

# Agenda



## Housing and Communities Committee

**Date:** Wednesday, 2 September 2020

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**Time:** 10:00

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**Venue:** Zoom Video Conference

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**Contact:** Lynn Straker, Committee Officer  
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Dear Member

Please attend a meeting of the **Housing and Communities Committee** as detailed above.

The Convener has directed that the powers contained in Section 43 of the Local Government in Scotland Act 2003 will be used and so Members will attend the meeting remotely.

The business is shown on the attached agenda.

Yours faithfully

**JOYCE WHITE**

Chief Executive

Distribution:-

Councillor Diane Docherty (Chair)  
Councillor Caroline McAllister (Vice Chair)  
Councillor Gail Casey  
Councillor Karen Conaghan  
Councillor Ian Dickson  
Councillor David McBride  
Councillor Jonathan McColl  
Councillor Iain McLaren  
Councillor Marie McNair  
Councillor John Millar  
Councillor John Mooney  
Councillor Sally Page

All other Councillors for information

Chief Executive  
Strategic Director, Regeneration, Environment & Growth  
Strategic Lead, Housing & Employability  
Strategic Lead, Regeneration

Date issued: 20 August 2020

**HOUSING AND COMMUNITIES COMMITTEE**

**WEDNESDAY, 2 SEPTEMBER 2020**

**AGENDA**

**1 STATEMENT BY CHAIR – AUDIO STREAMING**

The Chair will be heard in connection with the above.

**2 APOLOGIES**

**3 DECLARATIONS OF INTEREST**

Members are invited to declare if they have an interest in any of the items of business on this agenda and the reasons for such declarations.

**4 MINUTES OF PREVIOUS MEETING 7 – 10**

Submit for approval as a correct record, the Minutes of Meeting of the Housing and Communities Committee held on 5 February 2020.

**5 OPEN FORUM**

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

**6 NEW APPROACHES TO HOMELESSNESS UPDATE 11 – 25  
REPORT – “MORE THAN A ROOF 2017-20” FINAL REPORT  
AND “HOME AT THE HEART 2019-24” YEAR 1 UPDATE ON  
OUR RAPID RE-HOUSING TRANSITION PLAN**

Submit report by Strategic Lead – Housing and Employability providing a final report in relation to achieving the aims and objectives of “More than a Roof”, our Homelessness and Temporary Accommodation Strategy for the period 2017-20, and a Year 1 update on “Home at the Heart”, our Rapid Re-housing Transition Plan (RRTP) for the period 2019-24.

**7 MORE HOMES – WEST DUNBARTONSHIRE AND ‘BUILDING BACK BETTER’ – WEST DUNBARTONSHIRE COUNCIL AFFORDABLE HOUSING SUPPLY PROGRAMME 27 – 35**

Submit report by the Strategic Lead – Housing and Employability providing an update on progress with West Dunbartonshire’s More Homes Programme which oversees the strategic delivery of the Council’s new homes.

**8 SCOTTISH SOCIAL HOUSING CHARTER UPDATE REPORT 37 – 47**

Submit report by Strategic Lead – Housing and Employability providing West Dunbartonshire Council’s annual progress report on meeting the requirements of the Scottish Social Housing Charter.

**9 “INVOLVING YOU” WEST DUNBARTONSHIRE COUNCIL’S TENANT PARTICIPATION STRATEGY 2017/2020 ANNUAL PROGRESS REPORT 49 – 87**

Submit report by the Strategic Lead – Housing and Employability providing the final annual progress report on the implementation of “Involving You”, our Tenant Participation Strategy for the period 2017-2020.

**10 RENT COLLECTION POLICY 89 – 103**

Submit report by the Strategic Lead, Resources seeking approval of the revised Rent Collection Policy.

**11 EMPLOYEE WELLBEING: ATTENDANCE MANAGEMENT ANNUAL UPDATE (2019/2020) 105 – 118**

Submit report by Strategic Lead – People and Technology providing detailed analysis on employee wellbeing and attendance from 1st April 2019 to 31st March 2020 for the Strategic Lead areas covered by the Housing and Communities Committee and an annual update on Council wide attendance for the same period.

**12 HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 31 JULY 2020 (PERIOD 4) 119 – 137**

Submit report by the Strategic Lead – Housing and Employability providing an update on the financial performance to 31 July 2020 (Period 4) of the HRA revenue and capital budgets for 2020/21.

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**13 FINANCIAL REPORT 2020/21 AS AT PERIOD 4 (31 JULY 2020) 139 – 149**

Submit joint report by the Strategic Leads – Housing and Employability and Regeneration providing an update on the financial performance to 31 July 2020 (Period 4) of those services under the auspices of the Housing and Communities Committee.

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**HOUSING AND COMMUNITIES COMMITTEE**

At a Meeting of the Housing and Communities Committee held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 5 February 2020 at 2.00 p.m.

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

**Attending:** Richard Cairns, Strategic Director, Regeneration, Environment and Growth; Peter Barry, Strategic Lead, Housing and Employability; Jim McAloon, Strategic Lead – Regeneration; John Kerr, Housing Development and Homelessness Manager; Edward Thomas, Housing Operations Manager; Martin Feeney, Building Services Manager; Janice Rainey, Business Unit Finance Partner; Sally Michael, Principal Solicitor; Craig Stewart and Gabriella Gonda, Committee Officers.

**Apologies:** An apology for absence was intimated on behalf of Councillor John Millar.

**Councillor Diane Docherty in the Chair**

**STATEMENT BY CHAIR – AUDIO STREAMING**

The Chair advised that the meeting was being audio streamed and broadcast live to the internet and would be available for playback.

**DECLARATIONS OF INTEREST**

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

**MINUTES OF PREVIOUS MEETING**

The Minutes of Meeting of the Housing and Communities Committee held on 6 November 2019 were submitted and approved as a correct record.

## **OPEN FORUM**

The Committee noted that no open forum questions had been submitted by members of the public.

### **MORE HOMES WEST DUNBARTONSHIRE – WEST DUNBARTONSHIRE COUNCIL HOUSE NEW SUPPLY PROGRAMME**

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

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

- (1) to note the content of the report and the progress made to date in the delivery of the Council's More Homes West Dunbartonshire approach; and
- (2) to note that the report and the delivery of the Council's ambitious plans to deliver new homes to meet housing need would include significant member involvement in its delivery and as such a regular update report would be provided to each Housing and Communities Committee.

### **RAPID RE-HOUSING TRANSITION PLAN AND NEW APPROACHES TO HOMELESSNESS UPDATE REPORT**

A report was submitted by the Strategic Lead, Housing and Employability providing a progress report relating to our Rapid Re-housing Transition Plan (RRTP) for the period 2019/20 – 2023/24 entitled 'Home at the Heart' and also updating on recent changes to homelessness legislation in Scotland.

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

- (1) to note the contents of the report;
- (2) to note the significant shortfall in funding from the Scottish Government to fully deliver the RRTP;
- (3) to approve that the funding allocation that had been awarded (£251k) is used to meet the objectives of the West Dunbartonshire Rapid Rehousing Transition Plan;
- (4) to instruct the Strategic Lead, Housing and Employability and the Strategic Lead, Resources to investigate potential ways to meet the shortfall outlined within this report;

- (5) to note the publication of an updated Code of Guidance for Homelessness and inclusion of advisory standards for temporary accommodation;
- (6) to note the commencement of provisions in the Homelessness etc. (Scotland) Act 2003, relating to “Intentionality” and “Local Connection”;
- (7) to note that an annual update and progress report would be provided to the next Housing and Communities Committee in May 2020; and
- (8) that a briefing note would be provided on the funding shortfall across all local authorities that shows the requests from different authorities, the actual awards granted and the difference.

### **TENANT SATISFACTION SURVEY**

A report was submitted by the Strategic Lead, Housing and Employability providing results of a comprehensive Tenant Satisfaction Survey on Housing and Homelessness Services that has been carried out and the results of which will be reported to the Scottish Housing Regulator as part of our 2019/20 Scottish Housing Charter requirements.

