make improvements. We have a performance monitoring framework which makes sure that all the necessary performance information is being recorded and that authorised officers are monitoring and accountable for that performance.

How tenants are involved in monitoring performance

We have developed clear, understandable performance information in partnership with tenants which we regularly include along with Housing News to increase tenant awareness around Housing Services performance and to help tenants scrutinise our performance. There is also a section on the Council's website on Performance information which all tenants can look at and monitor.

How tenants are involved in Scrutiny

Tenant scrutiny is the name we give to the activities that offer tenants an opportunity to get involved in assessing our housing services. This allows tenants to influence and hold their landlord to account by focusing specifically on how housing services perform.

The Council established a Tenant Scrutiny Panel in 2014. The Panel is open to all tenants or owners who receive a factoring service from the Council and training and out of pocket expenses are provided. The Panel developed their own terms of agreement and aims and are independent from the Council although supported by the Housing Development team to access information and assist with their meetings.

The Scrutiny Panel form part of the Council's formal performance monitoring framework and there is a commitment to action all reasonable recommendations from the Panel's scrutiny exercises. They have completed 2 full scrutiny exercises to date and the action plans of their recommendations are monitored and progress reported to the Scrutiny Panel to ensure that their suggested improvements are implemented. Their reports and recommendations are reported through the Housing News and on the TP webpages.

How performance is reported to tenants

In addition to submitting annual performance information to the Regulator, the Council is also required to produce a **Tenants Report** to show progress in meeting the Charter outcomes to tenants, other customers and service users. Tenants played a key role in creating the look and content of our report to ensure that the performance information included is what they are interested in. Each year the report is reviewed involving tenants to ensure it continues to reflect tenant's priorities. Our Scrutiny Panel are involved in these reviews but any tenant can also get involved through officers within the Housing Development Team and an invite to get involved is included on the Tenant Report.

involving
you

Consultation and feedback

As part of the Tenants' Communication Strategy the Council agreed to keep to the following good practice when carrying out consultation in housing services;

- We will bring tenants and tenant organisations into the consultation and participation process from the start
- We will use a number of approaches to consulting, for example, the Housing News, leaflets / posters, public meetings, conferences / seminars, open days, home visits, focus groups, questionnaires / surveys and through our web-site and social media
- The method of consultation will depend on the scale and significance of the project, and we will take into account the views of tenant organisation on the consultation methods used
- We will try and structure our consultation with tenants by asking specific questions although at times we may ask more general questions.
- We will give detailed information to tenants and tenant groups on any proposals we are consulting on, including:
 - how and when the final decision will be taken
 - how the proposal will affect tenants
 - how and within what timescales tenants can make their views known to us
 - the contact officer dealing with the consultation and
 - information on how and where to complain
- Where possible, individual tenants and tenant organisations will be given a minimum of 8 weeks to respond to changes in our housing policy.
- If we want to do this in less than eight weeks, Council officers must seek permission from the Housing Development and Homelessness Manager. If permission is granted we will explain why the consultation must be carried out within a shorter timescale.

When we talk about housing policy we mean:

1. Rent levels and rent policy

2. Development

- the delivery and specification for capital works for example, new kitchens and bathrooms
- the design and layout of new developments,
- environmental proposals

3. Housing Management

- Allocations policy
- repairs and maintenance services and standards
- managing estates
- managing properties
- tenancy agreements
- dealing with anti-social behaviour

4. Asset Management

This involves the day to day management of the housing stock (and other items such as garages, lock ups, and shops which are called “non-operational assets”) and the long term planning and investment that is needed to make sure that homes are safe, secure, and fit for purpose. Good asset management will result in housing estates and communities that are attractive places to live in.

We have an Asset Management Strategy 2013-2018 which sets out the four key priorities for its homes and other assets:

- our housing stock must meet and be better than the Scottish Housing Quality Standard (SHQS) as well as the Energy Efficiency Standard for Social Housing (EESH)
- our maintenance and repairs service will continue to provide effective and thorough services
- our housing stock meets the needs of current and future tenants.
- we make the best use of non-operational assets which will benefit the Council and local communities

The Asset Management Strategy sets out the direction we should be heading in and tenants have a key role to play when setting these priorities. Now that we have met the target for the SHQS, the Council has developed a More Homes Better Homes initiative to improve the housing quality and increase quantity of available housing. These are key areas that we will provide regular, accurate information about its progress to tenants.

Feedback

We use the views of its tenants and service users to shape and improve its housing services. It is important that we provide feedback so that you know we have listened to and acted on your feedback. Providing feedback is also important as it encourages others to get involved. Most respondents of our consultation survey (90%) agreed that we had improved feedback but that it was still important and needs to stay a focus to give tenants confidence that getting involved makes a difference.

Seeking your views

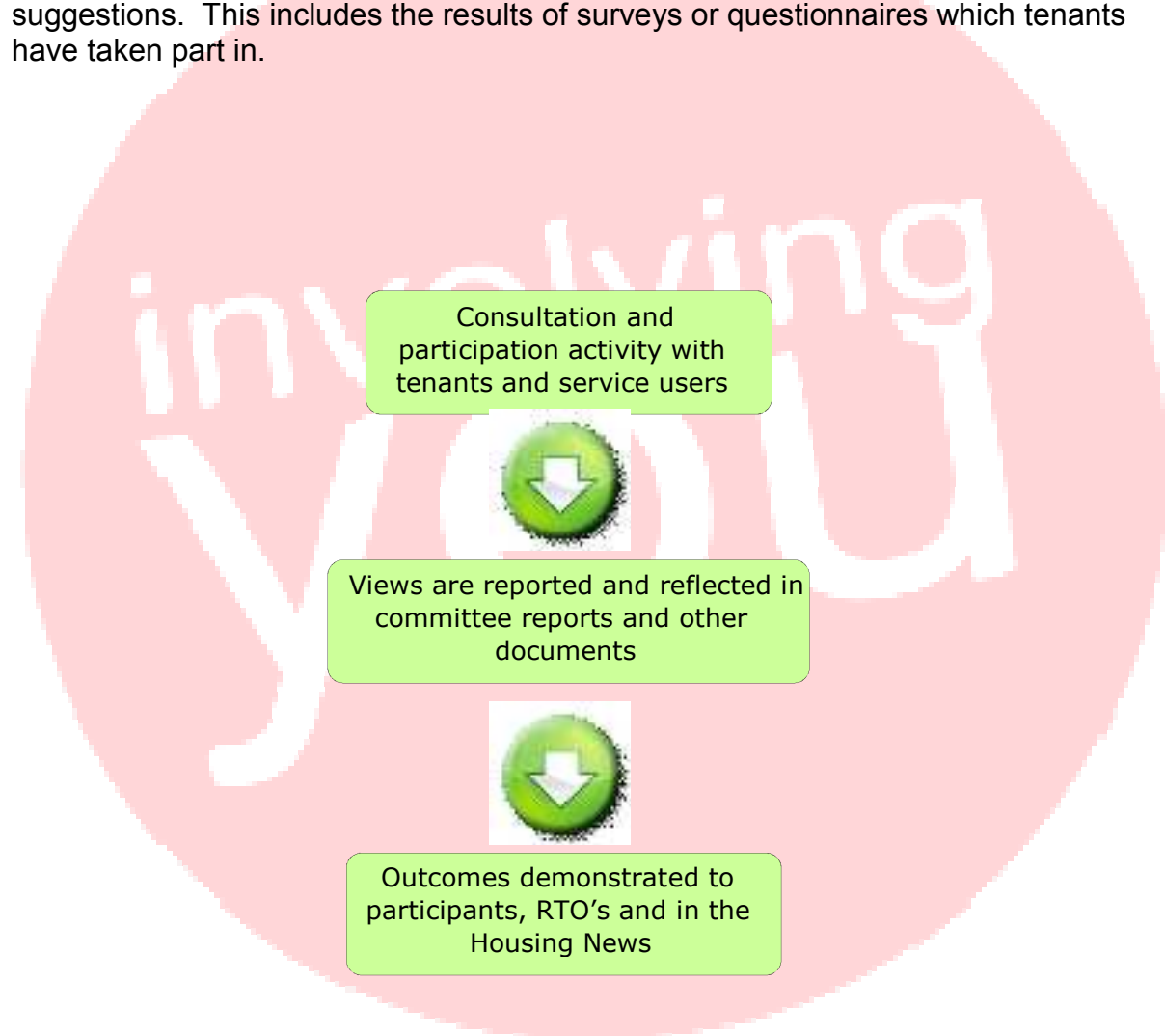
We use a range of methods to seek your views. This might be because we want to know if you are satisfied with a service, because we are reviewing a policy or the

way that we deliver a service or it might be because we are considering some other action which will affect a lot of tenants.

Influencing decisions

When we ask you for your views we report them back to senior decision makers and include them into committee reports which are prepared for Council meetings or in other draft documents.

We will make sure that we tell you how we used your views. We can do this by public meeting or by letter; we will ask participants how they want to receive this information. We will also share these outcomes with RTOs, the WDTRO and publicise it in the Housing News to show you how we are using your views and suggestions. This includes the results of surveys or questionnaires which tenants have taken part in.



Keeping you informed

We know how important it is that we provide you with good quality, up to date information which is accessible to everyone and free of jargon. Some of the methods we use include:

- Letters and email
- surveys and questionnaires
- factsheets and briefing notes
- website and social media
- local press and radio
- face to face meetings
- home visits where a need is identified
- Tenants and Residents Associations and registered tenant organisations
- through the Register for Interested Tenants
- focus groups
- public meetings
- tenant panels
- tenant handbook
- tenant conferences or other tenant events
- Housing News or local tenant newsletters
- notice boards in our multi-storey blocks or tenement flats
- area housing offices, one-stop-shops and other council offices



We produce 4 editions of our tenant newsletter 'Housing News' each year and send it to all our Council tenants, local Councillors, area housing offices (or one stop shops) , local libraries and to all our Tenants and Residents Associations.

In our consultation survey, 91% of respondents felt we had improved how we feedback to tenants about how they have influenced or shaped services. In particular respondents made very positive comments about Housing News,

'Housing News is really good'

*'it's good to see feedback and know they are listening not just a tick box'
(taken from TP Strategy survey 2016)*

The Housing News is also put onto audiotape for visually impaired tenants via Rockvale Rebound (talking newspapers).

We encourage tenants groups as well as staff to use Housing News as a way of communicating with all our tenants.

As set out in the Council's "Communicating Effectively" Guide, we provide all written information in a clear, accessible and easy to understand format, using plain language and where necessary in community languages. This includes making information available on request in other formats such as Braille, large print as well as audiotape.

Tenants Handbook

Our tenant handbook is an important part of our commitment to providing our tenants with detailed information about our housing services and their tenancy.

We will invite tenants to help us review the content, look and style of the handbook to make sure that it is in a style and format which is useful, accessible and attractive to you.

The Sheltered Housing Tenant Handbook

Tenants in Sheltered Housing accommodation have a specific tenant handbook which set out their tenancy rights and responsibilities as well as support arrangements. The Sheltered Housing Forum members helped produce their tenant handbook and it will be reviewed with them when necessary.

Tenants and Residents Associations Handbook

A Basic Guide designed to support new and existing TRAs has been developed to cover all aspects of running and managing a group. It includes how to register with the Council as a registered tenant organisation, provides information and contact details about Council services and how to get independent help and advice.

The TRA Handbook is available on our TP webpages along with useful forms to help TRAs be independent while still having the support of TP staff when needed.

<http://www.west-dunbarton.gov.uk/media/4307905/basic-guide-website-version.pdf>

Briefing Notes

Tenant Participation staff produce information or briefing notes for Associations and tenants on the Interested Tenants Register which contain information about housing issues or topics which have been raised by tenants or by the Council. The Housing Development team also produce regular briefing / information notes to keep staff and TRAs up to date with the changing housing policy context.

Digital Technology

The Council is investing in a new Integrated Housing Management System (IHMS) to help develop how we provide services to tenants and to give tenants greater access to reporting and monitoring requests to us. The system will provide opportunities to remind tenants of appointments or meetings, or to carry out short surveys. We will make sure the IHMS maximises the opportunities and information available to tenants.

The Tenant Participation section on the Council's website is kept up to date with information and minutes from meetings so they are available to any tenant at a time that suits them and to encourage involvement.

The Council also has a Facebook page and Twitter Account which tenants can use to obtain information and provide comment. We have also a TP Facebook page that we use to promote consultations and provide information about local events and issues which may be more attractive to our younger tenants.

Tenants' Communication Strategy

The Council's Tenants' Communication Strategy sets out how the Council will provide information, the types of information to be provided and how we will provide feedback. It was reviewed in 2014 and will be kept up to date as methods of communication develop.



How we will resource and support tenant participation activity

To make the process of involving tenants successful, we provide a range of resources which both individual tenants and TRAs have access to.

Housing and Employability Staff

All housing staff are responsible for encouraging and supporting tenants to get involved. This can include practical support such as help with photocopying, providing information about Council services, attendance at meetings, providing training or information sessions and delivering consultation events.

Tenant Participation Staff

Within the Housing Development Team the Council has a TP Officer, TP Development Officer, both supported by Tenant Participation Support Assistant who are responsible for supporting and developing tenant participation activity across West Dunbartonshire. The TP officers ensure that the Council meets the aims of this Strategy by implementing the action plan and reporting the outcomes. They also provide encouragement, training and support to individual tenants and tenants on our Interested Tenant Register, the Scrutiny Panel, Sheltered Housing Forum, and TRAs to participate and develop.

Funding Tenants and Residents Associations

TRAs play a vital part in making sure our services reflect the needs of local communities. We are committed to providing support and resources to make sure Associations are in a position to fully participate.

Start-up grants are available for new Associations and annual grants are available to existing Associations to cover their administration and running costs funded from the HRA (Housing Revenue Account). For example, to pay for photocopying, telephone calls, the hire of local community halls, postage or travelling expenses. One-off expenses to provide equipment to groups, such as laptops are made available to groups which are well established.

There are currently 5 Associations which have a community lease for premises in their area. Their use of premises varies, but is primarily used as office and meeting space, housing officer and local Councillor Surgeries and can be used to provide meeting space for other community activities. The rent, insurance and utility charges are met by the TP Budget.

Information, training and support

All TRAs are offered support and training from the Housing Development Team. Tenant Participation Officers usually attend meetings until the committee is happy to proceed on its own. Formal training covering all aspects of running and managing Association and guidance to become registered tenant organisations is offered. Our

Associations will also be offered with assistance to carry out action planning to assist them to achieve their objectives and demonstrate their achievements.

Tenant Participation training is also made available to all housing staff to ensure that we can put our tenant participation strategy into practice effectively.

Associations will have access to a TRA Basic Guide which covers all aspects of running and managing an Association, provides information and contact details about Council services and how to get independent help and advice.

Our range of information notes keep tenants on our Interested Tenant Register and Associations informed about housing policy and about housing services.

Information sessions are arranged as and when required in response to developments, in support of consultation events or to discuss housing topics requested by TRAs.

The Housing News is distributed to all tenants and TRAs four times a year and used as our main way of sharing information with all tenants. We also use regular TP Updates and briefing notes to share good practice and information.

Training and encouragement is made available to all tenants to help them get involved. We will also develop incentives to encourage more involvement, e.g. references after a tenant has volunteered for at least a 6 month period to help them back into employment.

Tenant Scrutiny

Members of the West Dunbartonshire Scrutiny Panel are supported by the Housing Development Team to ensure that they are confident and comfortable in carrying out inspections. The team will take new members through the 'Stepping up for Scrutiny' programme which is a training tool designed by the Chartered Institute of Housing Scotland for the Scottish Government. On-going training and support will also be available for Panel members as their involvement in tenant scrutiny activity develops. Travelling expenses and any other out of pocket expenses are paid to Panel members to allow them to attend meetings and carry out their scrutiny activities.

Conferences and events

Tenants who are represented by a Tenants and Residents Association or who are on the Council's list of interested tenants can attend annual conferences and events carried out by the Council, the Chartered Institute of Housing, the Tenants Information Service or the Tenant Participation Advisory Service. Costs for participation, transport and crèche facilities are met through the tenant participation budget.

