2020–21
DELIVERY PLAN

HOUSING &
EMPLOYABILITY

West
Dunbartonshire
COUNCIL

Index

1.   Overview & Profile

Overview

Housing & Employability comprises a wide range of services covering Communities, Housing Development and Homelessness, Housing Operations and Working 4U.

The gross general fund Housing and Employability budget is £10.464m with a net budget of £4.290m. The Housing Revenue Account has an expenditure and income revenue budget of £44.153m together with a Capital budget of £59.908m. It is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

This Plan sets out key actions to help deliver the Strategic Plan. It outlines the performance indicators we will monitor to measure our success, provides an overview of services and resources, including employees and budgets, and considers the relevant risks.

Progress will be monitored and managed on a regular basis at Housing & Employability management team meetings and reported twice yearly to Housing & Communities Committee, at mid-year and year end.

Profile

There are four distinct functional areas within Housing and Employability. Brief details of each service are outlined below and a structure chart is set out at Appendix 1.

Communities
The Communities Team is responsible for leading on the Community Empowerment agenda within the Council. This includes Participatory Budgeting, the Your Community Neighbourhood Approach, Community Capacity building, supporting Community Councils and the Community Alliance. It also includes managing and maintaining public space CCTV and developing a Community Transport provision across West Dunbartonshire.

West Dunbartonshire's Community Empowerment Strategy and Action plan was approved in 2019/20 . In early 2020/21 the Community Empowerment Delivery Plan will shape the work of the team and indeed many services within WDC.

The Your Community neighbourhood approach remains a key part of this work stream. It is an assets based approach which supports communities across West Dunbartonshire to set priorities for their area and develop plans where communities themselves can begin to address these local priorities through the development of local action plans. These action plans can then shape the emerging Locality Place

Plans for the each neighbourhood. This model allows us to ensure public services are responsive and take account of variations in local need.

The Communities Team has a key role in providing and coordinating support to the development of Community Councils and to provide support to the Community Alliance, the strategic community engagement body responsible for advising Community Planning West Dunbartonshire. The team manages public space CCTV which includes a review of all equipment and infrastructure coordinated by the CCTV Strategic and Delivery Group. The team also leads a work stream to define whether there is a local demand for a community transport provision. A Community Transport Network has been established following extensive engagement on the topic.

Housing Development and Homelessness
The Housing Development and Homelessness service area provides a range of integrated, best value, high quality and specialist services related to housing and homelessness.

The service area performs the strategic housing authority role within the local authority area, ensuring the provision of high quality, affordable housing in safe and attractive areas. This includes responsibility for the development and implementation of the Local Housing Strategy and all housing policy areas and the Affordable Housing Supply Programme and the wider strategic More Homes Better Homes West Dunbartonshire approach.

It manages the Council's major housing projects and delivery of the Council new build programme through the More Homes and Better Homes West Dunbartonshire approaches with a target to build 1000 new homes for social rent in a five year period and investment through our capital programme of over £20m per annum.

The service area is also responsible for the strategic asset management of the Councils housing stock and implementation of our Housing Asset Management Strategy. This work links with extensive capital investment programmes, ensuring housing is of a high standard and our housing stock is maintained effectively for the future. There are also a number of regeneration and energy efficiency projects which significantly benefit West Dunbartonshire tenants and residents, proactively tackling fuel poverty and ensuring tenants live in warm, dry, fuel efficient homes.

The service area also manages the delivery of homelessness and housing options service and plays a key role in tackling poverty and inequality in West Dunbartonshire through implementing a range of services to prevent and alleviate homelessness and to ensure that every homeless household gets assistance to meet their individual needs. Our approach is detailed in our homelessness strategy "More than a Roof" and our Rapid Rehousing Transition Plan "Home at the Heart".

The service area leads on ensuring compliance with all legislative requirements relating to the housing sector and associated guidance, regulations, policy and

procedures and responsibilities under the Scottish Social Housing Charter and the Scottish Housing Regulator's regulatory framework. The service area is also responsible for meeting the statutory tenant involvement roles and the promotion of tenant scrutiny of housing services.

The service area is also responsible for the Integrated Housing Project, which is managing the implementation of a new Integrated Housing Management System and using this project as a mechanism for driving service developments and smarter ways of working.

Housing Operations

This service area delivers the Housing Landlord function for West Dunbartonshire Council's c.10,000 social rented properties. It provides operational management of a range of integrated services encompassing tenancy and estates management, including Housing Management, Anti-Social Behaviour, Estate Caretaking and the newly formed Neighbourhood team.

A recent redesign of this service area has led to an expansion of services operating out- with office hours, offering both reassurance and early intervention for tenants and residents, particularly within our higher density housing stock.

Under the leadership of Area Housing Coordinators, the service operates as three distinct area teams across West Dunbartonshire, with a dedicated Team Leader for each electoral ward.

As is the case across all areas of housing, performance is measured through our Housing Improvement Board priority work-streams which specifically focus on achieving operational and financial efficiency, relating to:
- Tenancy sustainability
- Improving rent collection rates and reducing rent arrears
- Reducing the number of empty houses and rent loss due to voids
- Tackling anti-social behaviour and domestic abuse

A key principle of our service is to give individual officers ownership of these key service objectives at a neighbourhood level. Through our priority work streams and our improved service delivery model we aim to develop neighbourhood actions that are focused and effective.

During 2018/19 the Council became the first social landlord in Scotland to introduce a zero tolerance policy on domestic abuse within its properties. Measures have been introduced to ensure that victims have immediate access to practical help and specialist legal assistance and support following any incident of domestic abuse.

The full scope of anti-social behaviour powers are utilised in conjunction with Housing and Matrimonial Homes Legislation to ensure that victims can remain at home, with perpetrators being legally removed, and prevented from returning.

Working4U

Working4U aims to support customers and communities to improve their skills, learning and financial situations, assisting them on their journey into work and protecting the rights of our citizens.

We will pursue these aims by supporting residents in West Dunbartonshire to *Maximise Their Income* from benefits and employment; support them to *Reduce The Cost of Living* by assisting them to manage debt; reduce the costs for utilities and provide access for young people to school holiday activities.

In addition we will ensure that *No One is Left Behind* by, for example, supporting people dealing with long term debilitating illness to address related challenges in their lives. We will also support learners to overcome barriers to opportunity, improve life skills and develop work related skills.

We will also support *Inclusive Growth* by supporting residents with access to apprenticeships and opportunities from community benefits secured from public sector contracts.

Working4U's main activities centre on:

- The provision of credible information, guidance, education and support to help customers make informed choices and enjoy improved life chances;

- The provision of good quality advice and access to learning opportunities, assisting all to make positive and sustained contributions to our community;

- Improving the employability and resilience of residents and making a positive contribution towards increasing employment rates within our community in order to close the gap with Scotland;

- Securing external funding to deliver additional services that are consistent with national and local priorities; and

- Managing relationships with key strategic organisations delivering services that are consistent with our aims.

The specialist components of Working 4U's services are:

Working4U Learn (Learning and Development)

Learning and Development primarily supports disadvantaged or vulnerable groups and individuals of all ages to engage in learning, with a focus on bringing about positive change in their lives and communities. This covers a wide range of activity, that not only includes youth work, family and adult learning, it also includes adult literacy and English for Speakers of Other languages (ESOL) and developing employability skills. Working 4U's focus is on youth work, family and adult learning and developing employability skills.

Working4U Work (Employability Skills Development)

Employability encompasses all the things that enable people to increase their chances of getting a job, staying in a job, and progressing further in work. Our approach adapts national policy to the specific context in West Dunbartonshire and is flexible enough to adopt a 'whole person approach'. We will be responsive to those people in our communities with the greatest need, provide them with customised, case managed support and our drive to real jobs will be pursued in partnership with organisations, agencies and employers that share our values.

Working4U Money (Welfare, Benefits and Debt Information and Advice)

Information and Advice is set within the policy context that is designed to support a flourishing Scottish economy and help people to lead productive lives in safe and secure communities. Working 4U will contribute to this ambition through the provision of debt counselling, income maximisation support, money advice and welfare benefit advice services. Our services are client orientated, based on a private and confidential diagnosis of the issues and are designed to provide options to empower the individual to take control of their circumstances.

Working 4U is also responsible for the compilation, management and delivery of the West Dunbartonshire Community Learning and Development Plan and the West Dunbartonshire Local Child Poverty Report.