Councillor McColl, seconded by Councillor Docherty moved:

That Committee notes the substantial improvement in performance over the past 5 years and thanks officers for their hard work delivering this positive change. It is particularly pleasing to see positive results around communication and tenant participation, with our performance exceeding the national average.

Committee notes there has been a recent dip in performance with regards repairs and maintenance, and wishes to ensure that recent gains are not lost and to facilitate the creation of an upward trend in performance.

To that end, Committee asks officers to present a report to Committee, as soon as is practicable, with an action plan to improve repairs and maintenance, which in turn should improve tenants’ overall satisfaction with the services as a whole.

After discussion and having heard the Strategic Lead, Housing and Employability in further explanation of the report and in answer to Members’ questions, the Committee agreed the motion.

## **HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 31 DECEMBER 2019 (PERIOD 9)**

A report was submitted by the Strategic Lead, Housing and Employability providing members with an update on the financial performance to 31 December 2019 (Period 9) of the HRA revenue and capital budgets for 2019/20.

Having heard the Strategic Lead, Housing and Employability in further explanation of the report, the Committee agreed:-

- (1) to note the contents of the report which shows the revenue budget forecast to underspend against budget by £0.039m (0.09%) at the year-end; and
- (2) to note the net projected annual position in relation to relevant capital projects which was highlighting a variance of £12.441m (20.0%) due to projected net slippage of £13.394m (21.5%) and an overspend of £0.953m (-1.5%).

## **FINANCIAL REPORT 2019/20 AS AT PERIOD 9 (31 JANUARY 2020)**

A report was submitted by the Strategic Lead, Housing and Employability and the Strategic Lead, Regeneration providing an update on the financial performance to 31 January 2020 (Period 9) of those services under the auspices of the Housing and Communities Committee.

The Committee agreed:-

- (1) to note the contents of the report which shows the revenue budget forecast to underspend against budget by £0.112m (3.0%) at the year-end;
- (2) to note the net projected annual position in relation to relevant capital projects which was showing no projected variance; and
- (3) to note the progress on efficiencies incorporated into budgets for 2019/20.

The meeting closed at 2.31 p.m.

**WEST DUNBARTONSHIRE COUNCIL****Report by the Strategic Lead, Housing and Employability****Housing and Communities Committee: 2 September 2020**

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**Subject: New approaches to homelessness update report – “More than a Roof 2017-20” final report and “Home at the Heart 2019-24” Year 1 update on our Rapid Re-housing Transition Plan**

**1. Purpose**

**1.1** The purpose of this report is to provide members with a final report in relation to achieving the aims and objectives of “More than a Roof” our Homelessness and Temporary Accommodation Strategy for the period 2017-20 and a Year 1 update on “Home at the Heart” our Rapid Re-housing Transition Plan (RRTP) for the period 2019-24.

**2. Recommendations**

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

- (i) Note the progress and achievements made in implementing our ‘More Than A Roof’ strategy;
- (ii) Note the progress made in Year 1 of “Home at the Heart”, which informed an update report submitted to the Scottish Government at the end of June 2020;
- (iii) Note that the revised Year 1 underspend outlined at 4.17 is used to help cover the shortfall of funding to deliver Year 2 of our RRTP as detailed at 4.19 of this report;
- (iv) Approve the main objectives for Year 2, including the lets required for homeless households in order to meet the targets outlined in our RRTP and the trialling of some new pilot projects aimed at preventing homelessness;
- (v) Note the Housing Solutions Partnership to develop the local response to those Homelessness and Rough Sleeping Action Group (HARSAG) recommendations that require to be delivered locally and provide a quarterly update to the Housing and Communities Committee; and
- (vi) Request the Strategic Lead, Housing and Employability to develop a response to the Scottish Government’s current Local Connection consultation inclusive of the involvement of the members of the Housing and Communities Committee.

### **3. Background**

- 3.1** Our “More than a Roof” strategy was approved by the Housing and Communities Committee on 1 February 2017. This was the Council’s fourth strategy relating to homelessness and reflected the statutory framework at the time, including the developments in the housing sector such as the introduction of the Scottish Social Housing Charter and the development of Housing Options Hubs.
- 3.2** It detailed the actions the Council and its partners intended to take to tackle homelessness, including preventing homelessness and providing good quality temporary accommodation.
- 3.3** Since “More than a Roof” was approved, the Scottish Government established the short-term Homelessness and Rough Sleeping Action Group (HARSAG), who’s recommendation then informed the “Ending Homelessness Together” approach and high level action plan.
- 3.4** A key recommendation from HARSAG and adopted by the Scottish Government was for all Local Authorities to develop and submit a RRTP for the period 2019-24.
- 3.5** “Home at the Heart” was subsequently developed in partnership with key stakeholders including the West Dunbartonshire Health and Social Care Partnership and the Housing Solutions Partnership, which includes local Registered Social Landlords. “Home at the Heart” was submitted to the Scottish Government on 31st December 2018 and approved by the Housing and Communities Committee on 6th February 2019.
- 3.6** “Home at the Heart” recognised the good progress that has been made across West Dunbartonshire in recent years, whilst also acknowledging the challenges set by the renewed commitment to tackle homelessness, to end rough sleeping and to transform temporary accommodation.

### **4. Main Issues**

#### Achievements of “More than a Roof”

- 4.1** The strategic direction set by “More than a Roof” in terms of tackling homelessness were influenced by the Scottish Social Housing Charter and are consistent with the work of HARSAG. “More than a Roof” was structured around the following 5 strategic objectives:
- People at risk of losing their homes get advice on preventing homelessness;
  - Homeless people get prompt and easy access to help and advice;
  - Homeless people are provided with suitable, good quality temporary or emergency accommodation when this is needed;
  - Homeless people are offered continuing support to help them get and keep the home they are entitled to; and
  - People looking for housing get information that helps them make informed choices about the range of housing options available to them.

4.2 Good progress has been made in terms of delivering on the strategic aims of 'More than a Roof'. Since the strategy was approved in February 2017 a number of performance and service improvements have been achieved. A summary is provided in the table below:

More than a roof 2017/20						Total
Progress at end of Year 3	25	0	0	0	0	25

Action Status	
	Completed
	Not Started; In Progress; Assigned
	Unassigned; Check Progress
	Overdue; Neglected
	Cancelled

4.3 A summary of performance against key indicators during the period of the 3 year strategy is outlined below:

Performance indicator	2017/18	2018/19	2019/20	Target achieved
Incidences of homelessness in West Dunbartonshire	1,048	1037	1021	
Incidence of Youth Homelessness	290	280	273	
% of households requiring temporary accommodation to whom an offer was made	100%	100%	100%	
% of all homeless cases assessed within 28 days	100%	99%	98%	
% satisfied with the quality of temporary accommodation	83%	76.3%	81%	

4.4 Key achievements:

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

- The More Homes Better Homes approach has seen an increase in supply of housing for social rent which homeless households have been able to access;
- Actions taken to ensure that children are not adversely affected by homelessness;

- The implementation of a successful Young Persons Housing Options Service pilot programme, which has been mainstreamed into our wider service delivery model; and
- Actions taken to reduce the number of homelessness presentations from households in secure tenancies.

Objective 2: Homeless people are provided with suitable, good quality temporary or emergency accommodation when this is needed:

- Annual update of our Temporary Accommodation modelling to establish the need and demand for temporary accommodation based on area and household size;
- Reviewed and updated the Temporary Accommodation Standard that was in place; and
- 100% of homeless households requiring temporary accommodation are made an offer of accommodation.

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

- Development of a Prison Discharge Protocol compliant with the SHORE standards;
- Roll out the new Housing, Homelessness, Addiction, Partners Referral Pathway; and
- Review and update of the existing Hospital Discharge Protocol.

Objective 4: Homeless people are offered continuing support to help them get and keep the home they are entitled to:

- Actions taken to mitigate the impact of Welfare Reform;
- Actions taken to reduce and minimise incidences of repeat homelessness;
- Actions taken to increase the tenancy sustainment rates for homeless households; and
- Ensure a partnership approach is in place for those affected by domestic abuse.