Including everyone

Our resources and support services are there for everyone to get involved. We use the principles set out in the National Standards for Community Engagement to

ensure that where possible there are no practical barriers to tenants being fully involved. This includes:

- suitable transport to attend meetings
- general assistance
- access to premises
- communication aids (such as loop systems, advocacy and interpreting services)
- opportunities to meet at a time and a place that suits

Access to other sources of information, support and advice

Scottish Government Social Housing Services Team

Contact: 0131 244 0710 or email: anne.cook@scotland.gsi.gov.uk

Tenants Information Service (TIS)

Contact: 0141 248 1242

www.tis.org.uk

Tenant Participation Advisory Service Scotland (TPAS Scotland)

Contact: 0141 552 3633

www.tpasscotland.org.uk

Equality Advisory and Support Service

Contact: 0808 800 0082; textphone: 0808 800 0084

www.equalityadvisoryservice.com

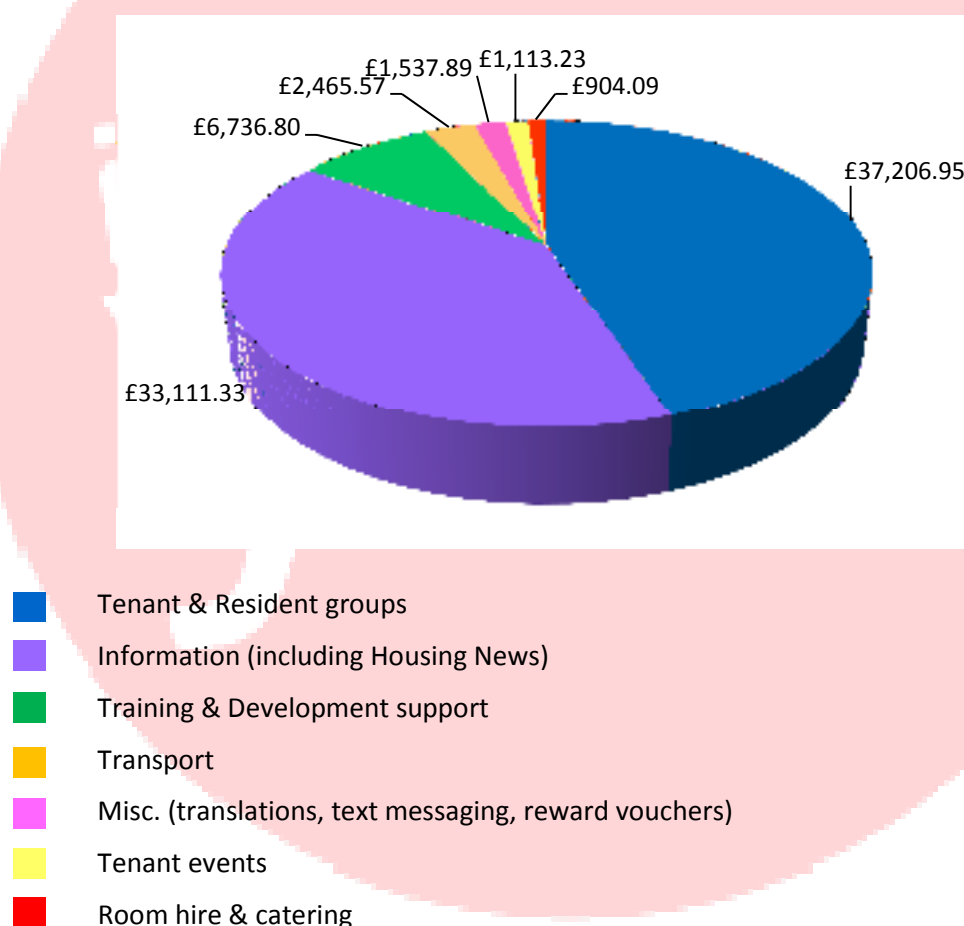
FREEPOST Equality Advisory Support Service FPN4431

The Tenant Participation Budget

All direct funding to support tenant participation activity, such as information, grants to groups or transport costs come from the Housing Revenue Account which is made up of tenants' rents.

In 2015/16 the Council spent £83,075 on tenant participation related activity, that's approximately £8.57 per tenant per year (based on 9735 active tenancies at 31/3/16).

The chart below shows you that in the last financial year the Council spent the largest part of the budget (44.7%) was spent on supporting Tenant and Residents' Associations which includes the costs to run the Associations, their premises as well as the WDTR0 to produce information. 39.8% was spent on communication including the Housing News. Around 2.9% of the budget was spent on covering transport costs, 1.3% on tenant events whilst a further 8.1% was spent on providing training and development support to tenants and groups.



The tenant participation budget for 2016-17 is £87436.00. We will spend this funding on,

- grant support to TRAs
- costs associated with the provision of community flats used by TRAs
- provision of tenant events
- the Housing News magazine
- new tenant handbooks
- consultation events
- provision of information (leaflets, guidance notes etc.)
- new Tenant Participation Strategy and associated publicity material to promote tenant participation
- training, capacity building and conference events for tenants provided by other organisations
- travel expenses and crèche facilities
- surveys or questionnaires
- tenant scrutiny activities

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Monitoring and evaluation

The Tenant Participation Strategy is a working document which we will continue to review by regularly monitoring the action plan. The Housing Development Team will continue to provide regular progress reports to the WDTR0 via the Liaison meetings as well as the Sheltered Housing Forum and our TP webpages.

We will also produce a tenant participation performance report and share it with all Registered Tenant Organisations and tenants on the Interested Tenants Register, is available on the Council's website and to anyone who requests it to help emphasise the outcomes of involvement.

Of the 16 Charter outcomes there are four main ones that are particularly relevant to our activity of involving tenants;

Outcome 2 – Communication Social landlords manage their businesses so that:

- *Tenants and other customers (i.e. residents) find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services the landlord provides.*

Outcome 3 – Participation Social landlords manage their businesses so that:

- *Tenants and other customers find it easy to participate in and influence their landlords' decisions at a level they feel comfortable with.*

Outcome 14 & 15 - Rents and Service Charges Social landlords set rents and service charges in consultation with their tenants and other customers so that:

- A balance is struck between level of service provided, the costs of the services, and how far current and prospective tenants and service users can afford them.
- Tenants get clear information on how rents and other money is spent, including any details of individual items of expenditure above thresholds agreed between landlords and tenants.

We will report how well we are achieving these outcomes as well as measuring what we spend the TP Budget on, what we produce as a result and the outcomes for tenants. This will be reported to both the WDTR0 and to the Housing and Communities Committee on an annual basis in the format of an annual report.

The action plan

[Section Twelve]

Our action plan sets out how we will meet the aims of the Strategy.

What we will do	How we will do it	When we will do it	Outcomes
<p>1. We will improve the culture and practice of tenant participation across housing services</p> <p>We will carry out good practice in tenant participation across all parts of the Housing Service.</p>	<ul style="list-style-type: none"> continue to deliver tenant participation training for all housing services staff monitor tenant participation service standards to ensure that tenant participation practice is built into all parts of the housing service target achieving Gold TPAS accreditation produce quarterly TP updates for elected members, housing and related services staff with input from all housing service areas record outcomes from involving tenants publish an Involving You annual report each year 	<p>On-going</p> <p>on-going</p> <p>2018/19</p> <p>quarterly</p> <p>on-going</p> <p>2018</p>	<p>Increased awareness and understanding of tenant participation practice and requirements across all council services.</p> <p>All housing staff promote and support tenant participation and we are able to evidence tenant involvement.</p>
What we will do	How we will do it	When we will do it	Outcomes
<p>2. We will improve our feedback to tenants so that we can demonstrate where our tenants and other service users have</p>	<ul style="list-style-type: none"> when consulting with tenants we will tell them how their views will be used and when decisions are likely changes made to proposals as a result of consultation will be communicated to 	<p>on-going</p> <p>on-going</p>	<p>Tenant participation is working and tenants are encouraged to get involved.</p> <p>Individual tenants and TRAs are</p>

<p>influenced or shaped the housing service</p> <p>We will demonstrate that tenants' views are considered as part of the decision making process.</p> <p>The outcome(s) of tenant involvement will be promoted regularly and widely to ensure that tenants can see where they are making a difference.</p>	<p>participants and will be publicised via the Housing News, webpages and social media</p> <ul style="list-style-type: none"> • support TRAs to demonstrate their achievements locally • publish annual tenant involvement outcomes as part of TP performance report • demonstrate the outcome(s) of tenant involvement in tenant scrutiny activities • support tenants and TRA representatives to review papers going to the HAC Committee and encourage them to participate in the Pre-HACC Forum 	<p>on-going</p> <p>annually</p> <p>on-going</p> <p>quarterly</p>	<p>encouraged to get involved.</p> <p>Direct, up-to-date evidence of the impact of tenant involvement is shared with tenants</p>
What we will do	How we will do it	When we will do it	Outcomes
<p>3. We will promote and provide a wide range of options for tenants to get involved with us.</p> <p>We will promote existing methods available to tenants to get involved both as individuals and as part of more formal structure(s).</p>	<ul style="list-style-type: none"> • promote the menu of options and support in place to encourage tenants to get involved • produce a leaflet version of the TP Strategy 2017-2020 to make the TP Strategy more accessible and user-friendly • support TRAs to produce leaflets and or websites promoting the work that they do and how to get involved 	<p>on-going</p> <p>2017/18</p> <p>on-going</p>	<p>Increase tenants awareness and understanding of options and support available to help them get involved</p> <p>Increase the number of tenants getting involved</p>

<p>We will continue to introduce new methods so that we increase the ways tenants can get involved and provide methods which may be more attractive to under-represented groups.</p>	<ul style="list-style-type: none"> • develop training and support provided to TRAs, Sheltered Housing Forum and tenants on the Interested Tenants Register • continue to deliver an annual tenant conference or event • explore new methods to provide information and obtain tenants' views (social media, IHMS) • provide character references to tenant volunteers to reflect the impact volunteers have in their community and as an incentive to get involved • develop a walkabout process for tenants to inspect their local area and produce action plans for improvements along with Housing staff 	<p>on-going</p> <p>annually</p> <p>on-going</p> <p>2017/18</p> <p>2017/18</p>	
What we will do	How we will do it	When we will do it	Outcomes
<p>4. We will encourage involvement of under-represented groups such as young people, homeless people, people with</p>	<ul style="list-style-type: none"> • explore opportunities to develop a youth housing forum to involve tenants aged 16-25 • link into established groups to find out how they would like to get involved and what topics interest them 	<p>2017/18</p> <p>on-going</p>	<p>Increase the involvement of groups of people who are under-represented in tenant participation</p>

<p>disabilities and minority ethnic groups.</p>	<ul style="list-style-type: none"> • Continue to work with Support Officers to develop a forum for people in temporary/supported accommodation • Explore opportunities to develop a forum that our Dennystoun Forge tenants are comfortable with • Link into West Dunbartonshire Equality Forum 	<p>2017/18</p> <p>on-going</p> <p>on-going</p>	
What we will do	How we will do it	When we will do it	Outcomes
<p>5. Ensure tenants are aware of the options available to them to shape housing service plans and budgets</p>	<ul style="list-style-type: none"> • produce and promote an annual consultation calendar • carry out an annual consultation on rents increases and provide clear information for tenants to be able to make informed choices • develop tenant involvement in Housing Revenue Account scrutiny • develop tenant involvement in the decision – making process of setting rents, Capital programmes and agreeing Business plans 	<p>annually</p> <p>annually</p> <p>on-going</p> <p>2017/18</p>	<p>Tenants know in advance about different options which are open to them to influence housing services</p> <p>Tenants can get involved in influencing housing across West Dunbartonshire and how their rent is spent.</p>

What we will do	How we will do it	When we will do it	Outcomes
6. Assess our performance in line with the Scottish Social Housing Charter and involve tenants in our annual Tenant Report.	<ul style="list-style-type: none"> • agree with tenants what Charter indicators they want included in the Tenant Report. • review the best style to use to ensure the report is accessible and easy to understand • support scrutiny activity by offering formal training for staff and tenants taking part • recruit new members onto the WD Scrutiny Panel 	<p>Annually</p> <p>Annually</p> <p>On-going</p> <p>on-going</p>	<p>Ensure that West Dunbartonshire Council complies with requirements under the Scottish Social Housing Charter.</p> <p>Performance information is made available to tenants in a format which is useful and easy to understand</p> <p>Opportunities for tenants to test and improve housing services performance.</p>
What we will do	How we will do it	When we will do it	Outcomes
7. Ensure that the resources we put in and practices we carry out are adequate to support and develop tenant participation activity	<ul style="list-style-type: none"> • review resources required to deliver tenant participation and tenant scrutiny requirements • review grant system and resources provided to TRAs, including resource requirements for community premises • support TRAs and the WDTRO to use action planning to organise their activities and to demonstrate their achievements • develop training section on TP 	<p>annually</p> <p>annually</p> <p>on-going</p> <p>June 2017</p>	<p>Sufficient resources for tenant participation activity and tenant scrutiny requirements.</p> <p>Demonstrate value for money.</p> <p>Increase take-up of training</p>

	webpage and promote training opportunities		opportunities
What we will do	How we will do it	When we will do it	Outcomes
8. We will ensure we communicate effectively with tenants and provide good quality, accessible information that tenants want	<ul style="list-style-type: none"> review and improve the content on the TP web pages and use of social media. review the tenant handbook continue to produce regular editions of the Housing News to all tenants keeping them up to date with housing investment and developments encourage TRA's, WDTRO and active tenants to contribute articles and suggest material to be covered in Housing News 	<p>annually</p> <p>2017/18</p> <p>on-going</p> <p>on-going</p>	<p>Improved information and communication for all tenants</p> <p>Provide information that tenants and TRAs want</p>



Appendix One

Jargon Buster

Key Initial	
TRA	Tenant & Resident Association
TP	Tenant Participation
WDTRO	West Dunbartonshire Tenants and Residents Organisation
TPAS	Tenant Participation Advisory Service
SHQS	Scottish Housing Quality Standard

Key Organisation	
Federation	The collective name given to WDTRO
Scottish Government	This is a collective term for the Scottish Government, that includes Ministers and civil servants based in Holyrood
Scottish Housing Regulator	Regulates all Registered Social Landlords and the landlord and homelessness services of Local Authorities, protects the interests of current and future tenants and other service users.
Sheltered Housing Forum	Tenants from sheltered housing complexes across West Dunbartonshire who have formed a group to represent the interests of tenants living in sheltered housing accommodation owned and managed by West Dunbartonshire Council.
Tenants Information Service	A national organisation run by a board of tenant directors that provides information, advice and training to tenants across Scotland
Tenant Participation Advisory Service	The national tenant and landlord participation advisory service for Scotland which promotes good practice in tenant participation throughout Scotland. TPAS works with tenants' organisations, Housing Associations and

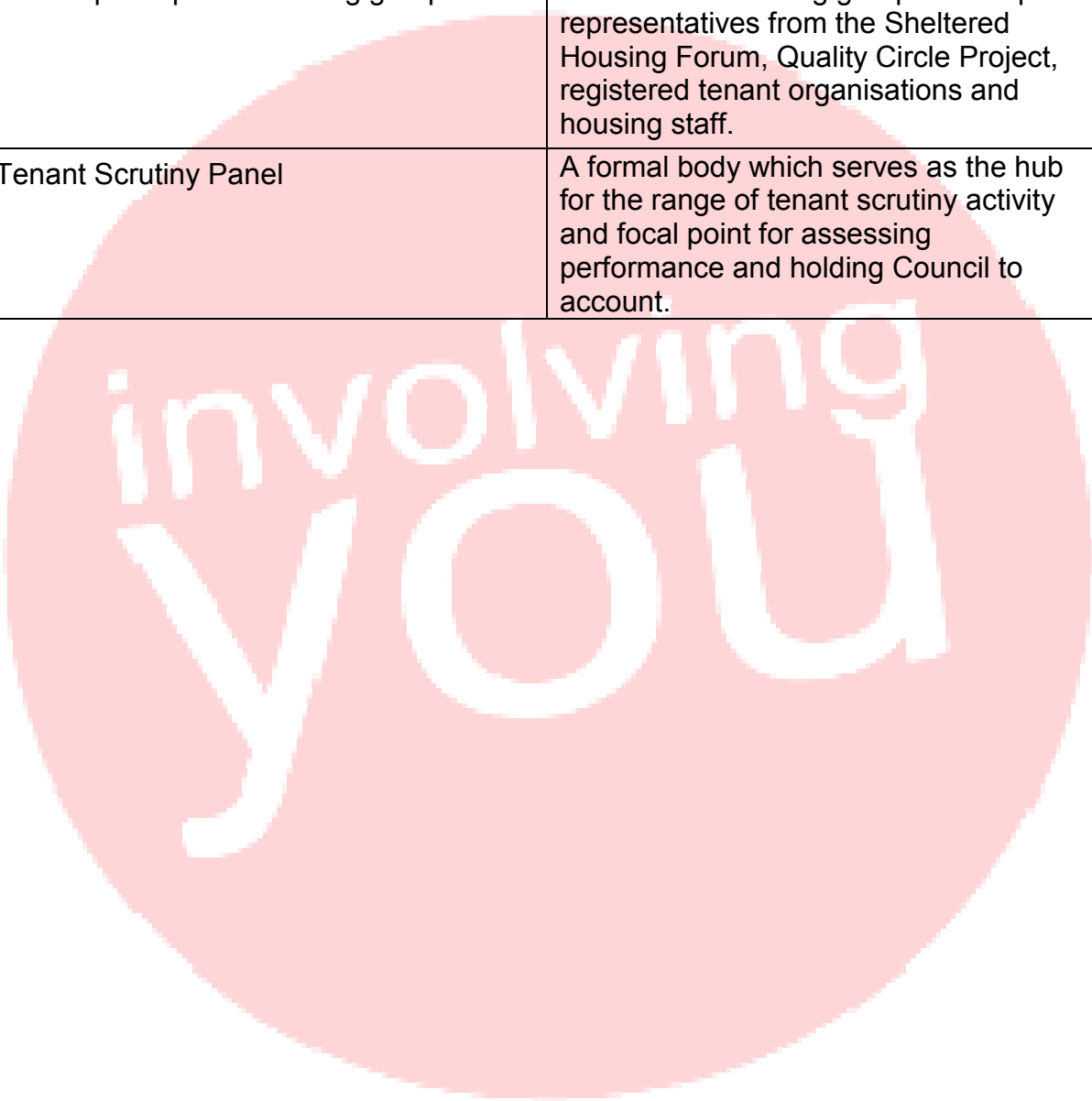
	Local Authorities.
West Dunbartonshire Council	The statutory provider of housing in West Dunbartonshire
West Dunbartonshire Tenants and Residents Organisation	The umbrella organisation which acts to co-ordinate the activities of registered tenant organisations across West Dunbartonshire.