2.   Performance Review

The Housing & Employability management team completed a detailed performance review of 2019/20, looking at:
- Current and previous performance;
- How our performance compares with other local authorities (known as benchmarking);
- Feedback from service users gathered through our Citizen Panel survey, Consultations; Internal surveys, and Complaints; and
- Self-evaluation

During 2019/20 Housing & Employability delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2020/21.

Key Achievements 2019/20

Communities Team

During 2019/20 the Communities team have progressed the Community Empowerment agenda through the following work-streams:

- West Dunbartonshire's Community Empowerment Strategy and Action plan has been developed following extensive consultation and input from local residents. Approved by Council and CPWD, the delivery and implementation of the Strategy will follow in 2020/21.
- Successful delivery of a Domestic Abuse Community Conference in partnership with WDCVS, HSCP and Police Scotland.
- The Your Community neighbourhood approach has been coordinated to reflect neighbourhoods of focus with partners such as Police Scotland and internal services such as Greenspace. Work continues to ensure YC is embedded across all relevant service areas.
- The CCTV Steering Group led the review of all housing and public space cameras to improve co-ordination and delivery of CCTV. This wok is ongoing, and will lead to a spend to save business case being developed to support future investment.
- Establishment of a Community Transport (CT) Network to progress the development of a CT provision across West Dunbartonshire.

Housing Development and Homelessness

- We have implemented Year 3 of our Local Housing Strategy for the period 2017/22 which focuses on:

  ➢ Housing need and demand; Promoting good quality housing; Homelessness and Housing Options; Sustainable and supportive communities; Addressing particular housing needs

- We have implemented Year 2 of our Housing Asset Management Strategy for the period 2018/23 which aims to ensure that we:

  ➢ Manage the housing stock to a high standard; Identify housing stock that requires intervention; Build quality affordable accommodation that is energy efficient and meets needs, including particular needs; Ensure best value for existing tenants and future customers

- We have implemented Year 1 of our Rapid Rehousing Transition Plan "Home at the Heart" which aims to ensure that:

  ➢ There is a whole system approach to the prevention of homelessness; Homeless households with low support needs access settled accommodation quickly; Interim housing options which enable independent living and tenancy sustainment are developed; A Housing First model which enables the most excluded service user achieve tenancy sustainment is implemented

- We have carried out a robust Rent Consultation with tenants and taken actions to increase transparency and value for money for the Housing Revenue Account

- We were awarded Gold Accreditation from the Tenant Participation Advisory Service for our tenant engagement activities

- We have began to implement our new Integrated Housing Management System which will drive the delivery of more integrated and streamlined services

Housing Operations

- Continued success of No Home for Domestic Abuse (NHDA), delivering a sector leading 'zero tolerance' approach which is has been widely shared, to date over 200 households have been supported.
- Achieved top quartile performance by considerably reducing the time to re-let vacant properties and successfully letting almost all remaining long-term voids
- Carried out a successful restructure of Anti-Social Behaviour & Estate Caretaking Services, expanding capacity and extending service delivery from office hours to 18 hours per day, 7 days a week.
- Engaged 8 new modern apprentices, 6 more than previous number and including four within the Estate Caretaking Service for the first time.
- In partnership with PATH Scotland we employed an Ethnic Minority Housing Trainee to help promote opportunity and tackle under-representation in the sector.

Working 4

Foundation Apprenticeships

- The aim of Foundation Apprenticeships is to ensure pupils have enhanced work readiness from school through exposure to sustained work-based learning during their senior phase. Pupils participating will work towards industry-recognised qualifications while developing skills and experience in the workplace.

  ➢ To date, 65 young people have been supported through this programme and we anticipate as the project develops the number of young people supported will increase quite significantly.

Improving the Cancer Journey

- Improving the Cancer Journey is a project funded for four years by Macmillan Cancer Support and was developed in 2018/19. Working4U has subsequently recruited and trained two link workers who have now started supporting members of the local community, and their families, affected by cancer.

  ➢ To date we have supported 231 people directly, addressing issues such as debt and housing, social isolation, health and fitness. The service has now generated almost £400,000 for people in benefits entitlement, has made 74 referrals into counselling services, and 37 referrals into occupational therapy. Going forward, the project will continue to develop links in the community and grow working relationships with GP practices.

Family Opportunity Hub

- To date (September 2020), We have assisted 325 residents at the Family Opportunity Hubs to maximise income from work and benefits, reduce the costs of living and ensure No One is Left Behind by providing access to learning and training opportunities. Of these:

  - 71 Entered education or training; 34 Achieved qualifications; 20 Entered employment; 53 Improved money management skills and 17 were no longer affected by debt
  - This year delivery will be extended to the 5 high schools within West Dunbartonshire, the team will recruit an additional 2 FTE Working4U Officers to work with families throughout West Dunbartonshire

Challenges

Covid-19 Pandemic

The Covid-19 pandemic has brought unprecedented uncertainty and challenges across all areas of Housing & Employability services. Factors out with the services control such as the national response to managing the spread and control of the virus have, and will continue to impact on the delivery of our services, and as the economic uncertainty is further realised we anticipated the demand on services to increase both in the short and longer term. Business continuity and resilience planning is underway to minimise impact on our residents however these uncertainties will remain a key challenge over the coming year and beyond and as a result it is recognised that all key priorities and strategies may not be fully realised.

Rent Collection

The wider housing officer remit now includes pre-tenancy and allocations functions, as well as responsibility for prevention and early intervention for tackling rent arrears. This work has rolled out and is consolidating, however this remains our priority focus given the historic level of arrears and the introduction of Universal Credit. Our approach places tenant engagement with a trusted officer at the core of processes to ensure full understanding of tenant circumstances and the impact of poverty that will inform assistance offered or action taken. The recent Covid-19 pandemic may have an impact on progress within this area as a result of a decrease in income as a result of unemployment and other funding bodies.

European Funding Phase 2

The Employability Pipeline and our Poverty and Social Inclusion projects are partly financed by European Structural Funds. The Working 4U team had negotiated a second phase to these programmes with an intention that they will continue until December 2022.

We are awaiting information about the resources that may be available beyond 2022 for this activity. However, there are substantial changes in the employability service delivery landscape. The challenges associated with this revolve around the need to

establish a new approach to local employability services (No One Left Behind) which will require considerable planning for effective use.

This challenge is cross cut with the response to the Covid-19 pandemic and the substantial increase in unemployment. Funding resources are being made available, however as with 'No One Left Behind', some considerable planning will be required in order to co-ordinate local efforts and achieve maximum benefit from the resources.

Delivering the Community Empowerment Agenda
The approval by Council and CPWD of West Dunbartonshire's Community Empowerment Strategy and Action Plan is a significant move towards delivering empowered communities. The Strategy responds to the policy context for community empowerment while acknowledges the challenging fiscal context. There are numerous challenges to empowering communities, however the greatest is the need for culture change. How WDC and partners deliver services and how we work with communities needs to become more responsive to local need. There needs to be buy-in and effective partnership working from all services, partners and the community to move the empowerment agenda forward and deliver on the ambition of the CE Strategy. The recent Covid-19 pandemic poses some challenges as well as opportunities to engage fully with communities which will be addressed in the coming year.

Delivery of New Housing
The Council has ambitious plans to respond to the housing need identified within the Local Housing Strategy and to contribute significantly to the national target of 50,000 new supply homes by 2021. Housing Development, by its nature is a complex process and the land conditions within sites provided for social housing are challenging, in addition to this the recent Covid-19 pandemic in terms of the labour force. The Council has increased resource and adopted a partnership approach to ensuring we continue to meet our targets and through our More Homes approach build the right homes in the right places. We are also developing sector leading approaches to the delivery of zero carbon homes maximising energy efficiency performance.

Benchmarking

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure. Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

The most recent comparative data for all councils was published in January 2020 and relates to the period 2018/19. The service assumes organisational responsibility for three of the LGBF performance indicators, the results for 2018/19 were very positive and showed:

- All of the indicators are with the top 10 rankings nationally;
- Two of the indicators improved in rank from the previous year;
- Two of the indicators improved in performance from the previous year; and
- All of the indicators are above the Scottish average.