Objective 5: People looking for housing get information that helps them make informed choices about the range of housing options available to them:

- 'Help to Rent' scheme developed and launched to improve access to the private rented market (a total of 20 homeless households were housed in the private sector during 2019/20);
- Service delivery model reviewed to ensure a housing options approach continues to be embedded as a key element of the Homelessness and Homelessness Prevention service area;
- The development and implementation of an award winning Leaving Care Housing Protocol; and

- A programme of conversions from temporary accommodation to settled accommodation was identified and continues to be implemented annually.

**4.5** A Temporary Accommodation Modelling exercise has been carried out to review the need and demand for temporary and supported accommodation and ensure our provision is in the right location and of the appropriate size and type. This was informed by:

- the profile of current and projected demand for temporary accommodation in West Dunbartonshire, including a detailed assessment of support requirements; and
- the sufficiency and suitability of existing temporary accommodation relative to the extent and nature of needs identified.

**4.6** The modelling exercise is used to inform the development of our Rapid Rehousing Transition Plan and Housing First approaches to deliver more dynamic responses to prevention, early intervention and the resolution of homelessness through the redesign of our services.

“Home at the Heart” Year 1 progress of our RRTP

**4.7** Reports have been provided to the Housing and Communities Committee on 7 November 2018, 6 February 2019, 14 August 2019 and 5 February 2020 detailing and seeking approval for our RRTP “Home at the Heart” and then providing an update in terms of the Year 1 funding allocation from the Scottish Government.

**4.8** The feedback received from the Scottish Government in relation to our RRTP has been largely positive and highlighted a number of areas of good practice including:

- The comprehensive temporary accommodation modelling undertaken as part of our wider “More than a Roof” approach;
- The strategic approach to tackling homelessness;
- The introduction of the supported tenancy model;
- Prioritising Housing First;
- Our award winning Leaving Care Housing Protocol; and
- The fact that we have never breached the unsuitable accommodation order.

**4.9** Following this review, West Dunbartonshire received a funding allocation of £265,000 to implement Year 1 of our RRTP, which equated to a shortfall of £37,500, based on the revised costs submitted. As a result of the shortfall in terms of the funding allocation for 2019/20, we reviewed and reduced our target number of conversions to be funded from the Scottish Government RRTP funding from 40 to 25.

<b>RRTP Year 1 costings</b>	<b>Year 1 plan</b>	<b>Year 1 funding</b>
Housing First West Dunbartonshire	£132,500	£132,500
Additional Resettlement Support Service	£35,000	£35,000
Conversion programme	£100,000	£62,500
Additional Homelessness Prevention Service	£35,000	£35,000
<b>Total</b>	<b>£302,500</b>	<b>£265,000</b>

**4.10** The aims of “Home at the Heart” are influenced by the Scottish Social Housing Charter and Scottish Government’s “Ending Homelessness Together” approach and are structured around the following 5 strategic objectives:

- Deliver a whole systems approach to the prevention of homelessness;
- Enable service users with low or no support needs to access settled housing quickly;
- To develop interim housing options which enable independent living and housing sustainment; and
- Implement a Housing First model which enables the most excluded service users to achieve housing sustainment.

**4.11** Objective 1: Deliver a whole systems approach to the prevention of homelessness:

- Carried out a service re-design to ensure key objectives could be met;
- Development and launch of “Help to Rent West Dunbartonshire” to assist homeless households and others in housing need to access the private rented sector;
- Recruited a FTE staff member to provide an enhanced proactive homeless prevention role;
- We are updating our Section 11 process with our RSL partners.

Objective 2: Enable service users with low or no support needs to access settled housing quickly:

- The key aim for Year 1 was to reduce the average length of stay in temporary accommodation for homeless households from 23 weeks to 20 weeks. This target has been surpassed, with the average length of time spend in emergency accommodation reducing to 15 weeks in 2019/20;
- Delivered a quick and efficient assessment process; and
- Reviewed and updated the lettings targets for homeless households with all social landlords across West Dunbartonshire.

Objective 3: Develop interim housing options which enable independent living and tenancy sustainment:

- We have carried out a service re-design and introduced our Supported Accommodation Service and established and implemented operational procedures to ensure that household needs are identified consistently;
- Developed and Implemented a Prison Discharge Protocol in line with the SHORE standards;
- Reviewed and updated our Leaving Care Housing Protocol;
- Implemented our “No Home for Domestic Abuse” approach, to ensure that victims are supported to pursue their most appropriate housing option;
- Reduced the number of homeless households losing contact with the service by 37% (from 191 to 120); and
- Implemented a Conversion Programme to provide settled accommodation for more homeless households.

Objective 4: Implement a Housing First model which enables the most excluded service users to achieve housing sustainment:

- We have recruited and trained a dedicated Housing First Support Team of 4 staff members and publicised the initiative widely to key partners across West Dunbartonshire;
- 14 Housing First referrals were received and of these 12 were assessed as being suitable for the Housing First approach;
- 7 new Housing First tenancies had been created;
- The average time for an offer of housing was 51 days from the referral being accepted;
- The average length of time before moving into tenancy was 81 days;
- We currently have a tenancy sustainment rate of 100%; and
- These achievements compare favourably with Scotland's Housing First Pathfinder, which comprises Aberdeen/shire, Dundee, Edinburgh, Glasgow.

- 4.12** The key challenge faced in Year 1 was the timescales involved in terms of receiving funding from the Scottish Government and being able to recruit and train staff to ensuring that our new initiatives were fully operational during Year 1.
- 4.13** Recruitment to deliver our enhanced prevention service to deliver a proactive response to those households threatened with homelessness across West Dunbartonshire was completed during Year 1.
- 4.14** We have recruited the staff resource required to deliver the Resettlement Support Service which provides full resettlement support to new tenants across all tenures building on our existing resettlement support.

**4.15** Our conversion programme of temporary accommodation to settled tenancies was not fully implemented during Year 1, with a total of 11 conversions completed, which is below the level planned.

**4.16** Whilst a dedicated Housing First Support Team was recruited, the number of tenancies created was less than anticipated and this has resulted in reduced tenancy set-up costs.

**4.17** A combination of these factors has led to a Year 1 underspend outlined below:

<b>RRTP Year 1 spend</b>	<b>Year 1 revised plan</b>	<b>Year 1 actual spend</b>	<b>Year 1 underspend</b>
Housing First West Dunbartonshire	£132,500	£107,500	£25,000
Additional Resettlement Support Service	£35,000	£0	£35,000
Conversion programme	£62,500	£27,500	£35,000
Additional proactive Homeless Prevention Service	£35,000	£15,000	£20,000
<b>Year 1 total</b>	<b>£265,000</b>	<b>£150,000</b>	<b>£115,000</b>

**4.18** In the report to Committee on 5 February 2020, an expected substantial shortfall of £219,083 to fully deliver Year 2 of our RRTP was identified. At that point it was anticipated that the Year 1 underspend would be £55,000 and work had been carried out to deliver a £126,000 funding contribution from existing resources within housing and homelessness services.

**4.19** We have now refreshed the costings and assumptions within the RRTP based on Year 1 actual activity, which taken together with the Year 1 underspend of £115,000, negates the expected shortfall for Year 2:

<b>RRTP Year 2</b>	<b>Year 2 Revised cost</b>	<b>Year 2 Funding (Year 1 underspend)</b>	<b>Year 2 funding (SG funding)</b>	<b>Year 2 funding (Housing &amp; Homelessness)</b>
Housing First	£237,167	£115,000	£18,000	£104,167
Resettlement Support Service	£36,000	-	£36,000	-
Conversion programme	£125,000	-	£125,000	-
proactive Homeless Prevention Service	£36,000	-	£36,000	-
Additional Housing Support Service	£36,000	-	£36,000	-
Pilot prevention initiatives	£21,833	-	-	£21,833
<b>Year 2 total</b>	<b>£492,000</b>	<b>£115,000</b>	<b>£251,000</b>	<b>£126,000</b>

**4.20** The shortfall in funding for Year 2 has therefore reduced to £104,167. Due to the work carried out to look at ways to tackle the initial expected shortfall in funding, the £126,000 funding contribution from housing and homelessness

was already identified, following discussion and support at the Housing Solutions Partnership we are now using the remaining £21,833 to fund additional demonstration projects aimed at preventing homelessness occurring in West Dunbartonshire. A challenge fund has been identified and all organisations involved in the Housing Solutions Partnership have had an opportunity to develop potential pilot projects.