Key word	
Action Plan	A list of things a landlord or tenants organisation must do to meet its aims and objectives
Asset management	Looking after Council properties to make sure they are well maintained and improved.
Capital programme	The programme of planned improvements that a landlord undertakes to keep its housing stock in good quality (such as kitchen and bathroom replacements, window replacement etc.)
Consultation	Tenant consultation means having a chance to comment on proposals prepared by the landlord before a decision is taken.
Communications strategy	A document developed by West Dunbartonshire Council and tenant representatives that sets out how the Council will communicate and inform tenants, tenants and residents groups and the Federations
Corporate Plan	A document that sets out West Dunbartonshire Council's aims and objectives and how it plans to will deliver its services
Community Engagement Strategy	Document produced by West Dunbartonshire Council outlining how it will involve the wider community in the planning and delivery of all Council services
Equal opportunities	Not discriminating against a person on the basis of things like their age, race, disability, sexual orientation, faith, religion or beliefs. All landlords and tenants organisations are required to

	have a commitment to equal opportunities under the Housing (Scotland) Act 2001
Housing policies	Documents that explain how landlords will deliver its services such as allocations, repairs etc.
Housing (Scotland) Act 2001	A piece of housing legislation introduced by the Scottish Government in 2001
Housing (Scotland) Act 2010	A piece of housing legislation introduced by the Scottish Government in 2010.
Housing (Scotland) Act 2014	Legislation on housing introduced by the Scottish Government in 2014.
Interested Tenants Register	A list of tenants who want to be contacted about events and consultations but don't want to be part of a group.
Local Housing Strategy	A statutory document produced by all local authorities that assesses the housing need and resources required to meet that need in their areas.
Local Plan	This plan identifies areas where new housing will be built
Monitoring and evaluation framework	Measures that will be used by West Dunbartonshire Council and tenant representatives to check how tenant participation is being delivered
Mystery Shopping	Tenants volunteer to act as 'mystery shoppers' to test the housing service and record their experience and impressions. This helps the Council to ensure that standards of customer service are maintained and improved where necessary.
National Strategy for Tenant Participation 1999	The first national strategy agreed by the Scottish Government, tenant and landlords about how tenant participation should work
National standards for Community Engagement	Good practice standards issued by Communities Scotland to provide a framework to help people influence the planning and delivery of services in their local area
Participation	This is when the Council, tenants,

	tenants and residents groups and the Federations come together and work as equal partners in making improvements to Council housing services
Partnership working	Landlords, tenants and other agencies working together to get things done
Registered Social Landlord	A non profit landlord that is registered and monitored by the Housing Regulator
Registered Tenants Organisation	A tenants and residents group that has registered with its landlord and can demonstrate that it is democratic and represents the views of tenants
Register of Tenants Organisations	A register a landlord has to keep up-to-date which lists the number of Registered Tenants Organisations
Resources	Money or “in-kind” support that is made available to tenants and tenants and residents groups
Scottish Housing Quality Standard	The Scottish Housing Quality Standard (SHQS) is the main measure of housing quality that is used to establish if properties reach the required minimum set out by the Scottish Government. The SHQS was introduced in February 2004 and social landlords have until April 2015 to bring their houses up to the Standard.
Scottish Social Housing Charter	Created under the Housing (S) Act 2010 the Charter sets out 16 standards and outcomes which all social landlords must achieve.
Service standards	A set of indicators that outlines acceptable services of standards
Social landlords	Organisation such as housing associations and local authorities who provide social rented housing.
Tenant Scrutiny	Tenants volunteer to get involved in reviewing and inspecting the Council's services and make recommendations on how services can be improved. Tenants decide which services they want to inspect and the process should lead to better services and therefore better outcomes for tenants.
Tenants and residents groups	Local groups that are set up to represent the views of tenants and residents and to influence services in the area. They are

	made up of local people who are democratically elected at the group's Annual General Meeting
Tenant Participation Officer	Council officers with specific responsibility for supporting tenant participation and delivering the tenant participation strategy
Tenant participation working group	A short term working group made up of representatives from the Sheltered Housing Forum, Quality Circle Project, registered tenant organisations and housing staff.
Tenant Scrutiny Panel	A formal body which serves as the hub for the range of tenant scrutiny activity and focal point for assessing performance and holding Council to account.



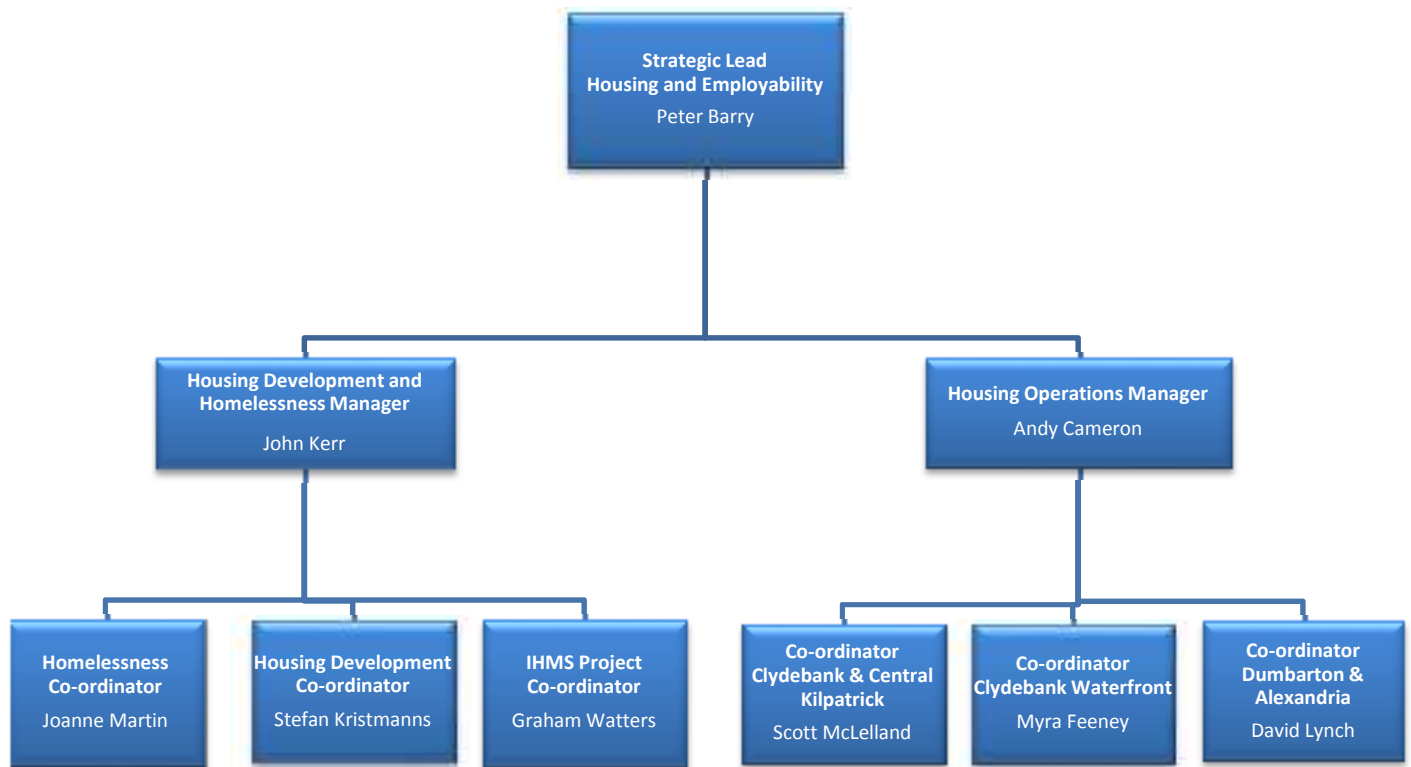


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Appendix 2 – Who's Who in Housing Services



Appendix Three

List of registered tenant organisations (RTOs) and tenants and residents associations and federations

Registered Tenant Organisations

- Central Alexandria Tenants and Residents Association
- Dalmuir Multi-Storey Flats Tenants and Residents Association
- Duntocher Tenants and Residents Association
- Littleholm Tenants and Residents Association
- Central Radnor Park Tenants and Residents Association
- South Drumry Tenants and Residents Association
- Overburn and Townhead Tenants and Residents Association
- Risk Street Tenants and Residents Association
- Tullichewan Tenants and Residents Association
- Westbridgend Tenants and Residents Association

Federations (RTOs)

- West Dunbartonshire Tenants and Residents Organisation (representing all groups across West Dunbartonshire)

Contact details of all Tenants and Residents Associations can be obtained from the Tenant Participation Team by calling 01389 737 697

Appendix Four

Registration Scheme for tenants and residents groups

1 What is registration?

The Housing (Scotland) Act 2001 introduced a number of new tenant participation duties that all registered social landlords must carry out. One of these duties involves setting up and maintaining a register of tenant organisations.

By registering with us, tenants groups will have a recognised role in the participation process. Groups will have the right to be consulted on a wide range of housing issues.

To register, groups must be able to show that they meet the conditions set out in section 4. Although they are called registered tenant organisations (RTOs), mixed groups such as tenant and resident associations can apply as long as they meet the conditions. Federations that represent tenant and resident groups will also be able to apply.

2 What does the register look like?

It is a public document that holds information about each registered organisation (for example, their constitution and a map of the area they represent). It also includes information on:

- how to contact each group;
- when the group has its committee and annual general meeting;
- the local councillor and relevant housing staff; and
- whether or not the association has a community flat.

Copies of the register are available for the public to see at each of our area housing offices and our headquarters at Garshake Road.

3 How does a group apply?

You can contact Tenant Participation
Housing and Employability
Housing Development Team
Garshake Road
Dumbarton G82 3PU.
Phone: 01389 737 697

We will ask you to fill in a registration form and give us:

- a copy of your constitution (written set of rules);
- details of the area your association represents, or a map outlining the area;
- the names and contact details of committee members (identifying who holds which post)
- a statement setting out how you plan to involve your members and how you will represent their views.

Our staff can give you help and advice to meet the necessary requirements. Contact us and we will meet with you to take you through the process. Once we receive this information, we will check that your group meets the conditions set out by the Scottish Government.

We will write to you within two weeks of receiving your application and let you know if we have accepted you for registration. If we do not accept you, we will explain why.

4 What are the conditions?

Conditions for registering tenant organisations

(Adapted from the Housing (Scotland) Act 2001 Guidance on Tenant Participation)

A Your group must have a written constitution that is available to the public and which sets out:

- your objectives and the area you will cover;
- how people can become members of your group;
- the way the committee will work;
- how people can become committee members or hold certain posts;
- how the business of your group will be carried out;
- how decisions will be reached democratically;
- how you will manage your funds;
- your arrangements for public meetings and an annual general meeting (AGM);
- how you can change your constitution;
- your commitment to promoting equal opportunities; and
- your commitment to promoting the housing and housing-related interests of tenants.

B Your group must have a committee that:

- (after the first year) is elected at an annual general meeting;
- has at least five members;
- can elect others onto the committee during the course of the year;
- has elected people who hold certain posts;
- holds regular committee meetings;
- holds advertised public meetings;
- can show that decisions are reached democratically; and

- promotes equal opportunities.

You can show that you meet sections A and B through a constitution. We need to see that:

- your group answers to the tenants and residents you represent;
- decisions within your group are reached democratically; and
- you have the appropriate structures in place to run your association.

We have a model constitution, if you want to use it.

C Your group must operate within a defined geographical area which includes housing we own and manage. Membership of the group and involvement in its activities must be open to all tenants and residents within your defined area.

You could give us the names of the streets that your group represents, or we can give you a map so that you can outline the area your group covers.

D Your group must keep appropriate accounting records and present an audited annual financial statement at an annual general meeting.

We can give you training and information to help you with this. You should also have your accounting records independently audited each financial year. (You can pay the costs of this through your tenant participation grant.)

E Your group must show that:

- it is committed to representing the interests of its members (tenants and residents in your area of operation); and
- it can represent the views of its members who are tenants of West Dunbartonshire Council.

Membership of your group must be open to all tenants and residents in your defined area. Because membership is open, we need to have some idea of how you will represent your members, such as a simple statement explaining how your group will be accessible and involve its members. This might be similar to the types of things you would say in your chairperson's report at your annual general meeting.

For example:

- information about public meetings;
- information about newsletters;
- that you will encourage as many members as possible to your annual general meeting;
- that you will make your group accessible through a community flat; and
- that you may carry out a survey to get your members' views on a specific topic.

There are many ways in which you can make your group available to your membership. There are also different ways in which you can get their views so that you know you are representing their interests.

If you represent tenants of different landlords (for example, you may have tenants of West Dunbartonshire Council **and** a local housing association represented in your membership), you can register with both landlords as long as you meet the conditions. However, when we consult you to get your views, we will want to make sure that we consult our own tenants.

F If your group is made up of a mix of tenants and residents, a process must be in place that will allow us to get the views of our tenants.

There will be occasions when we may want to get the views of our tenants and not the views of owner-occupiers or other residents. We need to agree a way for us to be able to do this – for example, a tenant subgroup or tenant surveys.

5 How long does registration last?

Registration lasts for one year. When you first register, we will need to carry out a detailed check against the conditions set out by the Scottish Government. Once we have done this, you will need to register again each year. We have designed this process to take place alongside each group's annual general meeting. We will ask you to fill in a re-registration form after your annual general meeting.

6 What if a group does not register?

If your group chooses not to register, we would include you in any consultation we carry out. However, we would not recognise you as an RTO and you will not have the legal rights of an RTO.

7 What happens if there are changes to a group?

If your group's constitution, members or area of operation changes, you must tell us. We may ask you to register again. You should send your application to register again to the Strategy staff no later than two weeks from the date the change takes place.

We will tell you if we have accepted you onto the register within two weeks of receiving your application.

8 Can a group be removed from the register?

We can remove a group from the register if any of the following circumstances apply.

- You no longer meet the registration conditions.
- Your group no longer exists or does not operate.
- There is mutual agreement between you and us to take you off the register.

We can remove you from the register after we have given you one month's notice.

9 Can a group appeal against our decision?

You may appeal against our decision:

- not to register your group;

- to remove your group from the register; or
- not to remove your group from the register.

If you want to appeal against our decision not to register your group or to remove your group from the register, you must write to us giving your reasons for the appeal. We will write to you within three weeks to let you know the outcome of your appeal.

If you are not happy with our decision, you have the right to appeal further to:

The Scottish Housing Regulator
Highlander House
58 Waterloo Street
Glasgow G2 7DA

10 Can a group get help and advice?

We value and support our tenant and resident groups. We recognise your independence and the valuable input that can be achieved through the new tenant participation arrangements. Our strategy staff will work with all groups to help them achieve registration. However, if your group wants to get independent advice, you could contact the following organisations.

Tenant Participation Advisory Service (TPAS)
74-78 Saltmarket
Glasgow G1 5LD
Phone: 0141 552 3633

Tenants Information Service (TIS)
Suite 124-128, Baltic Chambers
50 Wellington Street
Glasgow G2 6HJ
Phone: 0141 248 1242

Appendix Five

West Dunbartonshire Council's Complaints procedure

West Dunbartonshire Council is committed to providing high-quality customer services. We value complaints and use information from them to help us improve our services. If something goes wrong or you are not happy with our services, please tell us. This document describes our complaints procedure and how to make a complaint. It also tells you about our complaints service standards and what you can expect from us.

What is a complaint?

We regard a complaint as any expression of unhappiness about our action or lack of action, or about the standard of service provided by us or on our behalf.

What can I complain about?

You can complain about things like:

- delays in responding to your enquiries and requests
- failure to provide a service
- our standard of service
- council policy
- treatment by or attitude of a member of staff
- our failure to follow proper procedure.

Your complaint may involve more than one council service or be about someone working on our behalf.

What can't I complain about?

There are some things we can't deal with through our complaints handling procedure. These include:

- a routine first-time request for a service, for example a first-time request for a housing repair or action on anti-social behavior
- requests for compensation from the council
- things that are covered by a right of appeal. Here are some examples:
 - If you are dissatisfied with the level of priority you have been given when applying for a house, you have the right to appeal against the decision.
 - If your planning application is refused, you have a right of appeal to Scottish Ministers within six months of the decision.
 - If you believe your house is incorrectly valued for council tax, you can appeal to the Assessor.

If other procedures or rights of appeal can help you resolve your concerns, we will give information and advice to help you.

Who can complain?

Anyone can make a complaint to us, including the representative of someone who is unhappy with our service. We will confirm the details of the representative and check the customer is happy for us to discuss information with a third party. Please also read the section 'Getting help to make your complaint'.

How do I complain?

You can complain using our online complaints form, by e-mail, by phone, in person at any of our offices or in writing to Customer Relations at Clydebank Town Centre Office, Sylvannia Way, Clydebank, G81 1BF. It is usually easier for us to resolve complaints if you make them quickly and directly to the service concerned. So please speak with a member of staff within the service you are complaining about. Then they can try to resolve any problems on the spot. When complaining, tell us:

- your full name and address
- as much as you can about the complaint
- what has gone wrong
- how you want us to resolve the matter.

How long do I have to make a complaint?

Normally, you must make your complaint within six months of:

- the event you want to complain about, or
- finding out that you have a reason to complain, but no longer than 12 months after the event itself.

In exceptional circumstances, we may be able to accept a complaint after the time limit. If you feel that the time limit should not apply to your complaint, please tell us why.

Online Complaints form www.west-dunbarton.gov.uk

By E-mail customer.relations@west-dunbarton.gov.uk

By phone - 01389 738 273

Written correspondence Customer Relations, West Dunbartonshire Council, 3 Aurora House, Queens Quay, Clydebank G81 1BF

What happens when I have complained?

We will always tell you who is dealing with your complaint. Our complaints procedure has two stages:

Stage one: frontline resolution

We aim to resolve complaints quickly and close to where we provided the service. This could mean an on-the-spot apology and explanation if something has clearly gone wrong and immediate action to resolve the problem. We will give you our decision at Stage 1 within five working days, unless there are exceptional circumstances. If we can't resolve your complaint at this stage, we will explain why and tell you what you can do next. We might suggest that you take your complaint to Stage 2. You may choose to do this immediately or sometime after you get our initial decision.