	2018/19	Rank 18/19	2017/18	Rank 17/18	Scotland 2018/19	Change in rank
Percentage of rent due in the year that was lost due to voids	0.73	6	0.90%	13	0.95	⬆
% Unemployed People Assisted into work from Council operated / funded Employability Programmes	22.86%	7	23.52%	4	12.59%	⬇
Proportion of people earning less than the living wage	18.40%	6	17.20%	8	19.40%	⬆

The Scottish Housing Regulator (SHR) uses 37 Charter Performance Indicators to monitor the performance of all social landlords against the Charter outcomes and standards. Both the ARC submission and the annual submission of performance information to Scotland's Housing Network (SHN) provide opportunities to compare performance against other landlords (all Scottish local authorities and, where appropriate, Glasgow Housing Association) and to identify areas for improvement. In the main, the performance improvement trend among housing services in West Dunbartonshire, showed there is an on-going journey of continued improvement, with 93% of the key indicators either meeting or almost achieving target.

Service User Feedback

Complaints

Between 1 April and 31 March 2020, the Housing & Employability strategic area received a total of 80 complaints, 69 at Stage 1 and 11 at Stage 2. During the same period, 60 complaints were closed at Stage 1. Of the 60 complaints closed at Stage 1, 41 met the 5 working days target for resolving complaints. Of the 41 complaints closed at Stage 1, 23 were upheld.

During the same period the Housing & Employability strategic area also recorded 8 complaints closed at Stage 2 with 5 complaints being closed within the 20 day deadline, of these, 1 complaint was upheld.

The complaints received were categorised as follows:
- Citizen expectation not met (quality of service) - 56 complaints, 15 upheld;

- Citizen expectation not met (timescales) - 8 complaints, 6 upheld;
- Employee behaviour - 14 complaints, 2 upheld;
- Error in service delivery – 1 complaint; and
- Contractor – 1 complaint, 1 upheld.

We will continue to review complaints on a regular basis to identify and address any issues that emerge.

Residents' Telephone Survey

A telephone survey of 1200 residents is carried out every year to gauge satisfaction levels with a range of Council services. Within Housing & Employability we evaluate attitudes towards Community Safety.

The 2019 Survey highlights a general increase in satisfaction for key areas of Housing & Employability from the previous year. Analysis shows that overall the reduction in satisfaction largely occurred around the latter part of the year. This will continue to be monitored over the coming year.

- Overall feelings of safety within their local area increased from 91% in 2018 to 94% in 2019, showing a 3% difference from the previous year; and
- Overall feeling that Anti-social behaviour was a problem in their local area increased from 35% in 2018 to 38% in 2019.

Citizens' Panel

A Citizen Panel survey was carried out in Spring 2019, with a particular focus on Communities and Getting Involved, highlighting the following:
- The majority of respondents (77%) were supportive of community budgeting events although only 28% of respondents overall participated in the voting events;
- 31% were aware of a Community Council operating within their area a reduction of 13% from the previous year;
- 40% of respondents were aware of the Your Community approach representing an increase of 15% from the previous year; although a significant reduction, across all geographical areas, of the awareness of any community projects in their area;
- In relation to the Community Empowerment (Scotland) Act, of the 28% of respondents who were aware of the Act, of those; 74% were interested in finding out about Participation Requests; 66% were interested in Community right to buy; 65% were interested in Asset transfer and 60% were interested in allotments;

We will continue to review feedback from Citizens' Panel and the Telephone survey and identify how we can address the issues that emerge.

Satisfaction surveys

Housing Development & Homelessness
Our approach to customer satisfaction aims to promote an effective and efficient approach to measuring, recording and reporting satisfaction rates that provides opportunities for benchmarking performance and uses customer insight gained to improve services.

Point of service surveys are used in all service areas across housing and performance is reported on a quarterly basis to the Housing Improvement Board and detailed feedback is used by each service area to identify weaknesses and to identify service improvements to address areas of concern raised by service users.

We carried out a comprehensive tenant satisfaction survey in 2019 which has highlighted a positive trend in tenant satisfaction over the last 5 year period.

West Dunbartonshire Council Tenant Satisfaction Survey 2019							
	2014	2015	2016	2017	2019	LA Average ARC 2018/19	Satisfaction level since 2014
% of tenants satisfied with the overall service provided by their landlord	72%	81%	84%	84%	79%	86%	**+7%**
% of existing tenants satisfied with the quality of their home	74%	80%	81%	86%	77%	85%	**+3%**
% of tenants who feel that their rent represents good value for money	67%	73%	68%	75%	77%	82%	**+10%**
% of tenants who feel their landlord is good at keeping them informed about services and decisions	72%	76%	87%	84%	86%	81%	**+14%**
% of tenants satisfied with opportunities to participate in decision making	52%	59%	67%	79%	84%	77%	**+32%**
% of tenants satisfied with the management of	76%	78%	80%	80%	79%	84%	**+3%**

the neighbourhood they live in							

Consultation
During 2019/20 consultation was undertaken by the service as follows:

Communities Team
- Extensive engagement on the development of the Community Empowerment Strategy and Action Plan, to identify the 6 key themes was taken forward.
- As part of the Your Community neighbourhood approach extensive consultation has taken place within identified neighbourhoods to help identify areas of improvement and local positive people to support delivery of them.
- Use of the Place Standard tool as a tool for engagement and consultation, carrying out training for staff and Community Councils to use this tool as part of process of gathering views and priorities for locality place plans.

Working 4U
As part the process for establishing the priorities for the Local Child Poverty Report: 'Improved Life Chances for all Children and Young People', we were required to carry out a number of consultations with key stakeholders. Issues emerging from that process were:
- In addition to the target groups identified in the guidance for creating the reports produced by the Scottish Government we, in West Dunbartonshire, should also place some emphasis on supporting young people with care experience;
- Further priorities included the requirement to capture the views of those with lived experience of poverty. The process for this included West Dunbartonshire listening events and consultation with food bank service users;
- Efforts should be made to address holiday hunger among school pupils;
- Access to welfare, debt and employability services may be improved by locating services within GP practices.

These issues have been acknowledged and action to address them are underway.

Over 150 learners attended the annual Learner Voice event in November 2019 learners took part in group discussions around themes outlined in the three-year Community Learning and Development plan. The key messages to emerge were:

1. The best things about learning in the community is meeting new people, gaining confidence and being able to access learning locally
2. Learners' achievements included increasing confidence and gaining qualifications
3. 52% of the learners said they would like to participate in online learning in group sessions; and
4. 62% said they would like to attend evening classes, but transport costs may be a barrier.

As a result we have introduced an evening option to guidance sessions with learners and we have stared a childcare class. In addition, we have worked with West College Scotland to facilitate access to their free online courses.

We have established a Youth Council with the specific aim of gaining a closer understanding of issues affecting young people in West Dunbartonshire and encouraging them to express these issues in their own way. The group consists of 16 participants who meet on a two weekly basis to discuss emerging issues in West Dunbartonshire and beyond. While this is at the early stage of development, early indications are that the issues most relevant to young people include:

- *Online Protection; Employability; LGBT; Support Available to Young People; and Mental Health*.

These issues will also inform West Dunbartonshire Youth Council's manifesto (2019-2021) and the Youth Learning Team will assist them to produce an associated plan and pursue the priorities.

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

Our Tenant Participation Strategy for the period 2017/20 called "Involving You" outlines the key legislative and regulatory requirements to involve and consult our tenants.

We have a duty to consult individual tenants and tenants and residents' groups about:
- proposals for managing housing and the standard of service we provide
- proposals to sell, transfer or demolish our housing
- rent and rent policy
- managing housing (allocations policy, repairs and maintenance service, managing estates, managing properties, tenancy agreements, dealing with anti-social behaviour, developing estate-management area action plans)

Our commitment to consultation goes beyond statutory requirements, with our services and policy development being based on a sound knowledge and understanding of what our customers need and want. We have agreed to give tenants and tenant organisations at least eight weeks to respond to consultation and have developed a toolkit to encourage best practice and to ensure any consultation carried out is effective.