- 4.21** It should be noted that a shortfall in funding is still expected to deliver Years 3 to 5 of our plan. However The Scottish Government and COSLA are in discussions regarding future funding to deliver RRTP priorities following the revised HARSAG recommendations. Once future funding arrangements are known we will provide an update to the Housing and Communities Committee.
- 4.22** The Scottish Government requested that every local authority provide a RRTP update report by 30 June 2020 along with a summary of Year 1 spend for each activity. We successfully submitted this update report and are awaiting feedback from Scottish Government officials.

#### RRTP Year 2 main objectives

- 4.23** Our main aims for Year 2 are as follows:
- Deliver on the whole system approach to the delivery of housing options and homelessness prevention;
  - Roll out the reviewed Section 11 Homelessness Prevention Protocol to minimise the number of households experiencing homelessness from rented accommodation;
  - Review and update arrangements in place to help West Dunbartonshire Council tenants at risk of homelessness;
  - Explore options to resource additional pilot initiatives aimed at preventing homelessness including a Prevent Fund to utilise and help prevent homelessness with individual households;
  - Continue to reduce the time spent in temporary accommodation for those households with low/no needs by delivering settled accommodation quickly;
  - Our modelling is based on expected annual letting activity and this currently suggests that this will require 61% of WDC lets and 48% of RSL lets during 2020/21 to deliver our targets. Letting activity has been impacted by the Covid-19 pandemic and we will work with partners via the Housing Solutions Partnership to monitor this closely and take appropriate actions to deliver our objectives;
  - Roll out the new Resettlement Support Service to provide a cross tenure full resettlement support for all homeless households that require it;
  - Conclude the research project currently underway relating to Youth Homelessness in partnership with Action for Children and adopt relevant recommendations;

- Ensure that household needs are identified consistently and that the assessment of a Support and Accommodation Pathway is appropriate for all homeless households;
- Implement a comprehensive Conversion Programme to deliver 50 homeless households with settled accommodation;
- Continue the support of Year 1 Housing First tenants and recruit 2 additional members of staff with the aim of creating a further 22 Housing First tenancies in Year 2;
- Explore options with our partners in the West Dunbartonshire Alcohol and Drugs Partnership to look at having dedicated staff members from all services to support Housing First tenants; and
- We have committed that at least one new build home in each new Council development will be earmarked for a Housing First tenant.

**4.24** A further progress report will be provided to the Council's Housing and Communities Committee in August 2021 and appropriate updates will be provided to the Health and Social Partnership Integrated Joint Board and the Housing Solutions Partnership, chaired by the Convenor of the Housing and Communities Committee when they next meet.

#### Impact of Covid-19 and the reconvening of HARSAG

**4.25** The coronavirus pandemic has had and continues to have a profound impact on all our lives and those facing homelessness are hit uniquely hard. As an initial response to the pandemic, nationally the Scottish Government, local authorities and charities moved quickly to get people off the streets and into safe accommodation to protect people's health.

**4.26** The response by the sector was impressive, locally we have avoided any incidences of rough sleeping and destitution and we have ensured that all households have been provided with suitable, safe and settled accommodation as West Dunbartonshire Council has continued to deliver its full housing options and homelessness service throughout this period.

**4.27** The Council's Homelessness and Housing Options team has provided a 24/7 service ensuring all Council residents have a safe and secure home within the period of the pandemic avoiding any incidences of rough sleeping and destitution. The service has increased the provision of homeless supported accommodation by 40% to meet the increased demand and a snapshot of service contacts is provide in the table below.

<b>Number of Homeless Presentations</b>	<b>399</b>
<b>Number of Households Provided with Temporary Accommodation</b>	<b>310</b>
<b>Number of Homeless Presentations (Domestic Abuse)</b>	<b>87</b>
<b>Number of Young People Presenting as Homeless</b>	<b>117</b>
<b>Number of Prison Leavers accommodated</b>	<b>10</b>

\*Figures from 23/3/2020-9/8//2020

- 4.28** There is a concern that the coronavirus could lead to more people being at risk of losing their homes. To tackle this, the Scottish Government created stronger protections for most renters during lockdown to help prevent evictions from taking place until the end of September. In addition, the Scottish Government also decided to extend the Unsuitable Accommodation Order to all homeless households much earlier, from April 2021 to May 2020 (with some exemptions due to Covid-19 created initially to October 2020). This sent out a strong signal that temporary accommodation, such as B&Bs and hotels, are not to be seen as a replacement for a safe and settled homes.
- 4.29** The pandemic fundamentally changed many aspects of our society and has created new challenges. Relationships have been placed under pressure during lockdown, incidences of domestic abuse leading to homelessness have increased, and the full impact on the economy is yet to be realised. All these factors will invariably mean more households will be at risk of homelessness and will require the support of the homelessness and housing options service.
- 4.30** Due to these risks the Scottish Government assessed that the national plan to end homelessness needed to be looked at again and in June 2020 the Housing Minister asked HARSAG to reconvene and look at what more can be done to tackle homelessness right now and into the future, including changes to the Ending Homelessness Together plan.
- 4.31** The group held three meetings during June 2020 and looked at the following four questions:
1. What needs to be in place right now for the ongoing emergency?
  2. What do we need to do so that people don't get back to sleeping on the streets or staying in homeless shelters?
  3. How can we accelerate the pace of work to prevent homelessness?
  4. What needs to change in the national Action Plan to end homelessness to recognise the changing circumstances caused by coronavirus?
- 4.32** HARSAG subsequently developed and published a detailed set of 105 recommendations. Whilst some of the key recommendations are directed towards the Scottish Government future policy, some recommendations, such as those around benefits and support for people regardless of their immigration status, are urgent requests of the UK Government. A copy of this HARSAG report is included within the background papers for this report.
- 4.33** The Scottish Government have agreed in principle to all the recommendations within the HARSAG report and plan to publish a plan including the detail of resources available in response to the new HARSAG recommendations and that the Scottish Government's Homelessness Prevention and Strategy Group will oversee the implementation of this plan. A number of the recommendations will require to be delivered by each individual local authority, it is proposed that within West Dunbartonshire the Housing Solutions Partnership will ensure the delivery of these recommendations in West Dunbartonshire and will provide quarterly updates to the Housing and Communities Committee.

### Changes to the Local Connection provisions

- 4.34** Local Authorities currently have the power to refer homeless households who do not have a local connection with them to another local authority where they do have such a connection
- 4.35** Last year, the Scottish Government issued a consultation paper inviting views on a recommendation from the original sitting of HARSAG to commence the provision in Section 8 of the Homelessness etc. (Scotland) Act 2003, to give Scottish Ministers the power to modify, by statutory order, referrals for local connection. HARSAG also recommended that Ministers use the new power to suspend referrals between local authorities in Scotland.
- 4.36** Following the consultation, the Homelessness etc. (Scotland) Act 2003 (Commencement No. 4) Order 2019 commenced the local connection provisions, giving Scottish Ministers the power to modify the operation of referrals between local authorities within Scotland. The provisions also required that Scottish Ministers must publish a statement setting out the circumstances and general criteria by reference to which modifications will take place.
- 4.37** A further consultation on preparing the ministerial statement was planned to launch in May, however this was postponed to allow local authorities and others time and space to respond to the immediate impacts of the Coronavirus pandemic.
- 4.38** The Scottish Government has now launched this consultation for the 12 week period of 3 August 2020 to 23 October 2020. The consultation paper invites views on the commitment to address barriers for people facing homelessness by taking forward the power to modify local connection referrals, in particular the proposal to suspend local connection referrals. Normally, such a consultation response would be approved by the Housing and Communities Committee however this is impractical because of timeframes, therefore it is proposed that the development of Council's response will factor in the views of all members of the Housing and Communities Committee before it is submitted within the consultation timeframe.
- 4.39** Subject to this consultation, any changes will be introduced around May 2021 and will be reported to a future Housing and Communities Committee. The Scottish Government will monitor the impact of these changes and respond to any local authorities that report undue pressure on service provision.