Stage two: **investigation**

Stage 2 deals with two types of complaint: those that have not been resolved at Stage 1 and those that are complex and require detailed investigation.

When using Stage 2 we will:

- acknowledge receipt of your complaint within three working days
- discuss your complaint with you to understand why you remain unhappy and what outcome you are looking for
- give you a full response to the complaint as soon as possible and within 20 working days.

If our investigation will take longer than 20 working days, we will tell you. We will agree revised time limits with you and keep you updated on progress.

What if I'm still dissatisfied?

After we have fully investigated, if you are still not satisfied with our decision or the way we dealt with your complaint, you can ask the Scottish Public Services Ombudsman (SPSO) to look at it.

The SPSO cannot normally look at:

- a complaint that has not completed our complaints procedure (so please make sure it has done so before contacting the SPSO)
- events that happened, or that you became aware of, more than a year ago
- a matter that has been or is being considered in court.

You can contact the SPSO:

by post SPSO, Freepost EH641, Edinburgh, EH3 0BR

Freephone 0800 377 7330

Online contact www.spsso.org.uk/contact-us

Website www.spsso.org.uk

Social work complaints

The procedure for social work complaints is slightly different from our general complaints procedure as it currently follows specific legislation and guidance. This legislation and guidance is being reviewed by the Scottish Government.

The Community Health and Care Partnership (CHCP) deliver health and social care services together, but must adhere to 2 separate statutory complaints policies, procedures and governance arrangements.

These 2 procedures are united in one complaints management process. Please follow this link to view this process:

<http://www.wdchcp.org.uk/publications-policies/>

Care complaints

If your complaint relates to a care service we provide, you can choose whether to complain to us or the Care Inspectorate. You can find out more about their complaints procedure, or make a complaint, by contacting them:

The Care Inspectorate has several offices around Scotland. Please refer to:

<http://www.scswis.com/> (Online co complaints form) or

Telephone 0845 600 9527

Fax 01382 207 289

Email enquiries@careinspectorate.com

Getting help to make your complaint

We understand that you may be unable, or reluctant, to make a complaint yourself. We accept complaints from the representative of a person who is unhappy with our service. We can take complaints from a friend, relative, or an advocate, if you have given them your consent to complain for you. You can find out about advocates in your area by contacting the Scottish Independent Advocacy Alliance.

Scottish Independent Advocacy Alliance

Tel: 0131 260 5380 Fax: 0131 260 5381 Website: www.siaa.org.uk

Customer Relations

We are committed to making our service easy to use for all members of the community. In line with our statutory equalities duties, we will always ensure that reasonable adjustments are made to help customers access and use our services. If you prefer to make your complaint in writing and need help to do this, please contact us for more information. Our contact details are listed below, please choose the option that suits you best;

Online Complaints form www.west-dunbarton.gov.uk

By E-mail customer.relations@west-dunbarton.gov.uk

By phone - 01389 738273

Written correspondence Customer Relations 3 Aurora House, Queens Quay, Clydebank G81 1BF

Appendix Six

The Scottish Social Housing Charter

In 2012 the Scottish Social Housing Charter for all social housing landlords in Scotland was introduced.

The Charter sets out national outcomes and standards that all social landlords should aim to achieve and was developed in consultation with landlords, tenants and residents and other interested groups. It has 16 main outcomes and includes areas such as participation, quality of housing, repairs and maintenance and communication.

West Dunbartonshire Council will report against the outcomes to demonstrate our performance and how we are meeting the needs of our tenants and other service users.

Charter Outcomes and Standards

Outcome 1: Equalities, Social landlords perform all aspects of their housing services so that:

Every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

This **outcome** describes what social landlords, by complying with equalities legislation, should achieve for all tenants and other customers regardless of age, disability, gender, reassignment, marriage and civil partnership, race, religion or belief, sex, or sexual orientation. It includes landlords finding ways of understanding the needs of different customers and delivering services that recognise and meet these needs.

Outcome 2: Communication Social landlords manage their businesses so that: *Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services that the landlord provides.*

This **outcome** covers all aspects of landlords' communication with tenants and other customers. It is not just about how clearly and effectively a landlord gives information to those who want it. It is also about making it easy for tenants and other customers to make complaints and provide feedback on services, using that information to improve services and performance, and letting people know what they have done in response to complaints and feedback. It does not require landlords to provide legally protected, personal or commercial information.

Outcome 3: Participation Social landlords manage their businesses so that: *Tenants and other customers find it easy to participate in and influence their landlord's decisions at a level they feel comfortable with.*

This **outcome** describes what landlords should achieve by meeting their statutory tenant participation duties. It covers how social landlords gather and take account of the views and priorities of their tenants, how these views are reflected in the landlord's services and how landlords help and support tenants and other customers to build up their capacity for effective involvement.

Outcome 4: Quality of Housing Social landlords manage their businesses so that: *Tenants' homes, as a minimum, meet the Scottish Housing Quality Standard (SHQS) by April 2015, and continue to meet it thereafter and are always clean, tidy and in a good state of repair when they are allocated.*

This **standard** describes what landlords should be achieving in all their properties. It covers all properties that social landlords let, unless the Scottish Government has agreed that particular properties do not have to meet the standard. Beyond SHQS, landlords should be looking for cost effective ways of achieving higher energy efficiency standards for their properties to provide warmer homes for their tenants and help to address climate change. During the life-time of this Charter, the Scottish Government will consult on higher standards. If adopted, these new requirements will form part of the next Charter.

Outcome 5: Repairs, maintenance and improvements Social landlords manage their businesses so that: *Tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.*

This **outcome** describes what landlords should achieve for their tenants by meeting their statutory duties on repairs and by providing repairs, maintenance and improvement services that safeguard the value of their assets and take account of the wishes and preferences of their tenants. This could include setting repair priorities and timescales, setting repair standards such as getting repairs done right, on time, first time, and assessing tenant satisfaction with the quality of the services they receive.

Neighbourhood and Community

Outcome 6: Estate Management, anti-social behaviour, neighbour nuisance and tenancy disputes

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.*

This **outcome** covers a range of actions that social landlords can take on their own and in partnership with others. It covers landlord action to enforce tenancy conditions relating to estate management and neighbour nuisance, to resolve neighbour disputes, and to arrange or provide tenancy support where this is needed. It also covers the role landlords can play in partnership with others to address antisocial behaviour.

Access to Housing and Support

Outcomes 7, 8 and 9: Housing options Social landlords work together to ensure that:

People looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them.

- *Tenants and people on housing lists can review their housing options*
- *People at risk of losing their homes get advice on preventing homelessness.*

These **outcomes** cover landlords' duties to provide information to those looking for housing and advice for people at risk of becoming homeless, including helping tenants and people on housing lists to review their options to move within the social housing sector or to another sector.

Outcome 10: Access to social housing Social landlords ensure that:

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

This **outcome** covers a range of actions that social landlords can take to make it easy for people looking for social housing to apply for the widest choice of social housing that is available, suitable and meets their needs. It includes actions that social landlords can take on their own and in partnership with others, for example through Common Housing Registers, or as members of a mutual exchange scheme, or through local information and advice schemes.

Outcome 11: Tenancy sustainment Social landlords ensure that:

Tenants get the information they need on how to access support options to help them to remain in their home and can get suitable support including services provided directly by the landlord and by other organisations.

This **outcome** covers what landlords can achieve for tenants who may need support to help them maintain their tenancy. It includes tenants who may be at risk of getting into arrears with their rent and tenants who may need to have their home adapted to cope with age, or disability, or caring responsibilities if they are to remain there.

Outcome 12: Homeless people Local authorities perform their duties on homelessness so that:

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

This **outcome** describes what local authorities should be achieving by meeting their statutory duties to homeless people.

Getting Good Value from Rents and Service Charges

Outcome 13: Value for money Social landlords manage all aspects of their businesses so that:

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

This **standard** covers the efficient and effective management of the services that social landlords provide. It includes landlords' ability to minimise the time houses are empty; to manage arrears and all resources effectively; control costs; get value out of the contracts they let; and deliver improving value for money by increasing the quality of services with minimum additional cost to tenants, owners and other customers.

Outcomes 14 and 15: Rents and Service Charges

Social landlords set rents and service charges in consultation with their tenants and other customers so that:

- *A balance is struck between level of services provided, the cost of the services and how far current and prospective tenants and service users can afford them*
- *Tenants get clear information on how rents and other money is spent, including details of individual items of expenditure above thresholds agreed between landlords and tenants.*

These **outcomes** reflect a landlord's legal duty to consult tenants about rent setting, the importance of landlords taking account of what their current and prospective tenants and other customers are likely to be able to afford, and the importance that many tenants place on being able to find out about how their money is spent. Whether information about expenditure above a particular level is published and in what form and detail is a matter for each landlord to decide in discussion with their tenants. What matters is that discussions take place and the decisions made reflect the views of tenants and other customers.

Other Customers

Outcome 16: Gypsies/Travellers

Local authorities and social landlords with responsibility for managing sites for gypsies and travellers should manage the sites so that:

Sites are well maintained and managed.

This **outcome** applies only to those local authorities and other social landlords that are responsible for managing these sites.

Appendix 7 – Consultation



Housing Services

Consultation Recording Sheet

Housing Service ...Housing Development

Person responsible: Jane Mack, Tenant Participation Officer

Consultation Start date: 27/10/16 End Date 5/1/17

1.	The name of consultation / participation exercise?	TP Strategy review
2.	Its aims and objectives?	Review existing TP Strategy and assess priorities for 2017-2020 Strategy
3.	Who did you invite/include? (e.g. all tenants, tenant from the interested tenants register, RTOs, staff)	All tenants and members of WDTRO, TRAs, Scrutiny Panel, Sheltered Housing Forum and Interested Tenant Register. Staff and elected members.
4.	What methods did you use to promote/invite stakeholders to get involved? (e.g. letters, posters, website)	Letters to all above group members inviting them to complete survey – paper copies and pre-paid envelopes provided as well as online version of survey. The Council's website was used to advertise the consultation as well as social media. It was also promoted with reminders on our TP Facebook account. A presentation on the planned consultation on the TP Strategy was part of the October WDC/WDTRO Liaison meeting with a copy sent out to all tenant groups and available on the TP webpages. Free entry to a £50 shopping voucher prize draw used to encourage people to complete survey.
5.	Who actually took part? (Number of individuals and or number of tenant organisations represented)	8 tenant representatives were present at the Liaison discussion representing 6TRAs. 51 responded to the survey (29 tenants and 22 staff/elected members)
6.	What method(s) did you use to obtain their views? (e.g. focus/working group, newsletter, survey) Why did you choose this method(s)?	A presentation was used for the discussion with the WDTRO representatives to identify main aims and objectives. A survey was then developed to collect specific views on progress from the last Strategy and how the new Strategy could be developed. These methods were chosen to gather a range of views. The presentation helped summarise what had been achieved through the last Strategy to be able to review and make suggestions for the next. Presentation also made available online.

7.	What good practice or minimum standards can you evidence as part of your consultation?	Over 8 week consultation period used to collect views. Paper survey made available for those without on line access
8.	What was the outcome of the consultation?	51 respondents completed the survey and views were used in draft TP Strategy going to Feb HACC.
9.	How did you feedback to participants the outcome?	Survey report to be sent to all respondents, results made available on webpages and in the Spring Housing News
10.	How did tenant involvement influence your consultation? Paper going to HACC outlines the consultation results and the draft TP Strategy and action plan are based on tenant and staff views. Tennants will also have an opportunity at the Pre- HACC Forum to add any comments on the final draft Strategy and they will be conveyed to the committee by the Housing Convenor.	
11.	Are you able to demonstrate this?	YES
12.	How have you demonstrated to tenants that involvement made a difference?	Strategy and action plan have been developed based on tenant views .Progress on achieving the actions will also be regularly reported to the Liaison meeting and through the TP webpages.
13.	Did you check with participants that they were happy with the opportunities given to make their views known and that they felt that we listened and acted upon them?	Not directly. The WDTR0 agreed with the consultation plan and were happy with the opportunities they have had to consider the Strategy. Many of the survey responses include positive comments about current TP practices.

What worked well, what didn't work well – or any other comments you have.

Comments: Timing for February HACC meant very difficult to avoid Christmas period which as a busy time of year should be avoided to ensure more people have time to get involved. Initially a consultation event had been planned for December but tenant feedback was that they didn't want this as too many other things on so was changed to TP officer attending WDTR0 committee to gather their views.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead Regeneration

Housing and Communities Committee: 1 February 2017

Subject: Building Services Commercial Contracts & Activities

1. Purpose

- 1.1** The purpose of this report is to provide Committee with information on Building Services Commercial Contracts and Activities.
- 1.2** To seek Committee agreement to formally enter into a Memorandum of Understanding (MOU) with Loch Lomond and Trossachs National Park Authority.
- 1.3** Gain Committee approval for the Strategic Director of Regeneration, Environment & Growth to have delegated authority to approve Building Services entering into future Commercial Contracts as appropriate.

2. Recommendations

- 2.1** It is recommended that Members:
 - i. note the contents of this report
 - ii. acknowledge Building Services commercial activities is and will continue to be limited to public sector organisations including; local Registered Social Landlords (RSL's), Government Organisations & other Local Authorities
 - iii seek committee approval to formally enter into a MOU with Loch Lomond and Trossachs National Park Authority providing a Building Maintenance Service for its Built Structures within the boundaries of the National Park
 - iv. grant delegated authority for the Strategic Director Regeneration, Environment & Growth to approve Building Services entering into future commercial contracts with external organisation as noted in ii above

3. Background

- 3.1** On the 4 February 2015 the Council approved the DLO carrying out key Housing Asset Investment works and projects via a new Service Level Agreement (SLA) for the period 2015 – 2020 predicated on best value being provided.

The test of best value has been successfully carried out as part of the SLA.

- 3.2** The new operating model was approved by the CEO and Director of Regeneration, Environment & Growth in May 2015 and on the 25 June 2015 the Trade Unions and Workforce Representatives agreed the new structure could be implemented.
- 3.3** The old Maintenance and Repairs Service was superseded by Building Services and Housing Asset and Investment on 31 August 2015 when the new structures went live.
- 3.4** Building Services high level improvement plan includes growing the business and making it more commercial in coming years.
- 3.5** Building Services provides a wide range of services for communities, customers and clients from depots and offices in Clydebank and Dumbarton. It provides committed repairs and maintenance services which are customer focused through a range of professional, technical and front line services.
- 3.6** Whilst WDC clients and customers are Building Services main priority and will remain so in future, the improvement plan also requires Building Services management to grow the DLO business and for it to have an increased commercial focus in future years.
- 3.7** Building Services, formally Maintenance and Repairs have been providing reactive building maintenance services and capital improvement works won in competition in the open market to local RSL's for many years. These are mainly for Clydebank and Dunbritton Housing Associations, but for a limited period, services were provided to Cordale Housing Association.

4. Main Issues

- 4.1** In order that Building Services can become a more commercial operation in future; the service is pursuing opportunities to diversify its client and customer groups which will generate additional and external income.
- 4.2** In early 2016 Building Service met Officers from the Loch Lomond and Trossachs National Park to discuss a MOU where the Council would provide the Park Authority with a "Building Maintenance Service" for all of its built structures within the boundaries of the Park Authority. The details are set out in the MOU between the Park Authority and WDC but exclude gas, mechanical, ventilation and electrical services. See appendix 1.
- 4.3** Following various meetings between the Park Authority and Building Services an agreement was reached in principle on the MOU.
- 4.4** Discussions with WDC's Procurement, Legal Services and Building Services have been held, followed by a meeting between WDC and the Director of Corporate Services from the Park Authority.

- 4.5** Procurement have confirmed there is no procurement legislation that restricts WDC entering into a MOU with the Park Authority, however, colleagues from our legal team raised some issues that required clarification and confirmation from both the Park Authority and WDC.
- 4.6** The supply of Goods and Services Act 1970 allows for a MOU / commercial contract between public organisations on the understanding certain criteria is met and the main qualifiers include:
- i. the contract is of common interest – mitigation; attracting visitors to the Balloch area bringing investment and jobs to the WDC area
 - ii. it is in common public interest – mitigation; wdc, the park authority and residents all benefit from a successful national park area
 - iii. assets being maintained for common public good – mitigation; there is a need to maintain public buildings (the national park built structures) in a fit and proper state of repair
 - iv. contract solely between both organisations – mitigation; Building Services will not sub contract any part of the National Park work to a third party or other organisation
 - v. either partner should not make a profit from such an arrangement – mitigation; the park authority will save money on current / previous provider's costs, wdc on paper will make a small return in providing the service, however; this supports wdc's operating and administrative costs whilst contributing to capital investment capital expenditure to buy assets such as Integrated Housing Management System, new fleet transport etc.
 - vi. building services income from all external customers cannot exceed 20% of the total income – mitigation; the value of the National Park contract is circa £50k - £80k per annum, building services income from external sources is projected to be £200k for 2016/17 whilst total Building Services turnover will be in excess of £20M
 - vii. although building services are not buying-in services, because the value of the shared service is in excess of £50,000 per annum council standing orders apply and it is therefore necessary to seek committee approval to formally enter into the MOU with the national park
- 4.7** Building Services will continue to pursue commercial opportunities limited to local RSL's, Government Organisations and other Public Service Organisations only where this is in the interest of WDC. This should ensure local SME / building service firms are not adversely affected by Building Services commercial activities.