During 2019/20 the areas we consulted on included the following:
- Annual rent setting process
- Our new 5-year Strategic Housing Investment Plan
- The review of our Anti-social behavior and Caretaking services
- Our new housing delivery programmes
- Fire safety within multi-story blocks
- The content and layout of our Charter Performance Report

- The content and layout of our Sheltered Housing handbook

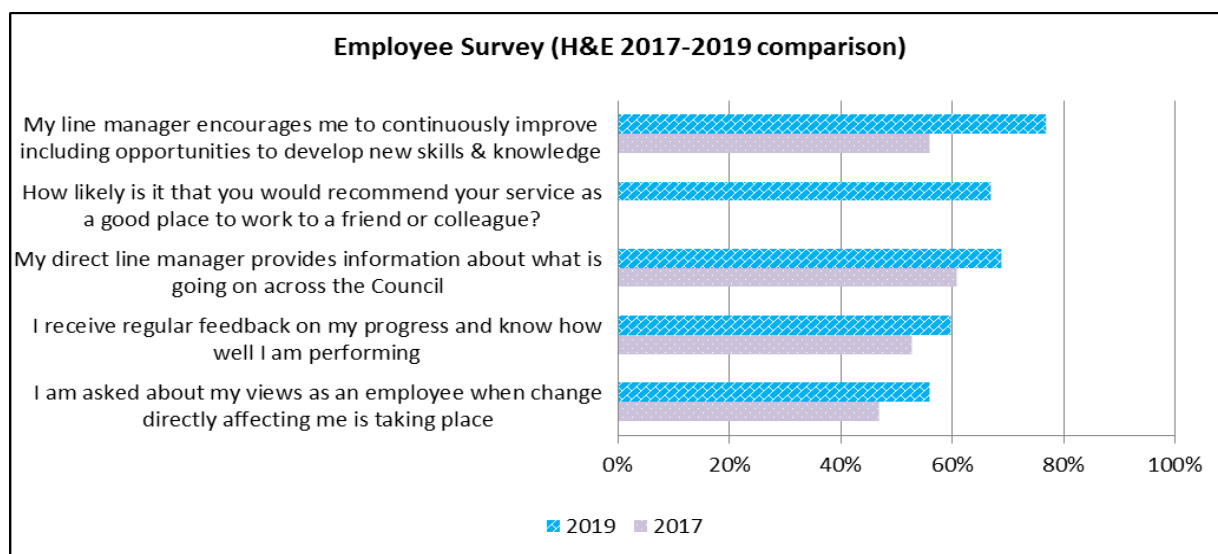## Continuous Improvement

Self evaluation
In 2016 the Council agreed a three-year self-evaluation programme using the West Dunbartonshire Self-Evaluation Framework. This framework utilises a checklist approach, implemented through an online survey. Over the three-year programme, all Council services that are not subject to an external evaluation will undertake self-evaluation.

Within the Housing & Employability service area, two self-evaluations were carried out, these covered the Working 4 U -Information & Advice team and the Communities Team. The improvement actions arising from these self-evaluations will continue to be implemented and monitored over the following year .

Employee Survey

59% of Housing & Employability employees completed the 2019 Employee Survey with overall results published in November 2019. Comprising nineteen statements covering 'My Role', 'My Service', and Communication & Consultation, the results highlighted the following positive feedback across H&E as a whole:

- Overall nine of the nineteen statements have improved since 2017;
- Eight of the statements achieved a score of 70% or more; and
- The most improved area was in relation *to improved opportunities to develop new skills and knowledge* which increased by 21pp from the previous survey and 7pp above the council average.
- The chart below highlights the most significant changes that have taken place over the last 2 years as a result of positive action.

Employee Survey (H&E 2017-2019 comparison)

Statement	
My line manager encourages me to continuously improve including opportunities to develop new skills & knowledge	
How likely is it that you would recommend your service as a good place to work to a friend or colleague?	
My direct line manager provides information about what is going on across the Council	
I receive regular feedback on my progress and know how well I am performing	
I am asked about my views as an employee when change directly affecting me is taking place	

Legend: 2019, 2017

The management team have reviewed the results for the H&E strategic area as a whole, their individual service areas, and the feedback from the focus groups that took place in November 2019, and developed actions to address the key issues that have been raised.

Quality Standards

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services.

Quality standards for H&E are set out in Appendix 3. These will be monitored and managed by the H&E management team on a regular basis and reported annually to Housing & Communities Committee.

3. Strategic Assessment

The Housing & Employability management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2020/21. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2020/21:

Key Factors

Financial Challenges
The entire public sector is facing significant financial challenges. When the 2020/21 budget was set in March 2020, the Council was predicting cumulative funding gaps in 2021/22 and 2022/23 of £6.05m and £13.07m respectively. Since last reported, the Council's likely financial projections have changed, with the projected level of available reserves held by the Council and the unknown longer term cost outcomes associated with COVID-19 both increasing the likely gaps. The long term finance strategy is due to be reported to Council in November 2020, together with a draft 3-year detailed budget position. This means that further action continues to be required to balance our budget and protect services for residents.

European Funding
Our employability pipeline service and family opportunity hub are part funded by European Social Funds. This, in effect, meets approximately 40% of the costs for services delivered by approximately 30 members of staff.

Britain's exit from the European Union throws considerable uncertainty on the availability of this funding and current indications are that the funding continue until December 2022. The loss of this match funding will reduce the service delivery that is currently responsible for supporting 400 people each year into employment.

Discussion and consultation related to 'Future Prosperity Funds' have begun. This is intended to inform decisions about the type and scale of funding that may be available as European Structural Funds are phased out.

Meanwhile, we have secured phase 2 funding that will ensure the European funds will be available until December 2022. However, it is unclear what funding will be available beyond that point. We will mitigate the risks by utilising alternative sources of funding such as No One Left Behind and Parental Employability Support Funds. However, developments within these areas will require considerable planning efforts to ensure that the benefits from investment of funds in West Dunbartonshire is maximized.

Welfare reform

Universal credit
Universal Credit Full Service was rolled out in West Dunbartonshire on the 28th of November 2018. From that point forward all new claims will be administered within Universal Credit. While this is a national programme of benefits administered by DWP and represents a change in the way benefits are calculated, evidence suggests there may be implications for West Dunbartonshire residents and West Dunbartonshire Council.

For residents, the new benefit encompasses 6 main benefits (including housing costs) into one single payment. Claimants are responsible for budgeting and meeting all costs, including rent. Evidence suggests this may, in some circumstances, lead to an increase in rent arrears. Residents will also face challenges around the digital interface and the claimant agreement; both have implications for an efficient submission of a claim and the maintenance of the claim.

While the initial shift to full service posed some issues, it is anticipated that the greatest challenge will occur when people in receipt of existing benefits are migrated to Universal Credit. Its unclear when this migration of bulk claimants will take place; we anticipate that this will result in an increase in the need for support from debt/money advice and employability services.

Rent collection (particularly in relation to UC)
Consistent with the experiences of landlords across the country, the gradual rollout of Universal Credit has had a notable impact upon rent collection, in terms of tenants adjusting to the new process, direct payments to tenants not always being paid towards rent accounts and management of 'technical arrears' due to the payment terms. Housing Operations have worked in partnership with colleagues from Corporate Debt and Working4U to mitigate and minimise the impact, including appointment of a specialist Welfare Rights Officer dedicated to that purpose.

Scottish social security agency
Devolution of some welfare benefits will lead to the development of local services to support people to make effective claims for these benefits. This is basically an

administrative function, but may pose questions about the responsibility for the provision of benefits support and lead to lack of clarity for residents about the sources of support for access to benefits and support should the process breakdown and lead to underpayment of benefits.

In order to mitigate the potential impact we have agreed that West Dunbartonshire Council will host three members of the SSSA staff; although this will now be subject to constraints placed on us by the Covid-19 pandemic. In addition, we will include service representation within our local Information and Advice Partnership. This will allow us to set clear distinctions about service provision and clear areas of work.

Employability/ Economic

Local Developments
The Scottish Government and COSLA have signed 'No One Left behind' partnership agreement with associated Delivery Plan that will create an opportunity for transformational change in employability services. This will promote a partnership approach where West Dunbartonshire Council will act as lead partners with private and third sector service providers to identify local needs and make informed decisions about how best too support employability.
This process will see the transfer of six funding programmes, currently delivered by a range of organisations, into a single, all age support service. This process will bring about a range of opportunities, but will require considerable planning to ensure the smooth transition to the new operating environment.

Social Benefits
There is a range of emerging developments providing opportunities for people to secure employment. These include developments at the Golden Jubilee and the full re-opening of Cameron House. We have entered into dialogue with these organisations to make a contribution to their workforce development plans. This will include support for recruitment of employees and apprentices.