### Public Sector duty to prevent homelessness

- 4.40** Another proposal from HARSAG being taken forward by the Scottish Government is to look at developing legislation looking at introducing a Public Sector duty to prevent homelessness.
- 4.41** The Scotland Prevention Review Group was convened and is being led by CRISIS, alongside a wide array of experts including people with a housing and homelessness focus, as well as representatives from the health, justice and education sectors.

- 4.42** The group is working with public bodies, housing providers and other partners to develop a new duty on local authorities, wider public bodies and delivery partners for the prevention of homelessness.
- 4.43** The Group will develop recommendations for the Scottish Government for a legal duty or duties on Scottish local authorities and wider public bodies to prevent homelessness. The Group will provide advice on how to ensure the recommendations are successfully implemented in the context of wider reforms to homelessness provision in Scotland.
- 4.44** Initially the aim was to make these recommendations in summer 2020, followed by more development work and further engagement and consultation; however, due to the Covid-19 pandemic this work was delayed. The group has now reconvened and recommendations are expected by the end of 2020.

## **5. People Implications**

- 5.1** The implementation of the RRTP, notably the introduction of the Resettlement Support Service, the Homelessness Prevention Service, requires the introduction of the new posts for an initial 2 year period. These will be reviewed based on future funding announcements.
- 5.2** In addition, if the objectives agreed within the Rapid Rehousing Transition Plan to deliver the upscaling of Housing First and continue the conversion programme, and as such we have commenced recruitment for the following posts from the RRTP funding:
- Additional housing support service (1 support worker)

## **6. Financial and Procurement Implications**

- 6.1** The June 2020 version of our RRTP identifies that £3,605,583 is required in order to facilitate a transition to rapid rehousing over next 5 year period, with £470,167 being required for Year 2.
- 6.2** Year 2 funding of £251,000 in 2020/21 represents a reduction of 5.3% from Year 1 funding and a shortfall of £219,166 for Year 2 of our RRTP. Without the alternative funding being identified highlighted in sections 4.18 and 4.19 of this report, we would be unlikely to fully deliver on our ambitious targets and make the full transition to Rapid Rehousing within the 5 year target timescale of our plan.
- 6.3** There is further financial uncertainty as at present Scottish Government funding only covers a 3 year period whilst the RRTP covers a period of 5 years. The allocation of 2021/22 and future funding is still to be determined by Scottish Government and COSLA.

## **7. Risk Analysis**

- 7.1** There are financial and regulatory risks associated with not being able to fully deliver our Rapid Rehousing Transition Plan, including the Housing First element of the approach.

**7.2** The decision to award funding in Year 2 based again on a formula which focuses on homelessness assessments (and not the content of the RRTP's), arguably benefits larger local authorities who receive a higher proportion of homeless assessments and could discourage local authorities from implementing initiatives aimed at preventing homelessness.

## **8. Equalities Impact Assessment (EIA)**

**8.1** Preventing and responding to homelessness has a significant positive impact on individuals and communities. Our overall strategy 'More Than a Roof' for homelessness aims to tackle current health and other inequalities. Through an initial screening within the RRTP we highlighted some key groups where homelessness and housing challenges exist. A full Equality Impact Assessment has been undertaken and submitted to the Scottish Government as part of this plan.

## **9. Consultation**

**9.1** The first draft of our RRTP was developed in collaboration with key partners, including the Health and Social Care Partnership, local Registered Social Landlords and third sector organisations, via a series of well attended stakeholder events held in November and December 2018.

**9.2** Consultation and communication have continued since the submission of the first iteration of the RRTP through the Housing Solutions Partnership. Further engagement has also taken place with other local landlords via the Strategic Housing Providers Forum, engagement has continued with the Health and Social Care Partnership and also a dialogue with the WDTR0 regarding the implementation of the RRTP and Housing First has also taken place.

## **10. Strategic Assessment**

**10.1** Having considered the Council's strategic priorities, this report contributes significantly to all strategic priorities.

**Peter Barry**  
**Strategic Lead, Housing and Employability**

**Date: 18<sup>th</sup> August 2020**

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**Appendices:** None

**Background Papers:** Homelessness and Rough Sleeping Action Group: tackling homelessness following coronavirus, HARSAG 2 Report, Scottish Government; July 2020

<https://www.gov.scot/publications/homelessness-and-rough-sleeping-action-group-final-report-tackling-coronavirus/>

Consultation on a Ministerial Statement for modifying local connection referrals in Scotland, Scottish Government, August 2020 [https://consult.gov.scot/housing-and-social-justice/modifying-local-connection-referrals/consult\\_view/](https://consult.gov.scot/housing-and-social-justice/modifying-local-connection-referrals/consult_view/)

Scottish Government Year 1 RRTP Submission, West Dunbartonshire Council. June 2020

West Dunbartonshire Council's Revised Rapid Rehousing Transition Plan including Action Plan and Equalities Impact Assessment, [Home at the Heart](#)

West Dunbartonshire Homelessness Strategy More Than a Roof 2017-2021 [More than a Roof](#)

Housing and Communities Committee Report 7<sup>th</sup> November 2018 "Rapid Rehousing Transition Paper position paper"

Housing and Communities Committee Report 6<sup>th</sup> February 2019 "Rapid Rehousing Transition Plan 2019/20 to 2023/24"

Housing and Communities Committee Report 14<sup>th</sup> August 2019 "Rapid Rehousing Transition Paper 219-24 update report"

Housing and Communities Committee Report 5<sup>th</sup> February 2020 "Rapid Rehousing Transition Plan and new approaches to homeless update"

Joint letter from Kevin Stewart, MSP, Minister for Local Government, Housing and Planning and Councillor Elena Whitham, Community and Wellbeing Spokesperson, COSLA on Distribution of Funding for Rapid Rehousing Transition Plans (RRTPs) for 2019/20

West Dunbartonshire Rapid Rehousing Transition Tool, December 2018

Ending Homelessness Together – High Level Action Plan; Scottish Government/COSLA December 2018

<https://www.gov.scot/binaries/content/documents/govs-cot/publications/publication/2018/11/ending-homelessness-together-high-level-action-plan/documents/00543359-pdf/00543359-pdf/govscot%3Adocument>

**Wards Affected:**

All



## WEST DUNBARTONSHIRE COUNCIL

## Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 2 September 2020

**Subject: More Homes West Dunbartonshire and ‘Building Back Better – West Dunbartonshire Council Affordable Housing Supply Programme**

## 1. Purpose

1.1 This purpose of this report is to provide the Housing and Communities Committee an update on progress with West Dunbartonshire’s More Homes Programme which oversees the strategic delivery of the Council’s new homes.

## 2. Recommendations

2.1 It is recommended that the Housing and Communities Committee:

- (i) Note the content of the report and the progress made to date in the delivery of the Council’s More Homes West Dunbartonshire approach;
- (ii) Note that the report and the delivery of the Council’s ambitious plans to deliver new homes to meet housing need will include significant member involvement in its delivery and as such a regular update report will be provided to each Housing and Communities Committee
- (iii) Note that a number of issues discussed in relation to the Covid-19 pandemic will be more fully detailed at future Housing and Communities Committees due to the emerging nature of the impacts.

## 3. Background

3.1 In West Dunbartonshire the Affordable Housing Supply Programme (AHSP) is delivered through the More Homes West Dunbartonshire strategic approach which was initially tasked with delivering over 1000 new affordable homes in West Dunbartonshire by 2021 and includes the Council’s ambitious New House Building Programme.