- 4.8** It is intended the Strategic Director of Regeneration, Environment & Growth will use delegated authority approving Building Services entering into such arrangement, agreements and contracts for services delivered subject to the restrictions outlined in 4.6 above.

5. People Implications

- 5.1** As Building Services becomes more successful in securing external commercial contracts; this will serve to protect front line jobs and services whilst providing additional income contributing to Council's operational and administrative costs.
- 5.2** There is capacity within current service provision to provide these services helping to manage peaks and troughs in current service delivery.

6. Financial and Procurement Implications

- 6.1 Financial** - costs to provide these external services will be funded by the Housing Maintenance Trading Organisation, offset by the income generated.

In 2015/2016, services provided by Building Services to external organisations achieved income of circa £160k. In 2016/2017 income is projected to be circa £200k and in future years incremental increases are anticipated.

7. Risk Analysis

- 7.1** The Council's strategic risks have been considered by Building Services in providing services to external customers and although there are risks associated; these are nominal and will be mitigated by effective contract management procedures and practice.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment screening has been carried out which did not identify any significant issues. The report does not alter any existing policy or pattern of service delivery.

9. Strategic Assessment

- 9.1** This report contributes to the Council's Strategic Priorities and in particular towards:
- i. improving economic growth and employability
 - ii. improving local environmentally sustainable infrastructure; and
 - iii. improving wellbeing of communities.

10. Consultation

10.1 Finance has been consulted regarding the contents of this report.

10.2 Corporate Procurement and legal teams have been consulted in the development of this report providing guidance and clarity on obligations required to be observed when entering into such arrangements with external organisations.

Jim McAloon, Strategic Lead Regeneration

Date: 1 February 2017

Persons to Contact: Martin Feeney – Building Services Manager, Cochno Street, Clydebank, Telephone: 01389 738200, e-mail: mfeeney@west-dunbarton.gov.uk

Appendices: Appendix 1 Memorandum of Understanding

Background Papers: The report presented to West Dunbartonshire Council Committee on 4 February 2015 entitled 'Housing Capital Programme 2015/20'

Wards Affected: None

MEMORANDUM OF UNDERSTANDING

between

Loch Lomond and the Trossachs National Park Authority

and

West Dunbartonshire Council

Concerning Building Maintenance Services

SECTION 1

Memorandum of Understanding

1. This Memorandum of Understanding (MOU) is between:

LOCH LOMOND AND THE TROSSACHS NATIONAL PARK AUTHORITY, (the “**Park Authority**”); and

WEST DUNBARTONSHIRE COUNCIL (the “**Council**”).

The Park Authority and West Dunbartonshire Council are each a Party and together the Parties.

1.1 Definitions and Interpretation

In this MOU, the words and phrases listed below shall have the following meanings:

“**Building Maintenance Services**” means those services to be provided by the Council to the Park Authority as set out in the Schedule;

“**Commencement Date**” means 9th May 2016;

“**Fee**” means the fee of £30.38 per day work hour for normal hours, £45.56 per hour for “out of hours”, 10% uplift on material costs.

“**Intellectual Property Rights**” means all patents, copyrights and design rights (whether registered or not) and all applications for any of the foregoing and all rights of confidence and Know-How however arising for their full term and any renewals and extensions;

“**Know-How**” means information, data, know-how or experience whether patentable or not and including, but not limited to, any technical and commercial information relating to research, design, development, manufacture, use or sale;

“**Normal Hours**” means 08:00 to 17:00 on working days;

“**Out of Hours**” means 17:00 to 08:00 seven days a week;

“**Period**” means the period of 3 years from the Commencement Date; and

“**Schedule**” means the schedule as annexed to and incorporated into this MOU.

SECTION 2

Parties to this MOU

2. The Park Authority has agreed with the Council that the Council will provide the Buildings Maintenance Services, excluding gas/mechanical/ventilation/electrical services, for all Built structures within the boundaries of the Park Authority based on the principles set out in this MOU. This MOU is a statement of working intent, and

should not be interpreted as a binding agreement. It does not create legal obligations between the Parties. It is intended to be binding in honour only.

2.1 Partnering Principles

The Parties agree to act in good faith and in a reasonable and timely manner with regard to the operation of this MOU.

The Parties shall give each other access to relevant information as required to ensure efficient development and execution of activities in relation to the Shared Services.

The Parties will ensure that the confidentiality of information is maintained in line with organizational policy and procedures and the relevant legislation.

In the unlikely event that there are concerns over the quality of the Building Maintenance Services being provided the Park Authority's Facilities Manager and the Council's Building Services Manager will come to an agreed way forward. Should this not be possible then the Park Authority's Director of Corporate Services and the Council's Director of xxx will discuss and find a way ahead.

SECTION 3

Scope of Shared Services

3.1 Building Maintenance Services

The Council agrees to provide Building Maintenance Services to the Park Authority for the Period in return for the payment of an hourly rate by the Park Authority to be billed within 30 days of completion of the work.

The Park Authority and the Council will together agree any changes or timescales to the Building Maintenance Services or to this MOU.

Up to three months before expiry of the Period, the Park Authority and the Council may agree to extend the Period for further 12 months.

The Council agrees that it has all necessary resources, expertise, competence and consents to deliver the Building Maintenance Services and shall at all times comply with all relevant legislation, regulations and all applicable codes of practice and other similar codes or recommendations and shall keep in place adequate procedures for dealing with any conflicts of interest.

3.2 Monitoring

The Council agrees to monitor the delivery and progress of the Building Maintenance Services throughout the Period to ensure that the Building Maintenance Services are being provided in accordance with the terms of this MOU.

The Council agrees to provide the Park Authority with such further information, explanations and documents and access to employees, agents, premises, facilities and records as the Park Authority may require.

3.3 Dispute Resolution

In the event of any complaint or dispute the Park Authority's Facilities Manager and the Council's Building Services Manager will agree resolution. Should this not be possible then the Park Authority's Director of Corporate Services and the Council's Director of xxx will discuss and resolve.

SECTION 4

Changes to this MOU

In the event that either party wish to end the MOU the Park Authority's Facilities Manager and the Council's Building Services Manager will come to an agreed termination date. The terms of this MOU shall apply until the expiry of the Period or for so long as any extension of the Period.

SECTION 5

Information Principles / Compliance

5.1 Intellectual Property Rights

The Park Authority and the Council agree that all rights, title and interest in or to any information, data, reports, documents, procedures, forecasts, technology, Know-How and any other Intellectual Property Rights whatsoever owned by either the Park Authority or the Council before the Commencement Date or developed by either party during the Period, shall remain the property of that party.

Where the Park Authority has provided the Council with any of its Intellectual Property Rights for use in connection with the delivery of the Audit Services, the Council agrees to, on expiry of this MOU, stop using such Intellectual Property Rights and agrees to either return or certify in writing the destruction of such Intellectual Property Rights as requested by the Park Authority.

5.2 Confidentiality

Subject to the provisions of the Data Protection Act 1998, the Freedom of Information (Scotland) Act 2002, the Environmental Information (Scotland) Regulations 2004 and the Public Records (Scotland) Act 2011, each party shall, during the term of this MOU and after the expiry of the MOU, keep secret and confidential all Intellectual Property Rights or Know-How or other business, technical or commercial information disclosed to it as a result of this MOU and agrees not to disclose the same to any person unless necessary to perform its obligations in accordance with the terms of this MOU; unless authorised in writing by the other party; or unless required as a matter of law

or by order of any court or regulatory authority of competent jurisdiction.

5.3 Compliance with legislation

The Council confirms and acknowledges that it will comply with the following legislation (and any subordinate legislation made under such legislation), in connection with this MOU:

Equality Act 2010;

Human Rights Act 1998;

Data Protection Act 1998;

Bribery Act 2010;

Freedom of Information (Scotland) Act 2002;

Environmental Information (Scotland) Regulations 2003;

Public Record (Scotland) Act 2011;

Health and Safety at Work etc Act 1974; and

any other legislation applicable to the Council and this MOU

SECTION 6

Acknowledgment and publicity

The parties agree not to publish any material referring to the delivery of the Building Maintenance Services or the Park Authority unless agreed between the parties.

The Council agrees not to deliver the Building Maintenance Services in any way that would demean or misrepresent it, or in any way which brings the Park Authority, or any other party or organisation connected (or having an interest in) the Park Authority, into disrepute.

SIGNED for and on behalf of Loch Lomond & The Trossachs National Park Authority
On.....
Signature.....
Name
Position
Address.....

SIGNED for and on behalf of West Dunbartonshire Council

On.....

Signature.....

Name

Position

Address.....

**This is the Schedule referred to in the MOU between Loch Lomond & The Trossachs
National Park Authority and West Dunbartonshire Council**

Schedule

Building Maintenance Services to be provided

- Emergency Response within 2 hours with target completion of 1 day, these shall be categorised as Building envelope failure, H&S issue/public safety, Loss of a facility service;
- Urgent repairs response within 5 days, repairs that require to be carried out so that they do not reach an emergency stage;
- 20 Days response repairs, although if required earlier if requested;
- Out of Hours emergency cover to be provided 7 days a week, between 17:00 and 08:00;
- To provide a qualified skill base of Joinery, Glazing, Roofing, Plastering, Painters, Plumbing and General Labouring;
- To ensure work carried out will be carried out so as to ensure the absolute minimum interruption to the normal working of the Park Authority Buildings;
- To provide General Building Technical advice;
- Provide monthly invoices to completed works;
- General liaison with PA Facilities staff;
- Report on progress as works evolve;
- Report any H&S issues on site to the Facilities Team;
- Provide suitable materials fit for purpose; and
- Attend quarterly meetings with Facilities Staff .

Signed for and on behalf of The Loch Lomond And The Trossachs National Park Authority

.....
Signed for and on behalf of West Dunbartonshire Council

MOU

Between

LOCH LOMOND AND THE TROSSACHS NATIONAL PARK AUTHORITY

And

WEST DUNBARTONSHIRE COUNCIL

RE: Building Maintenance Services

May 2016

Loch Lomond and The Trossachs National Park Authority
National Park Headquarters
"Carrochan"
20 Carrochan Road
Balloch
G83 8EG

FAS Number 7026

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead Regeneration

Housing and Communities Committee: 1 February 2017

Subject: Building Services Procurement Provision update

1. Purpose

- 1.1** The purpose of this report is to advise Committee of additional tender requirements identified some of which crossover between Building Services and other council services.
- 1.2** To seek Committee approval to initiate necessary procurement and tender processes.

2. Recommendations

- 2.1** It is recommended that Members:
- i. note the contents of this report.
 - ii. approve the procurement processes to tender the requirements listed within the table in section 4.2 of this report.
 - iii. agree that the results of the tenders are brought to an appropriate tender committee for approval.

3. Background

- 3.1** The Housing and Communities Committee approved recommendations in reports presented on Building Services procurement provision requirements on the 5 August 2015 and 3 August 2016.
- 3.2** Good progress has been made in letting necessary contracts to ensure full compliance with Council Standing Orders, Council Financial Regulations and all Procurement Regulation.
- 3.3** Committee Members are requested to refer to these reports which included information on the services Building Services provides on behalf of the Council, the need to progress tenders that support the section's delivery of a high quality repairs and maintenance service for the Council's housing and non-housing properties.

4. Main Issues

- 4.1** In the report presented on the 5 August 2015 it stated the estimated value of work for the supply and erection of scaffold access equipment would be in the region of £500,000 per annum. A procurement exercise has been completed and although this will now be re-run there was an increase of over 50% on the previous contract rates. Although it is hoped rerunning the tender exercise will result in more moderate cost increases, it is necessary to increase budget figure in this area of expenditure as costs are likely to increase significantly.
- 4.2** The following contracts will be required to deliver a comprehensive repairs and maintenance service in the four year period of 2017/2021. They will be of sufficient size, scope and duration to cover the estimated volume of work for the period in question and will be awarded to suitably qualified and competent suppliers and contractors.

Requirement	Total Estimated Annual Value	Funded By HRA Revenue / Capital and CRA	Priority
Installation of Floor Finishes (Works Contract)	£80,000	Revenue / Capital	Low
Lift Maintenance (Works Contract)	£60,000	HRA Revenue / Capital	Medium
Medical Adaptations (Material Supplies Contract)	£100,000	HRA Capital	Medium
Supply and erection of scaffold access equipment	£700,000	Revenue / Capital	High
Maintenance of Fire Fighting Equipment including Sprinkler Systems	£30,000	Revenue / Capital	Medium

- 4.3** Officers will adopt procurement processes in line with European, UK and Scottish Government Procurement Regulation and Council Standing Orders.
- 4.4** All tenders will be advertised on the Public Contracts Scotland Portal.

5. People Implications

- 5.1** Progressing these procurement processes will require significant Officer resource from Building Services, Consultancy Services, Housing Operations and Corporate Procurement teams.

6. Financial and Procurement Implications

- 6.1 Financial** - costs to support contracts will be funded by both Capital and Revenue budgets through the Housing Revenue Account, Central Repairs Account and Housing Maintenance Trading Account.

Costs of contracts listed under 4.3 are included within existing budgets.

- 6.2 Procurement** - All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The strategy for the contracts as listed in the table at 4.3 will be produced by the Corporate Procurement Unit in close consultation with Building Services and Consultancy Services officers. The contract strategy shall include but may not be 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.

The results of the tenders will be brought to an appropriate tender committee for approval.

The contracts will contribute to delivery of the Council strategic priorities through providing value for money services. Further opportunities to maximise the positive social, economical and environmental impact for West Dunbartonshire through the contracts will also be explored, e.g. through the use of Community Benefits Clauses as appropriate.

7. Risk Analysis

- 7.1** On-going investment, in-line with business plans, will allow the Council to meet its landlord, health and safety and quality standards obligations whilst providing appropriate asset management.
- 7.2** Procurement related risks and mitigation/management measures will be identified as part of the development of tendering strategies for the individual requirements.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment screening has been carried out which did not identify any significant issues. The report does not alter any existing policy or pattern of service delivery.

9. Strategic Assessment

- 9.1** This report contributes to the Council's Strategic Priorities and in particular towards:
- i. improving economic growth and employability.

- ii. improving local housing and environmentally sustainable infrastructure;
and
- iii. improving the wellbeing of communities.

10. Consultation

10.1 Finance and Legal have been consulted regarding the contents of this report.

10.2 The Corporate Procurement team have been consulted in the development of this report. They will provide assistance and professional guidance with the administration of the tender exercises.

Jim McAloon, Strategic Lead Regeneration

Date: 1 February 2017

Persons to Contact: Martin Feeney – Building Services Manager, Cochno Street, Clydebank, Telephone: 01389 738200, e-mail: mfeeney@west-dunbarton.gov.uk

Appendices: Nil

Background Papers: Report to 5 August 2015, Housing and Communities Committee titled “Building Services Procurement Provision”

Report to 3 August 2016, Housing and Communities Committee titled “Building Services Procurement Provision Update”

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead - Resources****Housing and Communities Committee: 1 February 2017**

Subject: Rent Arrears Management System**1. Purpose**

- 1.1** The purpose of this report is to seek Committee approval to purchase a rent arrears management system named Mobyssoft Housing Intelligence's RentSense Software.

2. Recommendations

- 2.1** It is recommended that Committee approves the purchase of the RentSense Software initially for 12 months at a one off cost of £52,880, with an option to take a further 12 months at a cost of £43,350. Any extension into year 2 will only be done after an evaluation of the solution's success at the end of the initial 12 months in supporting the effective management of rent arrears.

3. Background

- 3.1** In the current financial climate rent collection is a key challenge facing the Council. This challenge is becoming more difficult with the welfare reforms and with the introduction of Universal Credit (UC).
- 3.2** Housing benefit (HB) payments contribute to approximately 75% of the payments made directly to tenants rent account. With the introduction UC, housing benefit will no longer be paid direct to the tenants rent account and their housing costs will paid directly to them.
- 3.3** A recent study carried out by PwC on 19 Local Authorities showed that tenants in receipt of UC required three times more contact than other tenants in relation to rent collection.
- 3.4** The Housing Regulator had raised concerns on the Council's level of rent arrears therefore rent arrears are a key element of the improvement plan.
- 3.5** The Council's rent collection has improved in the first three quarters of 2016/17 compared to 2015/16 due to streamlining of processes and ensuring early intervention with tenants. Officers believe that RentSense is the next step to continuing this improvement and is the leading intelligence income management software. It is consistent with a new operational approach to rent collection built around close collaboration between corporate debt, housing and working4u officers.

4. Main Issues

- 4.1** RentSense currently analyses rent payment patterns for over 1,000,000 social housing tenants, utilising algorithms to analyse payment behaviours, aggregate trends, highlight risk and provide predictive intelligence.
- 4.2** The output is streamlined accurate workload, earlier intervention, improved efficiencies, lowered cost of collection and reduced arrears.
- 4.3** In order for the Council to continue improving on rent collection and to fulfill the requirements of the improvement plan, we require an effective and proven arrears management system that prioritises accurate workload based on analysing individual tenant behaviour patterns and will be fit for purpose upon the introduction of Universal Credit.
- 4.4** The RentSense intelligence is unique in automatically establishing and analysing tenant transactional patterns without manual user intervention.
- 4.5** There is no comparable software in the sector that offers payment profiling and predictive analysis technology and RentSense will work alongside our current rent accounting and Corporate Debt Recovery systems. This will also compliment the Council's forthcoming Integrated Housing Management System (IHMS) provided by Aareon.
- 4.6** RentSense currently has a number of customers that also use Aareon's IHMS.
- 4.7** On 1 December 2016 we launched a new rent collection campaign called the 'Help Us to Help U with Rent'. The campaign differs from traditional enforcement campaigns and instead provides a supportive approach to help tenants and is showing signs of being very effective. This campaign is reactive to customers who have arrears or have recently fallen into arrears however it is important to also adopt a pro-active approach to rent arrears. RentSense's software constantly analyses tenant transactional patterns and behaviours and this would allow staff to take a pro-active approach with tenants that may be likely to fall into arrears at certain points through the year. This would allow officers the ability to support and assist tenants prior to the arrears becoming an issue.