In addition, it is anticipated that there will be a range of employment opportunities in the care sector. This is due to the Scottish Government requirements for developing staff within the care sector and the provision of access to additional childcare. To capitalize on this, Working4U is developing staff development processes in the care sector and will apply Parental Employment Support resources to ensure local residents secure access to employment and service provision opportunities.

In addition the team at Working 4U is working closely with colleagues from central procurement services to capitalize on social benefits that may be gained from a range of contracts being delivered or in the pipeline. We will be seeking access to work experience, training, employment and apprenticeships. Early efforts have netted us work experience, employment and apprentices from CCG through their house construction contracts. Further benefits will emerge through the construction of the new health centre in Clydebank and the new Renton Primary School contracts.

Digital enablement

Advances in technology are having a profound impact on service delivery, enabling access to an unprecedented level of information with immediacy and enabling services to develop more efficient ways of working. Services are increasingly being delivered 'digital by default'.

The recent Covid-19 pandemic has reinforced the importance of digital connectivity with social lives, schooling and increasing amounts of services, such as banking going online only. Thus, having access to a quality, affordable internet connection has never been more important. Yet, internet access has been identified by the Scottish Government as a contributing *cost of living* factor which can act as a driver to poverty.

Further, the lack of internet can make it harder for households with low incomes to access the best utility tariffs and shopping deals alongside the job market and education. As identified in our child poverty strategy (Summer 2019) reducing the cost of living for residents is a WDC priority alongside carrying a digital inclusion review.

Increased reliance on technological solutions raises the specter of digital exclusion for some of the marginalised and vulnerable individuals engaging with our services. The continued planned rollout of the Integrated Housing Management System (IHMS) will provide enhanced self-serve functionality for our tenants and residents, in addition we will seek to examine further opportunities including developing an Internet of Things approach to improve digital enablement for our tenants and residents.

Digital skills is a vital aspect for those people interacting with the benefits system and other public bodies that aim to be 'digital by default'. In addition, action to address poverty and disadvantage includes the need to reduce the cost of living for people affected by poverty. This will include the need to access on-line goods and services that often offer discounts not available on the 'High Street'. Furthermore, digital skills are required more and more frequently to apply for employment and to operate effectively in the workplace.

Without digital skills people may lose the opportunity to enjoy social interaction, interface with local and national government (benefits and services), compete for employment and contribute/progress in the workplace.

Legislative

Homelessness etc. (Scotland) Act 2003

The commencement of Section 4 of the Homelessness etc.(Scotland) Act 2003 (on 7 November 2019), following a recommendation from the Homelessness and Rough Sleeping Action Group (HARSAG), provides for changes to the intentionality regime under the Housing (Scotland) Act 1987. These are:

- change from a duty for local authorities to investigate intentionality to a power for local authorities, if they think fit, to investigate; and
- a consequential change so that the local authority is not under a duty to notify the applicant of their findings as to intentionality where they have not carried out an investigation.

While most applicants are unintentionally homeless, local authorities have the discretionary power to consider, if they think fit, the intentionality criteria to distinguish between the case of a person who has become homeless through no fault of their own, and the case of a person, who through deliberate action or inaction, has contributed to their homelessness. This enables local authorities to take a person centred approach and apply discretion on a case by case basis for each applicant, based on the merits of their individual application. Whether or not someone is found to be intentionally homeless the local authority should seek to find solutions to the person's homelessness and offer support to address any difficulties that they face.

Domestic Abuse (Scotland) Act 2018
The new Act broadens the definition of domestic abuse and presumes a Criminal Non-Harassment Order will be conferred following any conviction. This strengthens the legal rights of victims, ensuring that there is a criminal sanction applicable for any harassment by a former partner convicted of domestic abuse. This will offer reassurance for victims that their rights are protected once bail or criminal justice restrictions end.

Officers assisting victims under NHDA will ensure they have all of the necessary information about their rights and legal recourse to make an informed decision to remain at home or to move.

Community Empowerment (Scotland) Act 2015
The Act sets out clear requirements for public bodies in promoting a greater level of local decision making and empowerment of citizens. This includes, for example, Asset Transfers, Participation Requests and Community Planning. All services across WDC must be engaged in the process of empowering communities and work is underway to ensure awareness of the empowerment agenda is raised.

Child Poverty (Scotland) Act 2017
The Bill for The Child Poverty (Scotland) Act 2017 was passed by the Parliament on 8th November 2017 and received Royal Assent on 18th December 2017. The intention of the Child Poverty Bill is to 'set targets relating to the eradication of child poverty' as well as making provision for plans and reporting relating to achievement of these targets. It requires the Scottish Government to meet four income based child poverty targets by 2030 as well as set out and report on the actions they will take to meet those targets. In addition the Act places a duty on local authorities and health boards to report annually on what they are doing to contribute to reducing child poverty.

The local child poverty action report must set out a range of commitments to address the key drivers of poverty:

- Increasing income through employment;
- Maximise income from the social security system; and
- Reducing household costs.

Community Learning and Development

The Community Learning and Development (Scotland) Regulations 2013 place a statutory requirement on local authorities to publish a plan every three years. The plan should outline how the local authority will co-ordinate and secure 'adequate and efficient' Community Learning and Development (CLD) provision with other sector partners.

The CLD plan must specify:

- How the provision of community learning and development will be coordinated with other organisations and agencies that provide community learning and development within West Dunbartonshire;
- What action will be taken to deliver the community learning and development plan between September 2018 and September 2021;
- What action other organisations and agencies intend to take to provide community learning and development in West Dunbartonshire between September 2018 and August 2021; and
- Any needs for community learning and development that will not be met within the period of the plan.

The plan will be reviewed annually in line with Education Scotland expectations.

Housing first / Rapid Rehousing

The Homelessness & Rough Sleeping Action Group (HARSAG) was set up by Scottish Government in October 2017 to produce short and long-term solutions to end homelessness and rough sleeping. HARSAG concluded their group in June 2018 after producing 4 papers with a total of 70 recommendations being made, all of which have been accepted in principal by the Scottish Government.

Led by best evidence, the cornerstone of the recommendations is a transition to a Rapid Rehousing approach, of which Housing First forms a smaller yet significant component.

Rapid Rehousing is about taking a housing led approach for people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long.

Where homelessness cannot be prevented, Rapid Rehousing means:

- A settled, mainstream housing outcome as quickly as possible;

- Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better; and
- When temporary accommodation is needed, the optimum type is mainstream, furnished and within a community.

And for people with multiple needs beyond housing:

- Housing First is the first response for people with complex needs and facing multiple disadvantages; and
- Highly specialist provision within small, shared, supported and trauma informed environments if mainstream housing, including Housing First, is not possible or preferable.

Each Local Authority was tasked with developing a 5 year Rapid Rehousing Transition Plan by 31 December 2018 and this plan was approved by the Housing and Communities Committee in February 2019. Year 2 of the plan will be implemented during 2020/21 and the plan will then be reviewed and updated on an annual basis.

The need to continually improve the approach to homeless people with the most complex needs is recognised and Housing First initiatives form part of the wider approach to tackling homelessness and repeat homelessness in Scotland. Housing First West Dunbartonshire launched in April 2019 and the service is targeted at those with a history of issues such as repeat homelessness, multiple and complex support needs and previous engagements with support services which have not led to successful and / or sustainable outcomes. It is expected that the project will fully support up to 12 homeless individuals during the first 12 months.

New Housing Supply
The Council through the Strategic Housing Investment Plan is on track to deliver 1000 new homes for the West Dunbartonshire Communities; these properties will all meet the recently introduced affordable housing design standard which provides exemplar energy efficiency and space standards. We will continue to push the boundaries in terms of our housing building programme putting quality first and driving forward plans to tackle the current climate emergency

Local Housing Strategy
The Local Housing Strategy (LHS) sets out how West Dunbartonshire Council and its partners plan to address the housing and housing related opportunities and challenges over the five year period 2017/18 – 2021/2022.

This new plan aims to build on the significant progress made on the issues identified in the previous LHS 2011 -2016 and to address newly arising housing matter.

The Scottish Government requires every local authority to draw up a Local Housing Strategy as the main strategic document on:

- housing
- homelessness
- housing support services and
- fuel poverty/energy efficiency

Scottish Government Programme for Government 2020/21
The Scottish government in its latest programme for government acknowledges that this has not been a normal year, and that is not a normal programme for government.

