

Appendix 2

Housing & Employability 2018/19 Delivery Plan year-end Report



Generated on: 11 April 2019

Icon	Name
	1. A strong local economy and improved job opportunities

Icon	Name
	Improve skills for life & learning

Action	Status	Progress	Due Date	Comments	Assigned To
Work with external partners through the Youth Alliance and Adult learning partnership to establish access to a range of learning opportunities for all ages		<div><div>100%</div></div>	31-Mar-2019	We have compiled an annual action plan and completed the development of the CLD plan for the period 2018/21. In addition, we have delivered a comprehensive summer programme for young people during the school holidays. We are preparing further plans for future school holidays. Alongside this we have worked with West College Scotland to devise and deliver ESOL classes and access to training in the care sector.	Stephen Brooks
Continued development of Working 4U learning services		<div><div>100%</div></div>	31-Mar-2019	Our learning services are delivered within the context of a community learning and development plan. We have compiled a new plan (required by Education Scotland and subject to inspection by HMIE) that sets priorities for the 2018/21 period. Through consultation we have established a set of priorities that include the further development of apprenticeships, access to support to meet the attainment challenge and the provision of literacy and ESOL support.	Stephen Brooks

Icon	Name
	Increase employment and training opportunities



Action	Status	Progress	Due Date	Comments	Assigned To
Develop and maintain Information and Advice partnership		<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. The Information and Advice Partnership has been established, meets regularly and has agreed a number of priority actions for the year. These centre on raising	Stephen Brooks

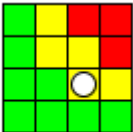
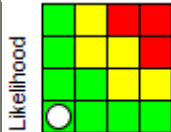
Action	Status	Progress	Due Date	Comments	Assigned To
				awareness of Universal Credit and associated support to meet any emerging demands. The partnership has also established an energy efficiency project offering advice and guidance.	
Continued development of Working 4U Information and Advice Services	✓	<div><div>100%</div></div>	31-Mar-2019	We are consolidating this progress and focusing efforts on supporting those most vulnerable by delivering outreach services in health and social care facilities and home visits. We have established a plan of action around the introduction of Universal Credit to ensure that we provide support for people making the transition to this benefit. We have also carried out some preliminary work to establish the Improving the Cancer Journey service. This will provide more comprehensive support for those affected by cancer.	Stephen Brooks
Work with external partners to establish access to a range of employment, training and learning opportunities	✓	<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. We have established an employability partnership to maximise access to employment and training opportunities. This includes work to support the delivery of our MA programme and the employability pipeline and will mean residents will have access to a broader range of opportunities.	Stephen Brooks
Continued development of Working 4U employability and learning services	✓	<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. We have submitted an application for phase 2 European Funding and we anticipate that this will allow us to continue delivery of the employability programme until December 2022.	Stephen Brooks
Develop the apprenticeship programme that maximises use of available resources.	✓	<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. We have established an apprenticeship programme based on supporting access to apprenticeships within and beyond the council.	Stephen Brooks


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


Icon	Name
	2. Supported individuals, families and carers living independently and with dignity
Icon	Name
	More affordable and suitable housing options


Action	Status	Progress	Due Date	Comments	Assigned To
Implement Local Housing Strategy 2017-2022, Year 2 (2018/19)	✓	<div><div>100%</div></div>	31-Mar-2019	Local Housing Strategy actions assessed and completed within 2018/19, Year 3 of the strategic implementation has now commenced. Progress will be reported to internal governance channels and will also be presented to the Housing and Communities Committee in August 2019	John Kerr
Maximise the delivery of new affordable housing in West Dunbartonshire through More Homes Better Homes West Dunbartonshire approach	✓	<div><div>100%</div></div>	31-Mar-2019	Action completed as part of the ongoing More Homes West Dunbartonshire strategic approach. New developments completed and the successful buyback scheme continues to increase the supply of high quality affordable housing within West Dunbartonshire	John Kerr
Ensure successful delivery and implementation of the Council's New Build Programme	✓	<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. New Council House building programme continues to deliver high quality new affordable housing within West Dunbartonshire. 2018/19 saw the delivery of the Council's latest new build development in Singer Street in Clydebank	John Kerr
Refresh HRA 30 year business plan and test against Value for Money principles and HRA guidance	✓	<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. The business plan has been refreshed and HRA estimates for 2019/20 have now been finalised.	John Kerr
Implement Housing Asset Management Strategy 2018-2023, Year 1 (2018-19) including delivery of HRA Capital Programme to meet tenant and service requirements	✓	<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned.	John Kerr
Review Homelessness and Homelessness Prevention service delivery to ensure we meet service objectives	✓	<div><div>100%</div></div>	31-Mar-2019	The Service Redesign is now completed with the new service operational from April 1st 2019. Success will be closely monitored during implementation phase	John Kerr
Carry out robust Rent Consultation with tenants and future tenants, including review of existing timetable	✓	<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. a rent consultation was carried out in ???	John Kerr
Implement Tenant Participation Strategy 2017-2020, Year 2 (2018-19)	✓	<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. Positive progress to date has been made and objectives of the strategy will be reported to Committee in May.	John Kerr
Review strategic response to private sector housing	✓	<div><div>25%</div></div>	31-Mar-2019	Action has been continued to 2019/20 Delivery Plan, the action has been delayed as a result of a lack of resource and competing service priorities.	John Kerr
Continue systemic review of processes to ensure optimum yield of rental income in the most service-efficient and tenant-centric way	✓	<div><div>100%</div></div>	31-Mar-2019	New processes have been rolled out to all Housing Officers to embed the prevention and early intervention approach. Weekly performance meetings are now taking place within Housing, in addition to Monthly liaison meetings with Corporate Debt and Working4u colleagues. Preparations for the rollout of Universal Credit are at an advanced stage.	Edward Thomas