5. People Implications

- 5.1** There are no people implications.

6. Financial & Procurement Implications

- 6.1** In order to satisfy Procurement requirements, our Corporate Procurement unit developed and issued a Future Contract Opportunity (FCO) that requested suppliers within the marketplace

to respond to specifically developed questions that would enable WDC to gather information in relation to the markets capability and willingness to meet the specified requirements.

The FCO was issued to 3,515 suppliers on the 22nd December 2016 with a closing date of 13th January 2017. From the 3,515 suppliers alerted to the opportunity only 8 noted an interest which resulted in one response being received from Mobyssoft.

The information received as part of the FCO market questionnaire was used to ensure the market was suitably tested and to inform the procurement process in relation to determining the best route to the market.

As part of the procurement process, a contract strategy will be developed and any new Procurement will be carried out in line with current internal regulations, however the uniqueness of the solution supported by the limited response to the FCO indicates that the best route to the market would be to direct award the contract to Mobyssoft under the Crown Commercial Service G-Cloud 7 Framework (RM1557v1ii) subject to satisfying the prerequisites of calling off from the framework.

- 6.2** The cost if WDC award the contract directly to Mobyssoft via the Crown Commercial Service G-Cloud 7 Framework (RM1557v1ii) would be £52,880 for year 1, with an option to take a further year at £43,350. This will be funded from the HRA revenue budget through reduction in the bad debt provision, as it is anticipated that this solution will generate better recovery of rent payments. It is also likely to free up Corporate Debt Officer and Corporate Debt Assistant time which will be realigned to reducing the levels of rent arrears where more intensive intervention is required.

7. Risk Analysis

- 7.1** There is a risk that failing to approve this recommendation would impact on Housing Revenue Account (HRA) with an increase in rent arrears as tenants move from HB to UC. The cost of collection would also increase per the study referenced in in 3.3.

8. Equalities Impact Assessment (EIA)

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

9. Strategic Environmental Assessment (SEA)

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

10. Consultation

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

11. Strategic Assessment

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

Stephen West
Strategic Lead - Resources
Date: 16 January 2017

Person to contact: Ryan Chalmers, Section Head (Revenues & Benefits) Council Offices, Garshake Road, Dumbarton Telephone (01389) 737557
Email: ryan.chalmers@west-dunbarton.gov.uk

Appendix: None

Background Papers: None

Wards affected: All Council wards

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Housing and Communities Committee: 1 February 2017

Subject: Working Well Together - Attendance Management: Quarter 3**1. Purpose**

- 1.1** The purpose of this report is to advise Committee on attendance levels across the Council for quarter 3 (October – December 2016). The report provides a breakdown of absence performance by Strategic Lead area.

2. Recommendations

- 2.1** The Committee is asked note the content of the report and the attendance results for Q3 2016/17, namely a decrease of 337 FTE days lost (3.3%) compared to the same period last year.
- 2.2** The Committee is also asked to note the supporting verbal commentary from the Strategic Director in respect of pertinent points / actions to note for the service areas within the locus of this Committee.

3. Background

- 3.1** Improving attendance at work is a key strategic priority for the Council requiring commitment from elected members, Strategic Leadership Group, Trades Unions, individual managers and employees.
- 3.2** The Council has made a commitment to improving attendance levels by setting ambitious targets of reducing days lost for Local Government Employees to 7 FTE days lost per employee by 2017, and 5 FTE days lost for Teachers. Table 1 below shows individual targets by Strategic Lead area and provides a projected year end figure based upon the first 9 months of this year.

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

Strategic Lead	2016/2017	Projected Year End 16/17
Council Wide	7	10.19
CH&CJustice	9	11.82
CH&Care	10.5	17.68
MHA&LD	8.5	17.35
SP&HI	4.5	6.21
Resources	7	11.95
P&T	4.5	3.55
Regulatory	6	5.62

CCC	6.5	4.36
Ed Support	8.5	8.9
Ed T	5	4.76
Env & Neighbourhood Services	8	10.20
H & E	6.5	8
Regeneration	8.5	11.52

4. Main Issues

Quarter 3 Performance

- 4.1** Council Wide Absence was reported as 2.97 FTE days lost per employee representing a 3.3% improvement on quarter 3 last year. Chart 1 below shows the monthly trend for the last 12 months (January 2016 – December 2016) and compares with the same period last year. The results show that absence is following the usual seasonal trend and there has been a consistent improvement month on month until November 2016.

Chart 1 – Absence Trend – Rolling Year

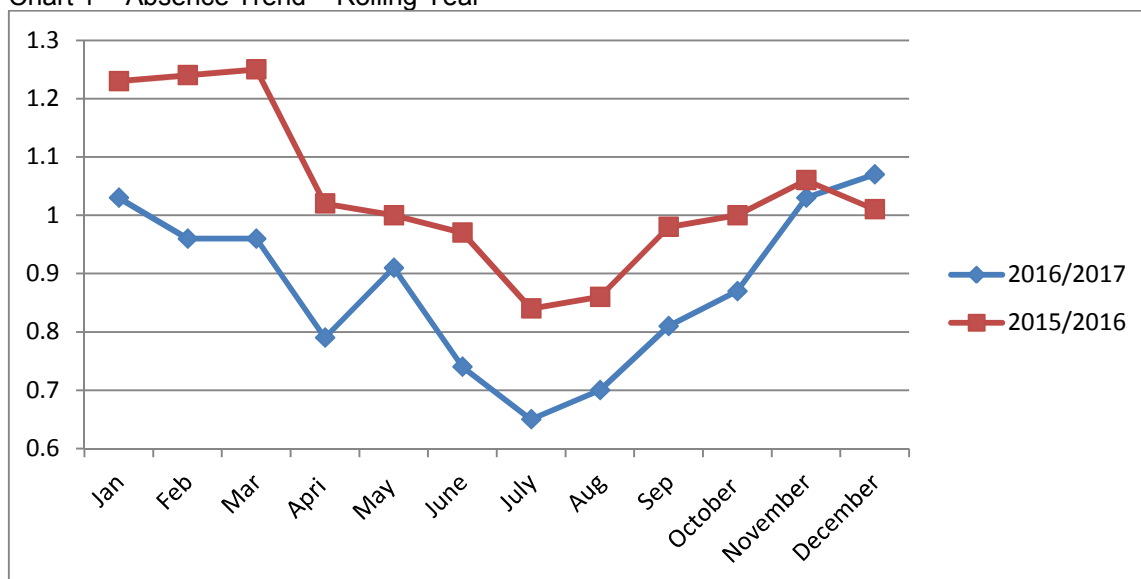


Table 2 shows the service breakdown across the Council. The results highlighted are those strategic lead areas whose absence was above the Council average of 2.97 FTE days lost per employee.

Table 2 – Strategic Breakdown Quarter 3

Strategic Lead Area Quarter 3	No of FTE e/ees	Days Lost FTE* (2016/17)
Council Wide	4461.05	2.97
Child Healthcare & Criminal Justice	232.16	3.13
Community Health & Care	751.56	5.22
Mental Health, Addiction & Learning Disabilities	145.90	4.62
Strategy, Planning & Health Improvement	26.91	2.94

Environment & Neighbourhood	631.02	2.84
Housing & Employability	239.66	2.64
Regeneration	415.45	3.12
Communications, Culture & Communities	153.26	1.35
Education – Support	112.75	1.56
People & Technology	175.87	2.11
Regulatory	175.69	3.25
Resources	522.43	2.45
Education - Teachers	865.72	1.75

*Total number of FTE days lost divided by the number of FTE employees

Absence Duration

- 4.2** Table 3 shows the duration breakdown for quarter 3 and compares to the same period last year. Long term absence has reduced overall and we are now seeing a more balanced picture, with long term absence accounting for 52% of days lost. This is consistent with the significant reduction in days lost due to Acute Medical Conditions, Recurring Medical Conditions and Stress, which tend to be long term in nature.

Table 3 – Absence Duration – Council Wide

Quarter 3	2016/17	2015/16
Short Term (under 20 days)	48%	43%
Long Term (over 20 days)	52%	57%

Absence Reasons

- 4.3** Table 4 shows the reasons for absence recorded in quarter 3 this year and last year. Minor Illness accounted for most days lost in the quarter, with an additional 490 days lost compared to Q3 last year. The second highest reason was Acute Medical Conditions followed closely by MSK. Although days lost due to Stress fell compared to quarter 3 last year, the number of Stress absences was higher in December, compared to December last year.

Table 4 – Reasons analysis

Q3	2016/17			2015/16		
AR Code	Reason	Work Days lost	% of days lost	Reason	Work Days lost	% of days lost
1	Minor Illness	4,757.5	28.95%	Minor Illness	4,267.5	24.58%
2	Back Pain	580.5	3.53%	Back Pain	774.5	4.46%
3	Musculo-skeletal Injuries	2,600.0	15.82%	Musculo-skeletal Injuries	2,639.5	15.21%
4	Stress	1,936.0	11.78%	Stress	2,879.5	16.59%
5	Recur Medical Conditions	1,174.0	7.14%	Recur Medical Conditions	1,186.0	6.83%
6	Non Work Related Accidents / Injuries	430.0	2.62%	Non Work Related Accidents / Injuries	271.5	1.56%

7	Work Related Accidents / Injuries	227.0	1.38%	Work Related Accidents / Injuries	303.0	1.75%
8	Mental Health	892.0	5.43%	Mental Health	1,336.0	7.70%
9	Acute Medical Conditions	2,577.0	15.68%	Acute Medical Conditions	3,010.0	17.34%
10	Pregnancy Related Absence	310.0	1.89%	Pregnancy Related Absence	275.0	1.58%
11	Drink or Drug Related Condition	7.0	0.04%	Drink or Drug Related Condition	84.0	0.48%
12	Stress - Work Related	834.0	5.07%	N/A		
13	Reason Not Disclosed	109.0	0.66%	Reason Not Disclosed	332.0	1.91%

Employee Wellbeing Group

- 4.4** The Attendance Working Group has now been disbanded with the Employee Wellbeing Group aiming to commence in February. Nominations from Strategic Lead areas and Trades Unions are currently being sought. In the interim period, the activities and initiatives are discussed and/or progressed through the Employee Liaison Group (ELG).

5. People Implications

- 5.1** Absence impacts not only those who are absent from work due to illness or injury but also those remaining at work. The absence levels experienced within our services leads to significant additional burdens on our attending workforce. Striving to reduce absence through the appropriate support to those with health issues as well as ensuring that we provide the right assistance to those at work is fundamental to the successful achievement of our annual target.

6. Financial Implications

- 6.1** Significant absence levels impact on the Council in terms of cost, service delivery and motivation. In quarter 3, the Council lost a total of 13,241.95 FTE working days of productivity to sickness absence which is a small improvement of 3.3% compared to quarter 3 last year. Based upon the nominal daily cost of a day's absence (£118.00), it is estimated that the cost of absence for the Council in the quarter was £1.56m. This figure does not take into account the indirect costs of absence such as overtime, loss of productivity, reduced team performance.

7. Risk Analysis

- 7.1** Compared with quarter 3 last year, there continues to be a significant improvement in absence performance, however, there is still a risk that if the focus and attention by all stakeholders is not maintained, absence rates could rise making it difficult to achieve the Council's target of 7 FTE days for 2016/17. This would contribute adversely to the Council's overall performance.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment Screening has been undertaken and noted that a high level of employees on long term sickness absence will be covered by the Equality Act 2010. Measures to mitigate impact include reasonable adjustments, introduction of Tailored Adjustment Agreements, Disability Leave, Carers' Leave and the provision of Occupational Health advice.

9. Consultation

- 9.1** Consultation is on-going with Trade unions through the Attendance Working Group, ELG, JCF and JCCs to identify and address attendance issues.
- 9.2** Strategic Leads continued 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.

Vicki Rogers

Strategic Lead, People and Technology

Date: 12 January 2017

Person to Contact: Tracy Keenan, HR Business Partner,
People & Technology,

Garshake Road, Dumbarton
Tel: 01389 737687
Email: tracy.keenan@west-dunbarton.gov.uk.

Appendices: Appendix 1 - Quarter 3 – Housing and Employability
Absence

Background Papers: None

Wards Affected: None

Appendix 1 - WDC Absence Statistics

Strategic Area: Housing & Employability
Period: Quarter 3 - 2016/17



TABLE 1 - Days Lost per Employee

Strategic Area	FTE Employees	Intermittent (1-3 days)		Short Term (4-5 days)		Medium Term (6 days - 4 weeks)		Long Term (over 4 weeks)		Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost	Working Days Lost	% of Total Days Lost			
Community Planning & Development	15.71	0	0.00%	0	0.00%	10	20.41%	39	79.59%	49	33.40	2.13
Housing	160.15	41	6.94%	50.5	8.54%	207.5	35.11%	292	49.41%	591	572.22	3.57
Working4U	63.80	1	1.92%	0	0.00%	30	57.69%	21	40.38%	52	27.60	0.43
Housing & Employability TOTAL	239.66	42	6.07%	50.5	7.30%	247.5	35.77%	352	50.87%	692	633.22	2.64

TABLE 2 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	42.0	6.07%
Short Term (4-5 days)	50.5	7.30%
Medium Term (6 days-4 weeks)	247.5	35.77%
Long Term (over 4 weeks)	352.0	50.87%
TOTAL	692.0	100%

TABLE 3 - Absence Reasons

Strategic Area	FTE Employees	Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Reason Not Disclosed	Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employee
Community Planning & Development	15.71	23	0	0	0	13	0	0	0	13	0	0	0	0	49	33.40	2.13
Housing	160.15	190.5	19	93.5	115	1	0	9	0	101	0	0	62	0	591	572.22	3.57
Working4U	63.80	1	0	32	0	0	0	0	0	19	0	0	0	0	52	27.60	0.43
Housing & Employability TOTAL	239.66	214.5	19	125.5	115	14	0	9	0	133	0	0	62	0	692	633.22	2.64

TABLE 4 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	214.5	31.00%
Back Pain	19.0	2.75%
Musculo-skeletal Injuries	125.5	18.14%
Stress	115.0	16.62%
Recurring Medical Conditions	14.0	2.02%
Non Work Related Accidents / Injuries	0.0	0.00%
Work Related Accidents / Injuries	9.0	1.30%
Mental Health	0.0	0.00%
Acute Medical Conditions	133.0	19.22%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	62.0	8.96%
Reason Not Disclosed	0.0	0.00%
TOTAL	692.0	100%

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director of Regeneration, Environment and Growth

Housing and Communities Committee: 1 February 2017

Subject: Financial Report 2016/17 as at Period 9 (31 December 2016)

1. Purpose

- 1.1** The purpose of the report is to provide the Committee with an update on the financial performance to 31 December 2016 (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 £0.025m (2.2%) at the year-end;
- ii) consider and note the net projected annual capital underspend of £0.376m (62%), which is due to project rephasing ; and
- iii) note the progress on savings incorporated into budgets for 2016/17.

3. Background

3.1 Revenue Budget

At the meeting of West Dunbartonshire Council on 24 February 2016, Members agreed the revenue estimates for 2016/17. A total net budget of £1.711m was approved for Housing and Communities services. Following the year end, recurring variances were identified and these budgets were transferred into the contingency fund (£0.375m). There has also been a virement of budget following the transfer of staff to the Central Admin Support Team (£0.174m) .The revised budget is therefore now £1.162M.

Capital

- 3.2** At the meeting of Council on 24 February 2016, Members also agreed the updated 10 year General Services Capital Plan for 2016/2017 to 2025/26. The next three years from 2016/17 to 2018/19 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 £0.604m.

4. Main Issues

Revenue Budget

- 4.1** Appendix 1 shows the probable outturn for the services at 1.187m. As the annual budget is £1.162m there is a projected adverse variance currently projected of £0.025m. 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 2016/17 budget.

Capital Budget

- 4.2** The overall programme summary report is shown in Appendix 5. Information on the project that is highlighted as being within the red category for probable underspends or overspends in-year and in total is provided in Appendix 6. This includes additional information on action being taken to minimise or mitigate slippage and/or overspends where possible. The analysis shows that for the in-year planned spend there is currently a projected annual favourable variance of £0.376m which relates to project underspending against profile in-year. Officers review regularly the in-year position to consider options to maximise the effective use of capital resources.

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 2016/17 are monitored with current indications showing that of the total target being monitored (£0.245m), £0.185m are currently on target to be achieved (see Appendix 4). It should be noted that any variances are included within the service information and variances identified within 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.