Responding to the many challenges which the pandemic has brought, there is unsurprisingly a significant focus on health and wellbeing within this programme. There is also an acknowledgment of the need to invest in jobs and training, particularly when this can assist achieve a "Green Recovery" and the ambition for Scotland to be net-zero by 2045.

It should be acknowledged that this is the last programme before a Scottish Government Election and many of the projects mentioned extend beyond the time of this administration thus it should be viewed within this context.

There are several areas of this programme which have implications for WDC Housing Development inclusive of the following:-

- Funding/Design of New Homes
- Review of Adaptations Systems
- Supporting People with Housing Costs and stopping homelessness

Environmental

Carbon agenda/climate change
As part of the housing response to the current climate emergency we are developing plans to deliver all our new build homes to be zero carbon by the end of 2021 we will examine pioneering approaches to continue to deliver the highest quality most energy efficient homes. We are also researching the best practice in terms of reducing carbon and improving the energy efficiency of our current housing stock through the delivery of our Housing Asset Management Strategy.

Zero waste /recycling
As recycling targets increase and collection of residual waste becomes less frequent, some tenants may struggle to manage their waste as expected, which will impact upon neighbours and wider communities.

Estates will become less desirable and properties harder to let where waste/recycling is not being managed by tenants/residents. Estate caretaking may be required to clean up and dispose of additional detritus.

Housing officers will ensure that adequate provisions are in place for waste collection in each block and engage individual tenants who are unable or unwilling to adhere to these. The planned restructure of estate caretaking will ensure that proportionate capacity is available in each ward to respond to individual issues and a protocol between Housing and Environmental Services will be established.

ASB Strategy
A new Anti-Social Behaviour Strategy is being developed to consolidate and refocus the considerable partnership working in West Dunbartonshire, through the Safer WD Delivery Improvement Group. This will reflect recent changes and enhancements and will be published in 2020/21.

Community Empowerment Strategy
The West Dunbartonshire Community Empowerment Strategy and Action Plan is far reaching and sets out what is required to promote empowered communities. The Strategy was developed by a partnership strategic group and with the Scottish Community Development Centre (SCDC) leading on the consultation with local residents.

Approved in 2019, the Strategy requires partners to work collaboratively to support empowered communities. It is an ambitious Strategy looking to build more resilient and empowered communities across West Dunbartonshire, much of which will be delivered by collaborative working between WDC, CPP partners and local residents. It will require a real change to service delivery to ensure it is responsive to local need.

Progress will be driven and monitored by a Project Board that will report to CPWD via the Empowered DIG and the Community Alliance.

Housing to 2040
The Housing to 2040 Vision and Principles Route Map will be published later in 200/21 by the Scottish Government, this will see them set out a 20-year plan to deliver good quality, energy-efficient, zero-carbon housing with access to outdoor space, transport links, digital connectivity, and community services.

Budget Sensitivity Analysis
In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.
Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- Homeless DWP income   - 2020/21 budget £3.336m

    This income is dependent on occupancy levels in homeless units and assumptions around homeless tenants' eligibility for Housing Benefit / Universal credit. If the

occupancy levels were to change by 5%, the income could range between £3.1692m and £3.503m. The occupancy levels have remained relatively consistent in last few years so the likely scenario is that the budget income of 3.336m will be achieved .

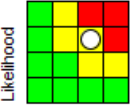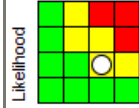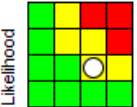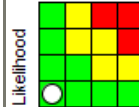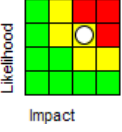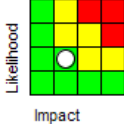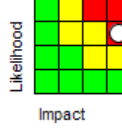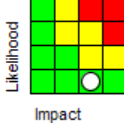A breakdown of the budget by service area is given at Appendix 4.
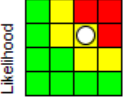
Action Plan
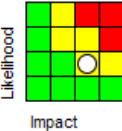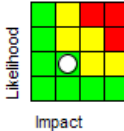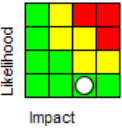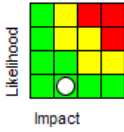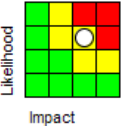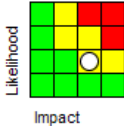
The challenges and issues identified in the performance review and strategic assessment sections as well as considerations from the budget sensitivity analysis have informed Housing & Employability priorities and outcomes for 2020/21. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Committee, at mid-year and year end.
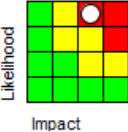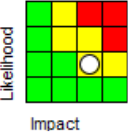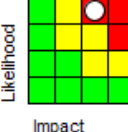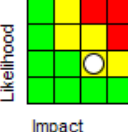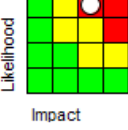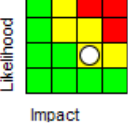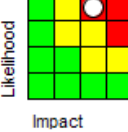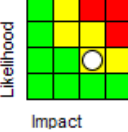
4. Risks

In planning for 2020/21, the Housing & Employability management team identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.
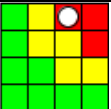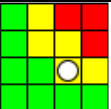
Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Universal Credit Full Service changes breadth and depth of demand for services.	Migration of all claims to Universal Credit may lead to increased service demand from people who would not have used Working 4U service otherwise. Including those requiring assistance to meet the digital by default requirement; those seeking to maintain their claim through increased employability service requirement; and the need to improve IT skills.			Stephen Brooks
Failure to achieve the outcomes of the Scottish Social Housing Charter	The Scottish Social Housing Charter sets out the standards and outcomes that tenants and customers should expect from social landlords, in terms of the quality ad value for the services they receive, Failure to continue to meet these could place the Council at risk of the intervention powers of the Scottish Housing regulator			John kerr
Failure to deliver on the capacity building of the Community Empowerment (Scotland) Act	The failure to secure sustained buy-in for the CE agenda across council services and partners will hinder the sustainability of the Your Community approach to delivering services, increasing local decision making and participation.			Elaine Troup

Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Failure to secure community and partner buy-in for the emerging Community Empowerment Strategy and Action Plan.	The success of the CE Strategy and Action Plan relies on a network of partners and a sense of community ownership. Without which the key actions may fail to materialise.			Elaine Troup
Failure to respond to child poverty legislation	Failure to respond to child poverty legislation will have a significant impact on the Council's reputation, more importantly an opportunity to raise issues and respond more effectively to child poverty issues will be lost			Stephen Brooks
Failure to secure funding to invest in WDC's CCTV infrastructure.	Failure to secure funding presents a significant reputational risk to the Council and partners. Failure to invest would also remove any commercialization opportunity			Elaine Troup
Failure to secure alternative funds to replace European funding	Failure to identify alternative funds to replace European Structural funds will increase uncertainty and loss of staff to other services			Stephen Brooks
Failure to prepare for changes associated with No One Left Behind	No One Left Behind represents a transformational change in employability service provision, failing to prepare and reaching a state of readiness will lead to lost opportunities for investment in employability services.			Stephen Brooks

Covid-19 Risks

This table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for Housing & Employability services and mitigate them where possible.