Action	Status	Progress	Due Date	Comments	Assigned To
Rollout wider housing officer role, with key emphasis on prevention and early intervention		<div><div>100%</div></div>	31-Mar-2019	The restructure of Housing Operations to create smaller ward teams and widening the role of the Housing Officer was achieved on target, with the remaining roles recruited during the summer. This has increased frontline staffing, with officers also spending a greater proportion of their time in the communities.	Edward Thomas
Analyse causal factors of tenancy failure and resolve by focused assistance systemic change		<div><div>75%</div></div>	31-Mar-2019	The new tenancy sustainment process was rolled out in April and the detailed analysis of the first six months of operation and derivative action plan will be completed on target. One final milestone - review of best practice to inform action plan will now take place at end of Q2 in 19/20 to enable benchmarking with full year ARC data.	Edward Thomas

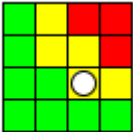
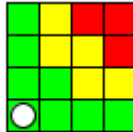
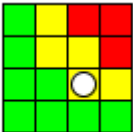
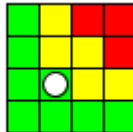
Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to achieve the outcomes of the Scottish Social Housing Charter	<div> <div>Likelihood</div>  <div>Impact</div> </div>	The Scottish Social Housing Charter sets out the standards and outcomes that tenants and customers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

Icon	Name
	3.Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

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



Action	Status	Progress	Due Date	Comments	Assigned To
Deliver an increased awareness of the Community Empowerment Act 2015 across WDC Services, partners and community.		<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. Positive early engagement with key partners took place in advance of the initial meeting of the Community Empowerment Steering Group in October. This group will lead on the development of the Community Empowerment Strategy. The successful appointment of the Scottish Community Development Centre (SCDC) has now completed. SCDC will support in the delivery of stakeholder and community engagement which is crucial to the development of the Strategy. On-going community based work will complement the findings of the Citizens Panel which will provide initial baseline information on the general awareness of the Community Empowerment Act across WD.	Suzanne Greer; Elaine Troup

Action	Status	Progress	Due Date	Comments	Assigned To
Take forward a range of improvements focussed on securing the continued success of the Your Community initiative.		<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. Following a review of the YC model a number of positive changes have been implemented to refine the approach to community based work and to streamline operating structures within the council to enable quicker decision making, leading to quicker response rates. The Your Community Initiative will continue to evolve and engage more communities and services in its delivery.	Suzanne Greer; Elaine Troup
Work with key partners to establish the demand for and viability of a Community Transport provision in WD.		<div><div>100%</div></div>	31-Mar-2019	The action has been completed as the 3 meetings have now been held and a report will be prepared with the outcomes and next steps from the engagement carried out and the 3 steering group meetings.	Suzanne Greer; Elaine Troup


Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to deliver on ambitions of Community Empowerment Act	<div> <div>Likelihood</div>  <div>Impact</div> </div>	Successful implementation of the Act requires increased levels of community capacity, ambition and resilience. There is a risk to delivery of the Act if this capacity cannot be delivered locally	<div> <div>Likelihood</div>  <div>Impact</div> </div>	Suzanne Greer; Elaine Troup
Failure to successfully implement the Community Empowerment (Scotland) Act	<div> <div>Likelihood</div>  <div>Impact</div> </div>	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.	<div> <div>Likelihood</div>  <div>Impact</div> </div>	Suzanne Greer; Elaine Troup

Icon	Name
	4. Open, accountable and accessible local government

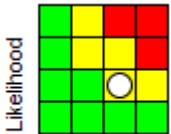
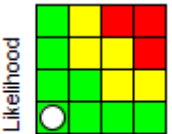
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	Equity of access for all residents

Action	Status	Progress	Due Date	Comments	Assigned To
Increase awareness of Equalities issues across housing staff		<div><div>100%</div></div>	31-Mar-2018	This action has been completed as planned all staff completed Equalities e-learning course and reviewed how language line is promoted.	Stefan Kristmanns
Link into West Dunbartonshire Equality		<div><div>100%</div></div>	31-Mar-2020	This action has been completed as planned -staff from Tenant	Jane Mack



Action	Status	Progress	Due Date	Comments	Assigned To
Forum				Participation regularly attend Equality Forum and engage as appropriate.	

Icon	Name
	5. Efficient and effective frontline services that improve the everyday lives of residents

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	A continuously improving Council delivering best value

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

Icon	Name
	Sustainable & attractive local communities

Action	Status	Progress	Due Date	Comments	Assigned To
Implement Integrated Housing Project		<div><div>100%</div></div>	31-Mar-2019	As per previous note action is therefore continued to 2019/20 Delivery Plan for completion	John Kerr
Deliver the Scottish Social Housing Charter outcomes		<div><div>100%</div></div>	31-Mar-2019	This action has been completed as planned. The implementation of our Charter Improvement Plan is now in place.	John Kerr