3.2 The Council have now delivered 161 new council homes to date as outlined in Table 1 below:

**Table 1: Completed Council New Build**

Project	No. of Units	Completion Date
Granville Street (Phase 1), Clydebank	24	July 2013
Miller Road, Alexandria	15	October 2013
Granville Street (Phase 2), Clydebank	9	February 2014

Central Bellsmyre, Dumbarton	36	December 2014
Hillstreet Square, Dumbarton	37	August 2015
Second Avenue, Clydebank	40	April 2018
<b>Totals</b>	<b>161</b>	

- 3.3** The Strategic Housing Investment Plan (SHIP) 2019-2024, outlining West Dunbartonshire's Affordable Housing Supply Programme through the More Homes West Dunbartonshire approach was approved by the Housing and Communities Committee in November 2019.
- 3.4** The More Homes Delivery Team continues to prioritise the new build projects in order to ensure that West Dunbartonshire Council delivers the new Council homes within the agreed budget and timescales.
- 3.5** The Council's Tendering Committee approved the appointment of a Strategic Delivery Partner on 29 August 2018. The reaching of this key milestone will see CCG Scotland Ltd work with the Council to deliver five of our new build developments inclusive of enabling and construction works.
- 3.6** As part of the Council's More Homes West Dunbartonshire programme a target had been set for 1000 new affordable homes to be built within a 5 year period up to March 2021 between the Council and developing partner Housing Associations. Achieving this target was progressing well and the Council had ambitious plans to assist in the overall target of building around 400 (this figure is inclusive of buy back properties) new homes for social rent from 2018–2021, the first of which were delivered in Spring 2018 in Second Avenue, Clydebank. Partner Housing Associations have a combined target of over 800.
- 3.7** In March 2020, the country was placed in lockdown due to the Covid-19 pandemic. This ceased all activity on each of the Council's 6 active new build sites and 1 demolition site. With the March 2021 no longer fully realistic, how the Council plans to recover from the lockdown period in terms of its Affordable New Build Programme and its plans going forward, will be outlined below.

#### **4. Main Issues**

- 4.1** Pre Covid-19, the Scottish Government had a key national target to deliver a minimum of 50,000 new supply affordable homes in Scotland by March 2021 supported by over £3bn of investment. The West Dunbartonshire approach to this is outlined above at 3.6.
- 4.2** The Strategic Housing Investment Plan and HRA Capital Plan outlined the plans the Council have for meeting their targets. These revised new build targets for the Council are outlined below:

**Table 2: Council New Build**

Site/Developer	Number of Units	Est Completion Date
St Andrews High School, Clydebank	126	July 2021
Dumbarton Harbour	45	July 2021
Creveul Court, Alexandria	22	December 2020
Haldane Primary School	58	March 2021
Aitkenbar Primary, Bellsmyre	55	May 2021
Clydebank East ex MSF site	50	July 2022
Queens Quay, Site B/C, Clydebank	60*	July 2022
<b>416 units</b>		

\*Includes 29 units at Site b and a projected 31 units at Site C which was not a March 2021 project

**4.3** Before lockdown in March 2020, the Council's new build programme had 335 new homes at construction stage; these sites ceased immediately following the national announcement. All sites were secured.

**4.4** As lockdown measures eased, a Construction Industry 6 Stage Roadmap was devised in consultation with the Scottish Government. The following phases were included along with dates that these could go ahead:

Phase	Description	Date
Phase 0	Planning	29/5/20
Phase 1	COVID-19 pre-start site preparation	29/5/20
Phase 2	Soft start (only where physical distancing can be maintained)	11/6/20
Phase 3	Steady state (only where physical distancing can be maintained)	22/6/20
Phase 4	Steady state (where physical distancing can be maintained and/or with PPE use)	15/7/20
Phase 5	Increasing density/productivity	tbc

**4.5** Activity in the 6 Council new build sites has now re-started in line with the Construction Roadmap above. Noted below is a reminder of when the projects went on-site before lockdown and a general update that covers the 4 CCG sites and individual updates on Dumbarton Harbour, Queens Quay Site B and Clydebank East. Individual updates for all sites will be given at the next Housing and Communities Committee as more progress is made under the new working practices. It is important to note that although the March 2021 target is at risk and will be difficult nationally and locally to achieve, there are likely to be a number of properties completed by March 2021; however, this won't be at the same rate as before lockdown.

St Andrews School: on-site as of 3<sup>rd</sup> June 2019 to develop 126 new council homes and was anticipated to complete by March 2021 before lockdown.

Aitkenbar Primary School: on-site as of 14 October 2019 to develop 55 new council homes and was anticipated to complete by March 2021 before lockdown.

Haldane Development: on-site as of 21 October 2019 to develop 58 new build council homes and was anticipated to complete by March 2021 before lockdown.

Creveul Court, Alexandria Town Centre: on-site as of 4 November 2019 to develop 22 new build council homes and was anticipated to complete by September 2020 before lockdown.

CCG have re-started on the site on the sites above following all the Scottish Government guidance.

Progress meetings are taking place virtually and will continue this way until such times as social distancing rules permit on-site meetings.

All on-site staff have undergone a Covid-19 induction and the number of staff working has reduced greatly from prior to lockdown. The impact of lockdown and the new working practices going forward is still being assessed in terms of a new programme. A verbal update will be given to Committee on revised completion dates.

Dumbarton Harbour: on-site as of 20 November 2019 to develop 45 new build council homes. Due to delays caused by the liquidation of the original construction company it was unlikely that this project would have completed fully by March 2021.

Cullross Ltd, having taken on the Main Contractor role, managed to resume on site activity following the collapse of the original contractor very quickly, however lockdown occurred immediately after this.

As with the 4 CCG sites outlined above, work on Dumbarton Harbour has resumed post lockdown with the same measures and working practices in place and revised completion dates will be reported verbally to Committee.

Clydebank East: the demolition of 339 multi storey flats and maisonettes was well underway on this site before lockdown. As with the other sites, the site closed immediately. Work has now resumed and the demolition is programmed to complete by November 2020.

As this site was not as advanced as the 5 projects above it has provided an opportunity to re-visit what is possible to achieve on the site. Previously the Council had taken a masterplanning design approach to oversee the development of over 100 new homes within this site with a mix of social and private homes. However, following national discussions and emerging local evidence over the impact of Covid-19 both in terms of homelessness, increased demand for social housing and assisting with economic recovery, developing this site fully for social/affordable housing is being investigated

and findings and recommendations will be reported to a future Housing and Communities Committee..

Queens Quay, Site B, Clydebank: A joint project with Wheatley Group and Clydebank Housing Association, the Council had 29 out of the 146 properties in total on site just before lockdown. As with the other sites, this site is progressing again, following Scottish Government Guidance and a fuller update will be provided at a future Committee.

Buy Back Scheme: Since 2015 the Council has operated a Buy Back Scheme that assists the Housing Team in purchasing properties of formally Council homes that were sold through the Right to Buy Scheme. Not only does this Scheme assist with tackling homelessness and housing need and some common capital works, it also contributes towards the More Homes agenda by adding additional stock to the Council's portfolio that is the right type and size and in the right location.

To date 29 new homes have been purchased through the scheme at an overall cost of £2.4m. It should be noted that these costs are inclusive of all works to bring the home up to SHQS and EESSH standard.

- 4.6** As it is likely that a large number of the properties will be handed over to the Council at the same time. The Housing Development team is currently being put together to strategy to plan how to deal with this and at the same time taking into consideration the way that Covid-19 has changed how we deal with viewings, sign ups, house moves etc. This will be done in partnership with the Health and Social Care Partnership, Homelessness and Housing Options service and the Housing Operations Service.

#### Building Back Better – West Dunbartonshire

- 4.7** Building new affordable homes has an important role to play in revitalising local economies and assisting with post-pandemic recovery plans. It is also clear that the need for affordable homes is and will increase. *Building Back Better* is an ambitious plan that aims to continue the positive momentum of the More Homes West Dunbartonshire programme.
- 4.8** As an affordable housing developer West Dunbartonshire Council has identified potential future sites for new council homes to address existing and arising housing need. The design of these homes will endeavour to further develop, improve and exceed current best practice, providing sustainable homes using innovative technology and delivering on our low carbon ambitions including passivhaus and other net zero carbon opportunities.
- 4.9** The current Covid 19 crisis has highlighted that housing and health outcomes are interconnected. We must build on our recent progress if we are to address health inequalities within our communities, as early adopters of the Dementia Framework at Creveul Court, West Dunbartonshire Council are at the forefront of Dementia Design best practice. The fundamentals of Dementia

Design have been embedded in West Dunbartonshire’s Design Standard as a further commitment to respond to the varying housing needs of our residents.