Risk	Description	Current Risk	Target Risk	Managed by
COVID-19 Significant Service and Workforce Disruption	The Council is faced with significant ongoing demands with disruption to service delivery, increasing PPE and workforce pressures as a result of Covid 19 and subsequent local and national outbreaks. This involves both responding to the crisis and from services returning to a new normality based on Response, Recovery and Renew guidance produced by Scottish and National Government. NB. Financial risk is also reflected in SR001	Likelihood / Impact	Likelihood / Impact	Victoria Rogers
Sub risks – All Covid-19 sub risks are managed via operational risk register				
Workforce	The Council is faced with significant workforce demands in relation to absence, reduction, recruitment and wellbeing.	Likelihood / Impact	Likelihood / Impact	All managers
Service delivery	The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.	Likelihood / Impact	Likelihood / Impact	All managers
Protection	The Council is faced with significant demands for protection in relation to additional and constant changing legislation and guidelines, PPE requirements, supply chain, cost of PPE and ensuring workforce safety.	Likelihood / Impact	Likelihood / Impact	All managers

| Public uncertainty | The Council is faced with significant demands around public uncertainty and leads to additional burdens upon services, seeking information, advice and support. | | | All managers |

Appendix 1 – Structure Chart

REGENERATION, ENVIRONMENT & GROWTH

STRATEGIC LEADS

STRATEGIC LEAD - HOUSING & EMPLOYABILITY

Peter Barry

Leadership Support
Deirdre Muldoon

Communities Manager

Elaine Troup

Community Empowerment Officer
Suzanne Greer

Your Community Team Leaders
Sonya Peddie
Colin Smith

Working4U Manager

Stephen Brooks

Team Coordinators
Gina Gallacher
Clare English

Housing Development & Homelessness Manager
John Kerr

Housing Development Coordinator
Stefan Kristmanns

Homelessness and Homelessness Prevention Coordinator
Joanne Martin

Housing Project Coordinator
Graham Watters

Housing Operations Manager

Edward Thomas

Coordinator - Clydebank Central & Kilpatrick
David Lynch

Coordinator - Lomond & Leven Wards
Scott McLelland

Coordinator - Dumbarton & Clydebank Waterfront
Suzanne Marshall

West Dunbartonshire COUNCIL

Appendix 2: Action Plan

(P)	A strong local economy and improved job opportunities

Ob	Improve skills for life & learning

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
Employment rate	73.2%	72.6%	72%	72.5%	Stephen Brooks
Proportion of people earning less than the living wage	18.7%	17.6%	17.4%	17.4%	Stephen Brooks

Action	Due Date	Managed By
Ensure no one left behind by supporting skills and learning for work, life and learning	31-Mar-2021	Stephen Brooks
Promote inclusive growth through access to opportunity	31-Mar-2021	Stephen Brooks
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Group.	31-Mar-2021	All managers

Ob	Increase employment and training opportunities

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
% of households that are workless	22.65%	24.1%	22%	21.8%	Stephen Brooks

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
Percentage of local people with increased or sustained income through reduced debt liability/debt management	84%	89%	80%	87%	Stephen Brooks

Action	Due Date	Managed By
Support quality frameworks and partnership working to enhance work, learn, money service provision	31-Mar-2021	Stephen Brooks

(P)	Efficient and effective frontline services that improve the everyday lives of residents

(Ob)	A continuously improving Council delivering best value

Action	Due Date	Managed By
Digital inclusion – carry out review of provision of wi-fi inclusion into new build properties and priority areas of deprivation	31-Mar-2021	John Kerr; Edward Thomas
Develop a Housing Academy to provide training and development for housing employees and tenant leaders	31-Mar-2021	John Kerr

(Ob)	Sustainable & attractive local communities

Action	Due Date	Managed By
Continued improvement of the existing CCTV infrastructure and development of an options appraisal for future investment.	31-Mar-2021	Elaine Troup
Deliver the Scottish Social Housing Charter outcomes	31-Mar-2021	John Kerr
Expansion of duties within Estate Caretaking service	31-Mar-	Edward

Action	Due Date	Managed By
	2021	Thomas
Consolidation of Neighbourhood service	31-Mar-2021	Edward Thomas
Revised ASB strategy	31-Mar-2021	Edward Thomas
Develop and implement Housing regeneration approaches to improve our communities	31-Mar-2021	John Kerr

(P)	Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

(Ob)	Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
% of residents aware of the community empowerment 2015 Act	24%	28%	28%	28%	Elaine Troup
Number of community projects that are supported through your community/improvement fund investment	N/A	9	12	4	Elaine Troup

Action	Due Date	Managed By
Further progression of the roll-out of the neighbourhood approach as part of the Your Community Initiative.	31-Mar-2021	Elaine Troup
Following a review on 2019/20 implement measures to support Community Councils and ensure they operate within the established guidelines.	31-Mar-2021	Elaine Troup
Develop a detailed Delivery Plan through consultation with CPWD and the local community to ensure the aims of the CE Strategy are deliverable.	31-Mar-2021	Elaine Troup
Work with local citizens to co-produce Phase 5 of Community Budgeting.	31-Mar-	Elaine Troup

Action		Due Date	Managed By
		2021	
Delivery new tenant participation strategy		31-Mar-2021	John Kerr

Ⓟ Open, accountable and accessible local government	

Ⓞᵇ Equity of access for all residents	

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
% of residents from BME groups who were satisfied or very satisfied with the opportunities for participating in the local decision making process	50%	50%	50%	60%	Elaine Troup
% of disabled residents who were satisfied or very satisfied with the opportunities for participating in the local decision-making process	33%	33%	40%	45%	Elaine Troup
Male Modern Apprenticeship starts in care programmes	16.6%	4.1%	13%	10%	Stephen Brooks
Female modern apprenticeship in Trade programmes	11%	0%	25%	10%	Stephen Brooks
% of Youth Homelessness levels in West Dunbartonshire	New indicator			New baseline	John Kerr
Tenancy Sustainment Levels within Housing First	New indicator			New baseline	John Kerr

Ⓟ Supported individuals, families and carers living independently and with dignity	

Ob	Enhanced Life Chances		

Action		Due Date	Managed By
Maximise income from employment		31-Mar-2021	Stephen Brooks
Maximise income from benefits		31-Mar-2021	Stephen Brooks
Ensure no one left behind by addressing life challenges and reducing costs		31-Mar-2021	Stephen Brooks
Rollout of Tenant Liaison service		31-Mar-2021	Edward Thomas
Planned expansion of Housing First and Supported Tenancies programme in line with RRTP		31-Mar-2021	John Kerr
Completion of our Early Action System Change research project on Youth Homelessness		31-Mar-2021	John Kerr

Ob	More affordable and suitable housing options				

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
Number of new supply social housing for rent	142	84	80	80	John Kerr
% of all homeless cases re-assessed within 12 months (repeat homelessness)	4.92	4.3%	4.8%	4.5%	John Kerr
% of tenants satisfied with the overall service provided by their landlord	84.06%	78.53%	84%	84%	John Kerr

Performance Indicator	2018/19 Value	2019/20 Value	2019/20 Target	2020/21 Target	Managed By
Average length of time to re-let properties	23.33	26.85	25	25	Edward Thomas
% Unemployed People Assisted into work from Council operated / funded Employability Programmes	22.9%	17.5%	14.5%	14.5%	Stephen Brooks
% of council rent that was lost due to houses remaining empty	0.73	0.85%	0.88%	0.88%	Edward Thomas
Percentage of Households in Fuel Poverty	22%	28%	24%	23.5%	Stephen Brooks
Percentage of Children living poverty (after housing costs)	26.5%	25%	25.75%	25.25%	Stephen Brooks
% of residents who feel safe/very safe in their local community	95%	95%	98%	98%	Edward Thomas

Action	Due Date	Managed By
Carry out and report on Housing Need and Demand throughout the West Dunbartonshire Housing markets	31-Mar-2021	John Kerr
Maximise the delivery of new affordable housing in West Dunbartonshire through More Homes West Dunbartonshire approach	31-Mar-2021	John Kerr
Refresh HRA 30 year business plan and test against Value for Money principles and HRA guidance inclusive of review of rental structures	31-Mar-2021	John Kerr
Deliver key outcomes of the Council's Home at the Heart Rapid Rehousing Transition Plan inclusive of whole system approach to the prevention of homelessness	31-Mar-2021	John Kerr
Respond positively to Housing to 2040 route map and Introduce new models of affordable housing within West Dunbartonshire	31-Mar-2021	John Kerr
Develop new approaches through new build programme and capital programme delivery to meet climate change requirements	31-Mar-2021	John Kerr
Develop the delivery of Council's Housing Capital investment programme to meet the Council's strategic housing asset management priorities	31-Mar-2021	John Kerr

Appendix 3: Quality Standards

West Dunbartonshire Council has a local Good Governance Code based on guidance from CIPFA. The Council's compliance with its Code is reviewed each year and a supporting action plan is developed to ensure improved compliance is achieved. The Code details a range of principles which should be adhered to by the Council, and details the behaviours and actions which demonstrate good governance in practice. The Good Governance Code requires that the organisation considers the approach to the use of quality standards.

Quality standards help to define what users of our services can expect to receive, and remind both the organisation and our employees of the challenges and obligations they face in delivering best value services

These quality standards will be monitored and managed by the management team of each service at regular meetings, and reported annually to the relevant service committee along with the delivery plan.