Richard Cairns

Strategic Director of Regeneration, Environment and Growth

Date: 10 January 2017

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 Status (Capital)

Background Papers: None

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2016/2017
HOUSING & COMMUNITIES SUMMARY

APPENDIX 1

MONTH END DATE **31 December 2016**

Service / Subjective Summary	Total Budget 2016/17	Spend to Date 2016/17	% Spend of the Total Budget	Forecast Spend	Forecast Variance 2016/17		Annual RAG Status
	£000	£000	%	£000	£000	%	
Central Repairs & Maintenance	1,311	925	71%	1,310	(1)	0%	↑
Homeless Persons	(7)	460	-6567%	148	155	-2212%	↓
Private Sector Housing	91	20	22%	86	(5)	-5%	↑
Private Sector Housing Grant	(22)	(17)	75%	(22)	0	0%	→
Anti Social Behaviour	809	481	59%	703	(106)	-13%	↑
Housing Maintenance Trading A/c	(1,020)	(771)	76%	(1,037)	(17)	-2%	↑
Total Net Expenditure	1,162	1,098	94%	1,187	25	2.2%	↓

YEAR END DATE **31 December 2016**

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
All Services	£000	£000	£000	£000	%
Employee	15,489	10,296	14,161	(1,328)	-9% ↑
Property	1,480	1,193	1,362	(118)	-8% ↑
Transport and Plant	1,226	800	1,107	(119)	-10% ↑
Supplies, Services and Admin	4,838	3,191	4,448	(390)	-8% ↑
Payments to Other Bodies	3,940	2,898	3,976	36	1% ↓
Other	1,348	1,013	1,351	3	0% ↓
Gross Expenditure	28,321	19,391	26,406	(1,915)	-7% ↑
Income	(27,159)	(18,293)	(25,218)	1,941	7% ↓
Net Expenditure	1,162	1,098	1,187	25	2% ↓
Central Repairs & Maintenance	£000	£000	£000	£000	%
Employee	1,346	634	857	(489)	-36% ↑
Property	49	36	48	(1)	-2% ↑
Transport and Plant	49	27	47	(2)	-4% ↑
Supplies, Services and Admin	417	188	358	(59)	-14% ↑
Payments to Other Bodies	1,205	957	1,206	1	0% ↓
Other	0	0	0	0	0% →
Gross Expenditure	3,066	1,842	2,516	(550)	-18% ↑
Income	(1,755)	(917)	(1,206)	549	31% ↓
Net Expenditure	1,311	925	1,310	(1)	0% ↑
Homeless Persons	£000	£000	£000	£000	%
Employee	1,341	940	1,328	(13)	-1% ↑
Property	1,316	1,089	1,223	(93)	-7% ↓
Transport and Plant	22	17	23	1	5% ↓
Supplies, Services and Admin	245	119	193	(52)	-21% ↑
Payments to Other Bodies	800	659	721	(79)	-10% ↑
Other	0	0	0	0	0% →
Gross Expenditure	3,724	2,825	3,488	(236)	-6% ↑
Income	(3,731)	(2,365)	(3,340)	391	10% ↓
Net Expenditure	(7)	460	148	155	-2212% ↓
Private Sector Housing	£000	£000	£000	£000	%
Employee	38	20	23	(15)	-39% ↑
Property	0	0	0	0	0% →
Transport and Plant	0	0	0	0	0% →
Supplies, Services and Admin	71	0	71	0	0% →
Payments to Other Bodies	3	0	3	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	112	20	97	(15)	-13% ↑
Income	(21)	0	(11)	10	48% ↓
Net Expenditure	91	20	86	(5)	-5% ↑
Private Sector Housing Grant	£000	£000	£000	£000	%
Employee	33	3	22	(11)	-33% ↑
Property	0	0	0	0	0% →
Transport and Plant	1	0	0	(1)	-100% ↑
Supplies, Services and Admin	13	(3)	13	0	0% →
Payments to Other Bodies	531	213	531	0	0% →
Other	0	0	0	0	0% →
Gross Expenditure	578	213	566	(12)	-2% ↑
Income	(600)	(230)	(588)	12	2% ↓
Net Expenditure	(22)	(17)	(22)	0	0% →

YEAR END DATE **31 December 2016**

Service Summary	Total Budget 2016/17	YTD Spend 2016/17	Forecast Spend 2016/17	Forecast Annual Variance 2016/17	RAG Status
Anti Social Behaviour	£000	£000	£000	£000	%
Employee	562	355	485	(77)	-14%
Property	0	0	1	1	0%
Transport and Plant	1	8	9	8	821%
Supplies, Services and Admin	50	45	57	7	14%
Payments to Other Bodies	196	72	150	(46)	-23%
Other	0	0	0	0	0%
Gross Expenditure	809	481	703	(106)	-13%
Income	0	0	0	0	0%
Net Expenditure	809	481	703	(106)	-13%
Housing Maintenance Trading A/c	£000	£000	£000	£000	%
Employee	12,169	8,343	11,446	(723)	-6%
Property	115	68	90	(25)	-22%
Transport and Plant	1,153	748	1,028	(125)	-11%
Supplies, Services and Admin	4,042	2,841	3,756	(286)	-7%
Payments to Other Bodies	1,205	997	1,365	160	13%
Other	1,348	1,013	1,351	3	0%
Gross Expenditure	20,032	14,010	19,036	(996)	-5%
Income	(21,052)	(14,781)	(20,073)	979	5%
Net Expenditure	(1,020)	(771)	(1,037)	(17)	2%

WEST DUNBARTONSHIRE COUNCIL
REVENUE BUDGETARY CONTROL 2016/2017
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 3

YEAR END DATE

31 December 2016

Budget Details	Variance Analysis				RAG Status
	Total Budget	Forecast Spend	Variance		
	£000	£000	£000	%	
Central Repairs & Maintenance	1,311	1,310	(1)	0%	↑
Service Description	This service manages and undertakes repairs and maintenance to public buildings.				
Main Issues / Reason for Variance	Due to the budget being reduced in past few years there is less work being generated within this service so there is a shortfall in income. However this is offset by reduced employee and supply costs.				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved.				
Homeless Persons	(7)	148	155	-2212%	↓
Service Description	This service seeks to prevent homelessness occurring across the authority and improves access to support services.				
Main Issues / Reason for Variance	Projection of income is less than originally anticipated mainly due to the demand for residential homeless accommodation being less than previous year when the budget was set (5,776 days per month average at time of budget setting vs current average 5,423 per month). There is also lower than budgeted income due to later than anticipated completion of additional supported accommodation units.				
Mitigating Action	It is anticipated that there will be an adverse variance in Supported accommodation income at year end .The income from Homeless units is demand led so further changes in demand would affect this variance.				
Anticipated Outcome	It is anticipated that there will be an adverse variance in Supported accommodation income at year end .The income from Homeless units is demand led so further changes in demand would affect this variance.				
Anti Social Behaviour	809	703	(106)	-13%	↑
Service Description	Provision of Anti Social behaviour service.				
Main Issues / Reason for Variance	Staffing savings have arisen following restructure - both direct staffing costs and indirect recharge from HRA have reduced.				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Underspend will be achieved.				
Housing Maintenance Trading A/c	(1,020)	(1,037)	(17)	2%	↑
Service Description	This service provides council housing maintenance.				
Main Issues / Reason for Variance	Due to problems in recruiting the extra staff required to take on additional budgeted work, it is anticipated that the income target will be short by £0.979m. However this will be offset by reduced costs of staffing, transport and supplies in line with the lower volume of work. There is an adverse variance of £0.160m in Payment to Other Bodies due to increased work passed to Subcontractors.				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	Budgeted surplus will be achieved.				

WEST DUNBARTONSHIRE COUNCIL
MONITORING OF SAVINGS 2016/17

REF	DETAIL	AMOUNT	SERVICES / LEDGER CODES ALLOCATED TO	IMPLEMENTATION DATE	PROJECTION OF TOTAL SAVED DURING 2016/17	ACTION TAKEN
		£			£	
MA30	Additional income from Ashton View Supported Accommodation Extension	60,000	Homeless	01/04/16	0	The extension work is currently in progress and is expected to be completed in March 2017.
MA50 (1516)	Reduce the costs of Central Maintenance through improved supplier management	85,000	Central Repairs	01/04/16	85,000	essential/emergency work only.
MA54 (1516)	DLO - increasing access to external business opportunities through competitive tendering processes	100,000	Housing Maintenance	01/04/16	100,000	
		245,000			185,000	

WEST DUNBARTONSHIRE COUNCIL
GENERAL SERVICES CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 5

MONTH END DATE 31 December 2016

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	100%	78	100%	1	100%	56	100%
Amber								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%
Green								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	0	0%	0	0%	0	0%	0	0%
TOTAL EXPENDITURE	1	100%	78	100%	1	100%	56	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	624	78	624	0	604	56	228	(376)	(376)	0
Amber										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0	0	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENDITURE	624	78	624	0	604	56	228	(376)	(376)	

MONTH END DATE

31 December 2016

PERIOD

9

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

3 Integrated Housing Management System (Graham Watters)

Project Life Financials	624	78	7%	624	0	0%
Current Year Financials	604	56	4%	228	376	62%
Project Description	This is a budget to support the necessary development and on-going requirements of implementing the Council's Integrated Housing Management System.					
Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Aug-18		

Main Issues / Reason for Variance

The timetable with regards to the purchase of the IHMS IT solution and subsequent implementation was altered to allow investigation for the potential of sharing systems or services with other neighbouring authorities and housing providers. This investigation concluded that no suitable shared service opportunities existed and that therefore WDC should begin the process for procuring an IHMS IT solution from a supplier. Following the completion of the tender evaluation process, the IHMS Project agreed to appoint a preferred supplier for the ICT solution on 3 June 2016. The preferred supplier (Aareon UK) has been notified and de-brief meetings have been held with two unsuccessful bidders. WDC has now entered into pre-contract discussions with Aareon UK, the first meeting having taken place on 14 July 2016. Whilst the Terms and Conditions document is yet to be signed a Letter of Intent was developed and signed which allowed initial sessions between Aareon and WDC to take place on 22, 23, 27 September and 4 October. It is expected that the Terms and Conditions including the Project Plan will be agreed by the end of January 2017 which will allow the full implementation to commence. This has been further delayed due to commercial negotiations and the implementation plan requiring amendments to match the commercial bid of Aareon. Once the implementation plan has been agreed with the supplier, it will then be possible to provide more precise detail on forecast expenditure from the overall budget, and how this will be staged across the life of the project. Discussions with the IT supplier around the Terms & Conditions of the contract will seek to ensure that the agreed payment plan is beneficial to WDC. Other notable forecast expenditure in Q3 2016/17 will be in relation to the purchase of additional mobile working devices for staff. ICT Services have now identified suitable software. 20 trial devices were ordered on 4 November 2016 to be trialled across Housing and Building Services

Mitigating Action

A staffing structure for the Project Team was approved by the Project Board in March 2016. Interviews for 4 Technical Support Officers (which will complete the project team) took place early July and with all 4 officers having now started. The new team structure being in place is beneficial for commencement the essential liaison work with Aareon UK development staff. This will help to mitigate any risks to further implementation slippage. The project team will monitor progress project and implementation closely for opportunities to catch up. Development work is underway relating to process mapping and data cleansing which will assist in meeting the timescales set out within the project plan.

Anticipated Outcome

Fully integrated housing management IT system procured from an approved government framework (CCS). The department will also go through service re-design during implementation to ensure the benefits that can be achieved from the system are fully maximised in order to provide maximum value. The project will require to be re-phased over 16/17 to 18/19 for full project spend.

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Director of Regeneration, Environment and Growth

Housing and Communities Committee: 1 February 2017

**Subject: Housing Revenue Account Budgetary Control Report
 to 31 December 2016 (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 2016 (Period 9) of the HRA revenue and capital budgets.

2. Recommendations

- 2.1** Members are asked to:

- i) Consider and note the projected favourable revenue variance of £0.504m (1.2%).
- ii) Consider and note the position advised in relation to the capital budget which is currently projecting an in-year favourable variance of £9.214m (32.4%), of which £8.858m (31.1%) relates to project re-phasing and an in-year underspend of £0.356m (3.8%).

3. Background

Revenue

- 3.1** At the meeting of West Dunbartonshire Council on 24 February 2016, Members agreed the revenue estimates for 2016/2017 and a total budget of £42.777m

Capital

- 3.2** At the meeting of Council on 24 February 2016, Members also agreed the updated Capital Plan for 2016/17 which has been augmented by re-phasing from 2015/16 to produce a total planned spend for 2016/17 of £28.425m. The funding of this is shown within Appendix 5.

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 £0.504m

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 is provided in Appendix 4. A summary of anticipated resources is shown in Appendix 5. The analysis shows that for the in-year planned spend there is currently a favourable variance of £9.214m, of which £8.858m relates to project re-phasing and an in-year underspend of £0.356m.

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 Environmental 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.

Richard Cairns
Strategic Director of Regeneration, Environment and Growth

Date: 12 January 2017

Person to Contact: Janice Rainey - Business Unit Finance Partner (HEED),
Garshake Road, Dumbarton, G82 3PU, telephone: 01389
737704, e-mail janice.rainey@west-dunbarton.gov.uk

Appendices: Appendix 1 - Budgetary Position (Revenue)
Appendix 2 - Variance analysis (Revenue)
Appendix 3 - Budgetary Position (Capital)
Appendix 4 - Variance analysis (Capital)
Appendix 5 – Resources (Capital)

Background Papers: None

Wards Affected: All

HRA BUDGETARY CONTROL REPORT
MONITORING PERIOD : 1 APRIL 2016 to 31 DECEMBER 2016

2015/2016		2016/2017	Actual	% actual	Forecast	Forecast	% Forecast
<u>Outturn</u>		<u>Estimate</u>	<u>To Date</u>	<u>to date</u>	<u>Outturn</u>	<u>Variance</u>	<u>Variance</u>
£000s		£000s	£000s		£000s	£000s	
	EXPENDITURE						
5,141	EMPLOYEE COSTS	5,531	3,703	67%	5,130	(401)	-7%
1,430	PROPERTY COSTS	1,845	1,361	74%	1,811	(34)	-2%
106	TRANSPORT COSTS	125	62	50%	106	(19)	-15%
338	SUPPLIES, SERVICES AND ADMIN	354	298	84%	366	12	3%
2,090	SUPPORT SERVICES	2,161	1,587	73%	2,141	(20)	-1%
153	OTHER EXPENDITURE	183	135	74%	146	(37)	-20%
12,147	REPAIRS & MAINTENANCE	12,071	8,844	73%	11,826	(245)	-2%
1,113	BAD DEBT PROVISION	1,060	835	79%	1,113	53	5%
406	COUNCIL TAX ON VOID HOUSES	385	349	91%	388	3	1%
1,373	LOST RENTS	1,070	715	67%	953	(117)	-11%
15,399	LOAN CHARGES	17,992	13,494	75%	17,992	0	0%
39,696	GROSS EXPENDITURE	42,777	31,383	73%	41,972	(805)	-1.9%
	INCOME						
39,005	House Rents	39,902	29,896	75%	39,861	41	0%
228	Lockup Rents	227	169	74%	225	2	1%
1,087	Factoring/Insurance Charges	1,083	744	69%	1,115	(32)	-3%
132	Other rents	138	93	67%	138	0	0%
46	Interest on Revenue Balance	40	0	0%	46	(6)	-15%
221	Miscellaneous income	112	37	33%	143	(31)	-28%
984	Reallocated salaries	1,275	778	61%	948	327	26%
41,703	GROSS INCOME	42,777	31,717	74%	42,476	301	1%
(2,007)	NET EXPENDITURE	0	(334)		(504)	(504)	

WEST DUNBARTONSHIRE COUNCIL
HRA REVENUE BUDGETARY CONTROL 2016/2017
ANALYSIS FOR VARIANCES OVER £50,000

APPENDIX 2

MONTH END DATE 31 December 2016

PERIOD 9

Budget Details		Project Life Financials					
Subjective Analysis	Budget Holder	Budget	Actual to Date	% Spend to Date	Forecast Spend	Forecast Variance	RAG Status
		£000	£000	%	£000	£000	%

EMPLOYEE COSTS		5,531	3,703	67%	5,130	(401)	-7%	↑
Subjective Description								
This budget covers all employees charged directly to the HRA including caretakers								
Variance Narrative								
Main Issues	Underspend in salary costs due to staff restructure savings and vacancies . Also staff overtime continues to be managed and is now forecast to be £65k less than budget.							
Mitigating Action	No mitigating action is required as the variance is favourable							
Anticipated Outcome	A year end underspend of £305k is anticipated.							