- 4.10** One of the ambitions through the building back better plan we will address housing inequalities, tackle fuel poverty and improve health outcomes for future generations within West Dunbartonshire.
- 4.11** In order to contribute to building back better, the Housing Development team have been working on investigating potential sites that affordable housing can be developed on. In addition to investigating increased provision of social/affordable at Clydebank East which is also planned to be our first zero carbon social housing development the following sites are currently being looked at as future affordable new build sites:

Queens Quay, Site C, Clydebank

The Council is currently developing a design to deliver a projected 20/30 family type homes on this site to complement the housing mix within sites A and B. This development will also be designed to meet low/zero carbon principles.

- 4.12** The additional potential sites outlined below are at a very early feasibility stage and more detail on the outcome of these will be brought to the November Housing and Communities Committee. Outlined below are general locations and estimated unit numbers:

Location	Unit Numbers - Est
Bonhill	50
North Mountblow	18
Alexandria Town Centre 1	20
Alexandria Town Centre 2	20
Dumbarton Town Centre	40
Clydebank Central	40
Doveholm, Dumbarton	20-50

- 4.13** The provision of new housing that is the right type and size and that which is needed in accordance with our housing demand lists has contributed to positively regenerating the housing regeneration areas where our new build plans have developed new high quality homes for social rent. In addition, the provision of new council housing for rent, along with other housing service led initiatives through our Better Homes West Dunbartonshire approach, such as the implementation of the Housing Asset Management Strategy, housing management initiatives and the HRA Capital Programme carrying out significant works on existing stock have all contributed positively to the overall regeneration of these priority areas.
- 4.14** As part of our strategic housing approach, tenant satisfaction levels and other contributing indicators to analyse the impact of housing regeneration activities will continue to be tracked and be reported to the Housing and Communities Committee. It will be closely monitored through the More Homes Project Board.

**4.15** In addition to its direct role as a developer of new housing, the Council's Housing Development Team plays a key enabler role through its statutory position as the Strategic Housing Authority.

## **5. People Implications**

**5.1** There are no people implications from this report.

## **6. Financial and Procurement Implications**

### Financial

**6.1** As with all financial projections and plans, the affordable new build budget within the Capital Programme has been impacted by Covid-19. As we are still at an early stage of assessing the effect, it is not possible to fully outline the financial impact on the new build budget in terms of delays to projected spend and any additional costs this will have. This will be reported to a future Housing Communities Committee.

**6.2** The Housing Development Team has been in discussions with the Scottish Government at a national and local level regarding the impact of Covid-19 on the overall new build programme, financial considerations and how to assist in the recovery and will continue to do this.

**6.3** In February 2019 Council approved the Housing Capital Programme 2019-2024 which has gross profile spend of £96.924m on council new build housing over that 5 year period year period. This includes some £8m per annum from 21/22 provision for future new build projects. As noted above, the Housing team has already commenced developing the feasibility of future development and these will be reported to future Housing and Communities Committees.

**6.4** The introduction of the West Dunbartonshire Affordable Housing Design Standard approved by the Housing and Communities Committee in November 2015 and updated in February 2019 will ensure all new affordable housing developments in West Dunbartonshire will be eligible for the higher 'greener' subsidy levels of £72k (RSL) and £59k (Council). This enables the leverage of an additional £2k of grant funding per unit of affordable housing in West Dunbartonshire.

### Procurement

**6.5** Following a robust contract strategy CCG Scotland Ltd were appointed to deliver five of our new build development sites inclusive of enabling and construction works.

**6.6** Further opportunities to maximise the positive social, economic and environmental impact for the Council through this contract will also be explored.

### Community Benefits

**6.7** As part of each project, the contract has incorporated an element of Community Benefits that can supported a wide range of social, economic and environmental benefits for communities including jobs, apprenticeships and local charity and community initiatives. For the projects that are currently on-site, the following is taking place:

- Aitkenbar, £8000, community art project with 2<sup>nd</sup> Year pupils from Our Lady and St Patricks High School
- Haldane, £8000, creation of a show flat, interior design project with local school
- Creveul Court, £3500, community gardening project that The Leamy Foundation will lead on
- St Andrews, £11,000, not yet determined how this will be spent
- Clydebank East, £11,000, not yet determined how this will be spent

## **7. Risk Analysis**

**7.1** All Council new build projects have their own Risk Register which highlights the risk within and out-with the project team's control. These are maintained and adjusted on an on-going basis.

**7.2** With any new build project there is a risk that as the projects develop the cost increases beyond the estimated contract cost. Any additional borrowing requirements, or conversely, cost savings will be reported to future meetings of the Housing and Communities Committee. However, this is mitigated through a target cost model approach.

**7.3** Risk associated with the impact of and ongoing Covid-19 pandemic will be incorporated within the Risk Registers going forward.

## **8. Equalities Impact Assessment (EIA)**

**8.1** The proposal does not alter any existing policy or pattern of service delivery and so is not considered to require an equalities impact assessment.

## **9. Consultation**

**9.1** As part of our recent rent consultation exercise, 92% of respondents indicated their support for the Council's ambitious plans to deliver the Housing Revenue Account (HRA) new council house build programme.

**9.2** Regular updates on new build development are provided to the West Dunbartonshire Tenants and Residents Organisation at the bi-monthly liaison meetings.

**9.3** As detailed at 6.7 above, each project will have their own element of Community Benefits. This will provide opportunities for the community to become involved and participate whether this is pupils at the local school or interested community members.

## 10. Strategic Assessment

- 10.1** The Local Housing Strategy is the overarching document setting out the strategic direction for housing across all tenures and informs the future investment in housing and related services across West Dunbartonshire.
- 10.2** Having considered all the Council's strategic priorities, this report and the provision of new supply social housing for rent contributes greatly to all five strategic priorities.

**Peter Barry**  
**Strategic Lead, Housing and Employability**  
**Date: 18<sup>th</sup> August 2020**

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<b>Person to Contact:</b>	John Kerr – Housing Development and Homelessness Manager, Housing and Employability, telephone: 07793717981, email: <a href="mailto:john.kerr@west-dunbarton.gov.uk">john.kerr@west-dunbarton.gov.uk</a>
<b>Appendices:</b>	None
<b>Background Papers:</b>	West Dunbartonshire Council's Local Housing Strategy 2017-2022 <a href="http://www.west-dunbarton.gov.uk/media/4311723/housing-strategy-2017-2022-final.pdf">http://www.west-dunbarton.gov.uk/media/4311723/housing-strategy-2017-2022-final.pdf</a>  Local Housing Strategy, Equalities Impact Assessment, November 2016 <a href="http://www.west-dunbarton.gov.uk/media/716927/lhs_eia_sept_2011-revised.pdf">http://www.west-dunbarton.gov.uk/media/716927/lhs_eia_sept_2011-revised.pdf</a>  More Homes, Better Homes West Dunbartonshire Strategic Housing Investment Plan, Housing Development, November 2017  Affordable Housing in West Dunbartonshire, Housing Strategy and Development, July 2015 <a href="http://www.west-dunbarton.gov.uk/media/4308583/brochure-final-website-version.pdf">http://www.west-dunbarton.gov.uk/media/4308583/brochure-final-website-version.pdf</a>
<b>Wards Affected:</b>	All



**WEST DUNBARTONSHIRE COUNCIL****Report by the Strategic Lead, Housing and Employability****Housing and Communities Committee: 2 September 2020**

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**Subject: Scottish Social Housing Charter Update Report****1. Purpose**

- 1.1** To provide Members of the Housing and Communities Committee with West Dunbartonshire Council's annual progress report on meeting the requirements of the Scottish Social Housing Charter.

**2. Recommendations**

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

- (i) Notes the contents of this report and recognises the ongoing improvements within housing and homelessness services in West Dunbartonshire;
- (ii) Note the new regulatory requirements detailed within this report and in particular the consultation being carried out by the Scottish Housing Regulator (SHR) on the future regulatory approach in response to the Covid-19 pandemic; and
- (iii) Agrees that a further progress report on the Scottish Social Housing Charter be submitted to the November 2020 meeting of the Housing and Communities Committee. This report will include detailed benchmarking information and the Council's Annual Assurance Statement.