Service area	Description	How it will be measured
Housing operations	We will provide all tenants with mobile phone number and email address for their named Housing Officer, as well as details of a colleague should they be unavailable.	% of Tenants that have been provided with housing officer contact details
	We will respond to tenants enquiries on the day whenever possible and otherwise within 3 working days.	% of tenant enquiries responded to on same working day
	We will contact you within 7 working days of receiving a housing application to discuss your needs and provide advice on housing options	% of applications followed up for discussion within 7 working days
	We will follow up reports of Anti-Social Behaviour within 1 working day.	% of ASB reports followed up within 1 working day.
Housing development	We will aim to let you know about the outcome of your homeless application within 28 days of your first interview	% of application outcomes communicated within 28 days
	We will provide good quality temporary or emergency accommodation if you have nowhere to stay.	% satisfied with the quality of temporary or emergency accommodation

Communities	We will acknowledge all participation requests within 5 working days	% of participation request acknowledgements sent within 5 working days of notification
W4U	We will acknowledge receipt of referral within five working days of notification	% of referral acknowledgements sent within 5 working days of notification

Appendix 4: Resources

Finance

The 2020/21 revenue budget for the Housing & Employability strategic area is £4.290m. The resources to deliver on this in 2020/21 action plan for Housing and employability are:-

Service	Gross Expend 2020/21 £m	Gross Income 2020/21 £m	Net expenditure/ (Income) 2020/21 £m
Homeless	4.721	4.585	0.135
Communities	1.001	0.125	0.876
W4U	4.201	1.463	2.738
Anti- Social Behaviour	0.499	0.001	0.498
Private sector Housing	0.042	0.000	0.042
Total	**10.464**	**6.174**	**4.290**

Housing and Employability also have responsibility for a considerable HRA, both revenue and capital.

	Gross Expenditure (Revenue) £m	Capital £m
HRA budget 2020/21	44.153	59.908

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage.

Employees

The headcount and full time equivalent staff in each service area is as follows:

Section	Headcount (1 April'20)	FTE
Community Planning & Investment	16	14.74
Housing Development & Homelessness	76	72.65
Housing Operations	129	123.86
Working 4 U	85	73.75
Total	306	285

Absence in 2019/20

The quarterly absence statistics for H&E are shown below together with the Council average for the same periods for comparison. The service has reported lower levels of sickness absence than the Council wide average in the first 3 quarters and has a significantly lower level of absence than the council wide average when considered annually.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Housing & Communities	2.05	2.19	3.12	3.66	9.67
Council Wide Total	2.83	2.54	3.50	3.35	10.25

SL Workforce Plan 2017-2022 – Annual Action Plan 2020/21

1. Addressing the gap between current workforce supply and predicted future demand
Strategy Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control **Expected Outcome** Gap is addressed, whilst: . Protecting critical roles (and avoiding associated turnover) . Ensuring service priorities are met . Avoiding or minimising risk of voluntary or compulsory redundancy . Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to implement new funding model for homeless service to support service requirements including new appropriate sourced funding	Staff Resource/Budgetary commitment	Financial Controls	31-Mar-2021	John Kerr
Complete implementation and evaluate the effectiveness of new service delivery models for HD&H and identify any improvement and training development actions	Recruitment/ Increased Staff Resource/Succession Planning	Benefits of new model are being realised. Evidence of CPD.	31-Mar-2021	John Kerr
Develop skills of internal staff through training academy to enhance opportunities for advancement in other services within WDC	Staff resource	Number of people trained in new skills	31-Mar-2021	Stephen Brooks
Develop appropriate teams to deal with emerging service demands around poverty and social inclusion and Parental Employability Support to address child poverty	Staff Resource	Staff filling the PESF and PSI roles	31-Mar-2021	Stephen Brooks
Continue and expand Caretaker Apprenticeship programme	Staff Resources and current service budget	Number of Apprentices and Outcomes	31-Mar-2021	Edward Thomas
2. Addressing the gap between current and required additional workforce capabilities				

Strategy
Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce
Expected Outcome
Gap is addressed, whilst:
. Ensuring value for money in terms of training solutions
. Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory

redundancy)
. Ensuring service priorities are met as a result of application of those new capabilities
. Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review and include any development needs to support new ways of delivering services to ensure employees are equipped to work effectively.	Time and Budgetary commitment	Ongoing review of implementation plan	31-Mar-2021	All managers
Continued upskilling staff and supporting implementation of Housing Options Training Toolkit	Time and Budgetary commitment	Ongoing review of implementation plan	31-Mar-2021	John Kerr
Continue to implement development plans for Community Learning & Development, welfare rights/debt and money advice employees equating to 30-35 hours of CPD.	Time commitment	Quality of service provided continues to meet required standards in line with regulatory/external body requirements	31-Mar-2021	Stephen Brooks
Establish a housing academy to enable employees and tenants to develop their skills knowledge and experience of housing through accredited training.	Time and commitment. Budget consideration	Dedicated training resource.	31-Mar-2021	John Kerr
Develop and implement local employability service model using internal redeployment pool where possible.	Staff resource	Preferred model of delivery is identified and implemented.	31-Mar-2021	Stephen Brooks
Develop staff skills to ensure they are confident with the various digital platforms required to provide digital access to services. For example	Staff resource	Number of staff capable of	31-Mar-2021	All managers

MS Teams; Zoom; Google Classrooms; Near Me,		facilitating digital service delivery sessions		
Comprehensive Assessment of Digital Needs and Skills within Housing Operations	Staff Resources	Output of assessment	31-Mar-2021	Edward Thomas

3. Improve resilience within teams				
Strategy Develop and implement training plan in relation to critical roles **Expected Outcome** Improved resilience across teams and retention of knowledge and skills associated with critical roles				
Action Title	**Resources needed**	**Measure of Outcome**	**Due Date**	**Assigned To**
Review and develop resilience plans across all service business critical areas	Time	Ongoing review at Management meetings	31-Mar-2021	All managers
Develop resilience plans that respond to ongoing and future challenges relating to COVID 19.	Time	Ongoing review at Management meetings	31-Mar-2021	All managers

4. Ensuring clear, effective and stable organisational design				
Strategy Planned service reviews within and across Strategic Lead Areas Supporting new ways of working and service delivery COVID specific actions **Expected Outcome** A systems-based approach is adopted to organisational design, ensuring that services satisfy the needs of our citizens				
Action Title	**Resources needed**	**Measure of Outcome**	**Due Date**	**Assigned To**

Continue supporting key staff to apply for and secure external funding – using National programmes proposal to develop these skills	Staff support	No of bids submitted	31-Mar-2021	Stephen Brooks; Clare English
Further upskill staff on project management and reporting, particularly on output based projects where progress targets have to be achieved and the need to provide funders with appropriate progress reports.	Time commitment	No of bids submitted	31-Mar-2021	Stephen Brooks
Establishing role for 4U compliance team in the development of service agreements with external rgs	Staff resources	Service agreements compiled	31-Mar-2021	Stephen Brooks
Review of Void Processes	Staff Resource	Output of review	31-Mar-2021	Edward Thomas

5. Addressing workforce diversity objectives

Strategy
Develop and implement action plans in relation to the following:
. Increase diversity in the Council workforce
. Reduce the disability pay gap
. Decrease occupational segregation
. Outcomes of the Equal Pay Audits
Expected Outcome
Council workforce-related equality outcomes are met, as demonstrated by achievement of associated improvement targets.

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Group.	Time	Improved employee engagement, lower sickness absence rates	31-Mar-2021	All managers

6. Improved use of technology and new ways of working

Strategy
. Implement Workplace of the Future Strategy
. Develop and implement workforce and organisational development solutions
Expected Outcome
Improved efficiency and effectiveness of service provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Ensure the team continues to be provided with training and development to enable them to fully utilize IHMS and other systems.	Time Commitment OD & Change	Process efficiencies achieved Confidence and capability of employees increases Improvement to front line service delivery.	31-Mar-2021	All managers
Continue to implement modules and development of system to enhance IHMS and service improvement for all areas of housing and support services with appropriate training	Time/Staff Resource (fully budgeted)	Project Board monitoring	31-Mar-2021	John Kerr; Edward Thomas; Graham Watters
Ensure teams have digital skills to effectively communicate with Citizens through various digital platforms.	Time and Commitment of OD & Change	Confidence and capability of employees increases Improvement to front line service delivery.	31-Mar-2021	All managers