Budget Details		Project Life Financials					
Subjective Analysis	Budget Holder	Budget	Actual to Date	% Spend to Date	Forecast Spend	Forecast Variance	RAG Status
		£000	£000	%	£000	£000	%

REPAIRS & MAINTENANCE		12,071	8,844	73%	11,826	(245)	-2%	↑
Service Description								
This budget covers all repair and maintenance expenditure to houses and lockups								
Variance Narrative								
Main Issues	This favourable variance is due to agreed maintenance contract costs being less than budgeted							
Mitigating Action	No mitigating action is required as the variance is favourable							
Anticipated Outcome	Overall underspend is anticipated							

Budget Details		Project Life Financials					
Subjective Analysis	Budget Holder	Budget	Actual to Date	% Spend to Date	Forecast Spend	Forecast Variance	RAG Status
		£000	£000	%	£000	£000	%

BAD DEBT PROVISION		1,060	835	79%	1,113	53	5%	↓
Service Description								
This budget allows for the provision for bad and doubtful debts to be maintained at an appropriate level								
Variance Narrative								
Main Issues	The Bad debt provision is likely to be more in line with last year's outturn.							
Mitigating Action	Year end position reported							
Anticipated Outcome	An overspend of £53k							

Budget Details		Project Life Financials					
Subjective Analysis	Budget Holder	Budget	Actual to Date	% Spend to Date	Forecast Spend	Forecast Variance	RAG Status
		£000	£000	%	£000	£000	%

LOST RENTS		1,070	715	67%	953	(117)	-11%	↑
Service Description								
Rents lost on void houses and lockups								
Variance Narrative								
Main Issues	Budget was calculated based on the average rent per void property which had been set too high.							
Mitigating Action	No mitigating action is required as the variance is favourable							
Anticipated Outcome	A favourable variance of £126k							

Budget Details		Project Life Financials						
Subjective Analysis	Budget Holder	Budget	Actual to Date	% Spend to Date	Forecast Income	Forecast Variance	RAG Status	
		£000	£000	%	£000	£000	%	
REALLOCATED SALARIES		(1,275)	(778)	0%	(948)	(327)	26%	↑
Service Description								
This budget covers employee costs recharged to accounts outwith the HRA, principally HRA Capital and HMTA.								
Variance Narrative								
Main Issues	Reduction due to a number of staff leaving and the restructure of duties around this resulting in a lower recharge being appropriate							
Mitigating Action	This will be offset by underspend in employee costs							
Anticipated Outcome	Lower allocation of employee costs from HRA of £59k							

WEST DUNBARTONSHIRE COUNCIL
HRA CAPITAL PROGRAMME
OVERALL PROGRAMME SUMMARY

APPENDIX 3

MONTH END DATE 31 December 2016

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	7	24%	22,312	52%	7	24%	2,122	22%
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	3%	1,371	3%	1	3%	225	2%
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	72%	18,985	44%	21	72%	7,202	75%
TOTAL EXPENDITURE	29	100%	42,667	100%	29	100%	9,549	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	49,696	22,312	49,956	260	13,067	2,122	4,427	(8,640)	(8,640)	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	2,047	1,371	1,914	(133)	768	225	550	(218)	(218)	0
Green										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	29,256	18,985	29,239	(17)	14,590	7,202	14,234	(356)	0	(356)
TOTAL EXPENDITURE	80,999	42,667	81,110	111	28,425	9,549	19,211	(9,214)	(8,858)	(356)
TOTAL RESOURCES	(80,999)	(42,667)	(81,110)	(111)	(28,425)	(9,549)	(19,211)	9,214		
NET EXPENDITURE	0	0	0	0	0	0	(0)	(0)		

MONTH END DATE

31 December 2016

PERIOD

9

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

1 **CCTV Projects (Myra Feeney/Scot McLelland)**

Project Life Financials	131	0	0%	131	0	0%
Current Year Financials	131	0	0%	10	(121)	-92%
Project Description	This is a budget to undertake specific minor projects concerning the cctv network that covers housing estates that assist in maintaining community safety and enhance neighbourhood well-being in line with Council's housing strategy and community objectives.					
Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Mar-18		

Main Issues / Reason for Variance

Technical specification and tender information is complete, there was a delay in the scope/specification of works required. Procurement team to process tender strategy documentation to allow publishing, procurement team anticipate this will be done by the End of January 2017. Project officers have advised of the need for a long lead in and police vetting to allow contractors to work within the CCTV monitoring station. The delay in going to tender will likely impact on the ability to complete work by year end. Forecast updated to reflect this and re-phase spend to 17/18, potential for £10k spend.

Mitigating Action

Procurement officers to progress to keep on target for tender publication asap.

Anticipated Outcome

Procurement officers to progress to keep on target for tender publication asap.

2 **Community Safety Projects (Myra Feeney)**

Project Life Financials	155	0	0%	155	0	0%
Current Year Financials	155	0	0%	50	(105)	-68%
Project Description	This is a budget to undertake specific minor projects that assist in maintaining community safety and enhance neighbourhood well-being in line with Council's housing strategy and community objectives, examples: Improved lighting in and around housing areas and walkways; Implementing secure entry systems to blocks where owner-occupiers have refused to participate; Fencing to retain boundaries and create defensible spaces					
Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Mar-18		

Main Issues / Reason for Variance

Housing Estate Management identified a number of tenement properties that require installation of door entry systems. This has been delayed due to the number of owners involved. Discussions are taking place with WDTRO and through our management and committee framework to reach a decision on use of HRA capital funds to progress works which provide a more secure living environment and which prevent further deterioration of the councils physical assets. These installs have previously been refused by owners as not priority works required.

Mitigating Action

Scope of project identified. Housing Estate Management to consider owner no-cost implications and approve project for progression. Analysis of quantity, cost, number of tenants affected and implications of lost rent to be assessed to help inform decision.

Anticipated Outcome

Forecast spending tentatively reduced pending agreement of works from HMT, and balance of budget will be required to be pushed back into 17/18 financial year.

MONTH END DATE

31 December 2016

PERIOD

9

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

3 Integrated Housing Management System (John Kerr/Graham Watters)

Project Life Financials	876	78	9%	876	0	0%
Current Year Financials	854	56	7%	322	(532)	-62%

Project Description This is a budget to support the necessary development and on-going requirements of implementing the Council's Integrated Housing Management System.

Project Lifecycle Planned End Date 31-Mar-17 Forecast End Date 31-Aug-18

Main Issues / Reason for Variance

The timetable with regards to the purchase of the IHMS IT solution and subsequent implementation was altered to allow investigation for the potential of sharing systems or services with other neighbouring authorities and housing providers. This investigation concluded that no suitable shared service opportunities existed and that therefore WDC should begin the process for procuring an IHMS IT solution from a supplier. Following the completion of the tender evaluation process, the IHMS Project agreed to appoint a preferred supplier for the ICT solution on 3 June 2016. The preferred supplier (Aareon UK) has been notified and de-brief meetings have been held with two unsuccessful bidders. WDC has now entered into pre-contract discussions with Aareon UK, the first meeting having taken place on 14 July 2016. Whilst the Terms and Conditions document is yet to be signed a Letter of Intent was developed and signed which allowed initial sessions between Aareon and WDC to take place on 22, 23, 27 September and 4 October. It is expected that the Terms and Conditions including the Project Plan will be agreed by the end of January 2017 which will allow the full implementation to commence. This has been further delayed due to commercial negotiations and the implementation plan requiring amendments to match the commercial bid of Aareon. Once the implementation plan has been agreed with the supplier, it will then be possible to provide more precise detail on forecast expenditure from the overall budget, and how this will be staged across the life of the project. Discussions with the IT supplier around the Terms & Conditions of the contract will seek to ensure that the agreed payment plan is beneficial to WDC. Other notable forecast expenditure in Q3 2016/17 will be in relation to the purchase of additional mobile working devices for staff. ICT Services have now identified suitable software. 20 trial devices were ordered on 4 November 2016 to be trialled across Housing and Building Services

Mitigating Action

A staffing structure for the Project Team was approved by the Project Board in March 2016. Interviews for 4 Technical Support Officers (which will complete the project team) took place early July and with all 4 officers having now started. The new team structure being in place is beneficial for commencement of the essential liaison work with Aareon UK development staff. This will help to mitigate any risks to further implementation slippage. The project team will monitor progress project and implementation closely for opportunities to catch up. Development work is underway relating to process mapping and data cleansing which will assist in meeting the timescales set out within the project plan.

Anticipated Outcome

Fully integrated housing management IT system procured from an approved government framework (CCS). The department will also go through service re-design during implementation to ensure the benefits that can be achieved from the system are fully maximised in order to provide maximum value. The project will require to be re-phased over 16/17 to 18/19 for full project spend.

MONTH END DATE

31 December 2016

PERIOD

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

4 Targeted EESH Compliance Works (Stewart Paton)

Project Life Financials	4,047	1,670	41%	4,047	0	0%
Current Year Financials	4,047	1,670	41%	2,000	(2,047)	-51%
Project Description	This budget is to focus on work required to meet the standards for EESSH compliance. These are spread throughout West Dunbartonshire and involve varied types of energy improvement work.					
Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Mar-17		

Main Issues / Reason for Variance

Works are progressing with incumbent contractor and anticipated to complete this section of programme by Dec/Jan (weather is impacting). Building Services has completed their first pilot project and progressing to next phase. Building Services continue to experience problems in resourcing/recruitment to support this programme. In year budget will not be met, forecast reduced to reflect this and balance of budget to re-phase in future years. Monitoring of this programme will be close to determine output by end of January 2017. Programme target 200, completed 100.

Mitigating Action

Outgoing incumbent contractor is nearing completion of their phase, January 2017. Options to be considered to maximise expenditure. Incumbent contractors contract has expired therefore unable to instruct additional workload. Back-up Contractor tender has been evaluated, following award additional work will be instructed to maximise spend opportunities by year end. Building Services continue their programmed installations.

Anticipated Outcome

Building Services to continue recruitment drive. Increase output on ongoing work. Increase delivery via back-up contractor. Maximise opportunities to meet year end spend targets. Forecast reduced to reflect issues and budget to re-phase over future years.

5 Regeneration/ Demolition of Surplus Stock (Jackie Gallen/Stewart Paton)

Project Life Financials	8,899	7,086	80%	8,947	48	1%
Current Year Financials	2,204	343	16%	900	(1,304)	-59%
Project Description	The bulk of this budget is to fund 'Demolition of addresses surplus to Council requirements' and also includes homeloss and disturbance budget.					
Project Lifecycle	Planned End Date	31-Mar-17	Forecast End Date	31-Mar-18		

Main Issues / Reason for Variance

Alexander Street/Creveul Court/O'Hare - Pre-demolition surveys, clearances and service disconnections being arranged at O'Hare and Alexander St sites. Procurement process to follow after certificates confirming service disconnections received. A tenant still remains at Cruvel Court and negotiations continue with regards to decant. It is anticipated that O'Hare and Alexander St will underway by year end but not complete. Issues with sitting tenant in Cruvel Court is delaying this progress.

Glenside/Muir Road - contract underway, anticipated to be complete by January/February 2017. Final costs are anticipated to be less than budget.

Mitigating Action

Alexander Street/Creveul Court/O'Hare - Officers to keep progress on track with all proposed demolition sites. Appropriate officers will continue focused efforts at Cruvel Court in relation to decant.

Anticipated Outcome

Officers to process payments as soon as possible to meet demand and maximise spend. Likely to underspend against budget, saving potential.

MONTH END DATE

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

6 Non-Traditional and Traditional Improvement Works (Stewart Paton)

Project Life Financials	2,461	2	0%	2,461	0	0%
Current Year Financials	2,461	2	0%	500	(1,961)	-80%

Project Description This budget is for the proposed upgrade work to properties at Risk St, Dumbarton.

Project Lifecycle Planned End Date 31-Mar-17 Forecast End Date 31-Mar-18

Main Issues / Reason for Variance

Tenders are back and are currently being evaluated, this is anticipated to be completed by end of January 2017, however the delivery of the full project is subject to owners agreement and completion of project and spend could be impacted if owners do not agree. Year end forecast reduced to reflect this, increase in re-phase to 17/18

Mitigating Action

None available, await tender returns and evaluation.

Anticipated Outcome

Tenders to return and evaluate by end of January 2017 allowing further consultation with owners to determine full extent of project to be agreed to commence per block.

MONTH END DATE

31 December 2016

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

7 New Build Housing (Stewart Paton/John Kerr)

Project Life Financials	33,127	13,476	41%	33,339	212	1%
Current Year Financials	3,215	51	2%	645	(2,570)	-80%

Project Description This budget is to fund new build social housing programme

Project Lifecycle Planned End Date 31-Mar-21 Forecast End Date 31-Mar-21

Main Issues / Reason for Variance

Hill Street, Bonhill no issues. Retention payment due end of Jan 17.
Second Avenue, Clydebank. New Build Contractor now procured. Tender returns indicated that costs are likely to be £0.600m more than budget, however it is anticipated that this cost increase will be partially offset by an increase in grant income which is now estimated to be £2.360m compared to the initial estimate of £2m (this increase is due to each property attracting grant income of £0.59m per unit compared to the initial estimate of £0.050m. This results in a net increase of £0.140m which is assumed at this time to be funded within the overall new build programme project life forecast spend. Site start is tentatively anticipated for December, therefore year end forecast reduced to £500k project lifecycle costs to be re-phased. Central Bellsmyre no issues. Retention payment due end of Jan 17.

Mitigating Action

Hill Street none required.
Second Avenue, Clydebank - Project team will work monitor and work closely with contractor to maximise year end spend to reduce variance gap.
Central Bellsmyre none required.

Anticipated Outcome

Hill Street retention to be paid by year end. Work to Second Avenue to commence as soon as possible to maximise year end spend with the overall project planned to complete over two years. Central Bellsmyre retention to be paid by year end.

TOTAL PROJECTS AT RED STATUS

Project Life Financials	49,696	22,312	45%	49,956	260	1%
Current Year Financials	13,067	2,122	16%	4,427	(8,640)	-66%

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

APPENDIX 4

MONTH END DATE

31 December 2016

PERIOD

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

1 Defective Structures/Component Renewals (Stewart Paton)

Project Life Financials	2,047	1,371	67%	1,914	(133)	-6%
Current Year Financials	768	225	29%	550	(218)	-28%

Project Description This budget is to fund the continuous programme of work to address specific structural faults in a number of tenement properties in Drumry.

Project Lifecycle Planned End Date 31-Mar-17 Forecast End Date 31-Mar-17

Main Issues / Reason for Variance

Work is complete on current block and next block is scheduled to complete decant in Nov. Past experience has shown this can be problematic and lengthy. Completion of next block and spend may be impacted. Year end forecast tentatively reduced to £550k to reflect this. Remaining budget to re-phase to 17/18

Mitigating Action

Project team will endeavour to complete the recant/decant process. Appropriate officers will plan to keep the progress of this ongoing and reduce any delays where possible to keep project on target.

Anticipated Outcome

Current block to complete, transition kept to a minimum and next block complete by year end maximising spend. Remaining budget to re-phase to 17/18

TOTAL PROJECTS AT AMBER STATUS

Project Life Financials	2,047	1,371	67%	1,914	(133)	-6%
Current Year Financials	768	225	29%	550	(218)	-28%

MONTH END DATE

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

1 New Build Capital Grant

Project Life Financials	(13,514)	(4,799)	36%	(13,299)	215	-2%
Current Year Financials	(2,000)	0	0%	(750)	1,250	-63%

Project Description This resources relates to the Scottish Government grant funding towards new build council house programmes

Project Lifecycle Planned End Date 31-Mar-21 Forecast End Date 31-Mar-21

Main Issues / Reason for Variance

Unbudgeted income was received in 2015/16 for the purchase of the St Andrew's site. It is anticipated that grant income in relation to Second Avenue will not be fully received in 2016/17 due to delays in spend as detailed in the red status project update.

Mitigating Action

None available due to project delay

Anticipated Outcome

Delay in receipt of new build grant income

2 Capital Receipts

Project Life Financials	(586)	(1,489)	254%	(2,219)	(1,633)	279%
Current Year Financials	(586)	(1,489)	254%	(2,219)	(1,633)	279%

Project Description This resource relates primarily to the sale of council houses, tenant/client contributions.

Project Lifecycle Planned End Date 31-Mar-17 Forecast End Date 31-Mar-17

Main Issues / Reason for Variance

This income relates to Council House Sales and disposal of other HRA land and assets. Income received to date is in excess of budget due to the number and value of house sales concluded in the year to date (£1.490m). In addition to this income of £730k in relation to sale of land in Bellsmyre (site to be used for OLSP New Build) is anticipated to be received in 16/17.

Mitigating Action

None required at this time

Anticipated Outcome

Capital receipts anticipated to be received in excess of original forecast.

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

3 Other Grants/Contributions

Project Life Financials	0	(452)	100%	(452)	(452)	100%
Current Year Financials	0	(452)	100%	(452)	(452)	100%

Project Description This resource relates primarily to the grants and other contributions received in relation to energy efficiency works, owner occupier contributions.

Project Lifecycle Planned End Date 31-Mar-16 Forecast End Date 31-Mar-16

Main Issues / Reason for Variance

Income received to date in 2016/17 relates to owner occupier contributions relating to roofing works (£0.145m) and scottish government funding related to energy efficiency works (£0.307m).

Mitigating Action

None required at this time

Anticipated Outcome

Contributions will reduce overall prudential borrowing required

4 CFCR

Project Life Financials	(2,189)	0	0%	(2,189)	0	0%
Current Year Financials	(2,189)	0	0%	(2,189)	0	0%

Project Description Capital Funded from Current Revenue

Project Lifecycle Planned End Date 31-Mar-20 Forecast End Date 31-Mar-20

Main Issues / Reason for Variance

No issues anticipated at this time.

Mitigating Action

None required at this time

Anticipated Outcome

CFCR applied as expected at year end

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

5	Prudential Borrowing						
	Project Life Financials	(23,626)	(7,599)	32%	(34,689)	(11,063)	47%
	Current Year Financials	(23,626)	(7,599)	32%	(13,588)	10,038	-42%
	Project Description	Prudential borrowing required is determined by factors such as total spend incurred and whether any additional resources are achieved - such as additional capital receipts, etc.					
	Project Lifecycle	Planned End Date		31-Mar-20	Forecast End Date		31-Mar-20
	Main Issues / Reason for Variance						
	Prudential borrowing is likely to be less than required due to additional income received from grants and other contributions along with project underspends and rephasings required						
Mitigating Action							
None required at this time							
Anticipated Outcome							
Prudential borrowing less than anticipated							

6	Loan Repayments						
	Project Life Financials	(24)	(10)	40%	(14)	10	-43%
	Current Year Financials	(24)	(10)	40%	(14)	10	-43%
	Project Description	Loan repayments in relation to purchased properties					
	Project Lifecycle	Planned End Date		31-Mar-18	Forecast End Date		31-Mar-18
	Main Issues / Reason for Variance						
	Loan repayments anticipated to be less than forecast						
Mitigating Action							
None available due to nature of loan repayments							
Anticipated Outcome							
Loan repayments received less than anticipated							

Prior Year Resources Applied	(41,060)	(28,319)	69%	(28,248)	12,812	-31%
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TOTAL RESOURCES						
Project Life Financials	(80,999)	(42,667)	53%	(81,110)	(111)	0%
Current Year Financials	(28,425)	(9,549)	34%	(19,211)	9,214	-32%