**3. Background**

- 3.1** The Scottish Government's first Social Housing Charter (SSHC) came into force in April 2012 and this was reviewed during 2016. A revised Charter was subsequently approved by the Scottish Parliament and came into effect in April 2017.

- 3.2** The purpose of the SSHC is to help improve the quality and value of the services that social landlords provide by:

- Stating clearly what tenants and other customers can expect from social landlords and helping them to hold landlords to account;
- Focusing the efforts of social landlords on achieving outcomes that matter to their customers; and
- Providing the basis for the SHR to assess and report on how well landlords are performing.

**3.3** A revised Regulatory Framework and reporting timetable for the SSHC came into effect on 1<sup>st</sup> April 2019 is shown below:

When	Who	What
Throughout year	Housing Development/Tenants	Assess performance against the Charter Outcomes
May each year	Housing Development	Submission of Annual Return on the Charter (ARC) to Scottish Housing Regulator
August each year	Scottish Housing Regulator	Publishes a report about each social landlord with key data from its ARC on their website
October each year	Convener of Housing and Communities Committee	Submission of Annual Assurance Statement (AAS) to the Scottish Housing Regulator
October each year	Housing Development	Publication of annual Charter Performance Report for tenants and other customers
by April each year	Scottish Housing Regulator	Publishes an Engagement Plan for each landlord, highlighting areas where they are seeking further assurance, based on performance against Charter Indicators and outcomes
by April each year	Scottish Housing Regulator	SHR will publish a report on the analysis of the sector's performance in achieving the Charter

**3.4** The main changes introduced as part of this revised framework were the introduction of the Annual Assurance Statement, which needs to be submitted to the SHR by the end of October each year, and also the introduction of an Engagement Plan published by the SHR for every social landlord and based on performance against the Charter indicators and outcomes.

#### **4. Main Issues**

**4.1** The key areas of focus in relation to the Scottish Social Housing Charter are as follows:

- an assessment of our progress in relation to achieving the Charter Outcomes;
- submission of an Annual Assurance Statement to the SHR;
- production and publication of an Annual Charter Performance Report for tenants and other customers;
- the development of effective tenant scrutiny arrangements in conjunction with tenants and other customers; and
- the publication by the Regulator of an Engagement Plan for every social landlord.

#### Assessment of Performance against the Charter Outcomes Annual Return on the Charter (ARC) and Landlord Report

**4.2** West Dunbartonshire Council has successfully submitted our Annual Return on the Charter (ARC) to the SHR within the agreed timescales (which were extended this year by 2 months due to the Covid-19 pandemic). This process included both internal and external validation processes and covers the period

2019/20 (1<sup>st</sup> April 2019-31<sup>st</sup> March 2020). West Dunbartonshire's Housing and Homelessness Services engaged with the Scottish Housing Network (SHN) in terms of a robust external validation of our data.

- 4.3** The SHR uses these Charter Performance Indicators to monitor the delivery of housing and homelessness services of all social landlords against the Charter outcomes and standards. A copy of the full list of indicators can be accessed via the link included as part of the background papers.
- 4.4** The SHR is due publish a Landlord Report on their website for each Scottish social housing landlord in August 2020 and this report will contain key data from the ARC (18 key indicators) and will compare our performance with a Scottish average figure across all social housing landlords.
- 4.5** Performance in 2019/20 against those 18 key indicators and an additional 10 indicators that our tenants and wider customers have informed us are important to them are outlined in the table below.

Table Key Index					
	Annual Target Achieved		Positive Performance Trend		
	Annual Target Almost Achieved		Negative Performance Trend		
	Annual Target Not Achieved				
Customer Satisfaction					
Indicator Description	2018/19 Value	2019/20 Value	2019/20 Target	Trend	Target met
% of tenants satisfied with the overall service	84.1%	78.5%	84%		
% of tenants who feel their landlord is good at keeping them informed about their services	84.5%	85.7%	84%		
% of tenants satisfied with the opportunities given to participate in decision making process	79.1%	83.9%	85.9%		
% of tenants who feel that the rent represents good value for money	75.3%	77.05%	81.3%		
Quality of Housing					
Indicator Description	2018/19 Value	2019/20 Value	2019/20 Target	Trend	Target met
% of stock meeting the SHQS	91.92%	95%	95%		
% of existing tenants satisfied with the quality of their home	86.25%	76.54%	88%		

Repairs and maintenance					
Indicator Description	2018/19 Value	2019/20 Value	2019/20 Target	Trend	Target met
Average length of time taken to complete emergency repairs	3.4 hours	4.56 hours	3.4 hours		
Average length of time to complete non-emergency repairs	5.7 days	5.25 days	5.7 days		
% of reactive repairs carried out in the last year Right First Time	90.48%	92.91%	91%		
% of repairs appointments kept	86.13%	90.28%	90%		
% of properties which had a gas safety check by anniversary date	100%	100%	100%	-	
% of tenants satisfied with the repairs and maintenance service	88.51%	68.33%	90.9%		
Estate management, Antisocial behaviour					
Indicator Description	2018/19 Value	2019/20 Value	2019/20 Target	Trend	Target met
% of Anti Social Behaviour cases resolved within locally agreed targets	80.42%	94.74%	88%		
Tenancy sustainment					
Indicator Description	2018/19 Value	2019/20 Value	2019/20 Target	Trend	Target met
% of new tenancies sustained for more than a year, by source of let	87.1%	89.83%	89%		
tenancy termination - notice given by tenant	752	654	660		
tenancy termination – abandoned property	67	52	66		
The average time to complete medical adaptations	67.54 days	67.72 days	43 days		
Homelessness					
Indicator Description	2018/19 Value	2019/20 Value	2019/20 Target	Trend	Target met
% of homeless cases with decision within 28 days of presentation	99%	98.2%	95%		
% of all homeless cases re-assessed within 12 months (repeat homeless)	4.9%	4.3%	4.8%		
% of households requiring temporary accommodation to whom an offer was made	100%	100%	100%	-	
Incidences of homelessness in West Dunbartonshire	1037	1021	1040		
% satisfied with the quality of temporary accommodation	76.3%	81%	80%		
Value for Money – Rent Collection					
Indicator Description	2018/19 Value	2019/20 Value	2019/20 Target	Trend	Target met
Rent collected as a % of total rent due	98.61%	98.11%	98%		
Gross rent arrears as a % of rent due	9.71%	10.08%	9%		

Value for Money – Void Management					
Indicator Description	2018/19 Value	2019/20 Value	2019/20 Target	Trend	Target met
% of rent due lost through properties being empty	0.73%	0.85%	0.88%		
Average length of time taken to re-let properties	23.33 days	26.85 days	25 days		
% of tenants satisfied with the standard of their home moving in	87.35%	82.19%	92.7%		
Gypsy Travellers					
Indicator Description	2018/19 Value	2019/20 Value	2019/20 Target	Trend	Target met
% of Gypsy Travellers satisfied with the landlords management of site	85.7%	91.7%	90%		

- 4.6** The table above outlines continued good performance, with 25 of the 28 indicators, or 89% of the key indicators either meeting or almost achieving target.
- 4.7** Over the past 12 months, the Housing Improvement Board (HIB) has monitored closely key work-streams aimed at improving areas of weakness around rent collection/arrears, medical adaptations and homelessness services. The West Dunbartonshire Better Homes Group also monitored compliance with the Energy Efficiency Standard for Social Housing (ESSH) and compliance with the Gypsy Traveller Site Standards.
- 4.8** There have been sustained improvements in relation to homelessness services, with all key indicators meeting the annual target set. ESSH compliance has risen to 79.7% and we are now fully compliant with the Gypsy Traveller Site Standards, with satisfaction with the management of the site improving to 91.67%, surpassing the annual target set.
- 4.9** There are a number of areas where performance has not met target notably there remains concerns around the level of rent arrears, the time taken to carry out medical adaptations and satisfaction levels with the repairs and maintenance service.
- 4.10** At the meeting of the Housing Challenges Group on 9 June 2020, annual performance was discussed and it was agreed that in addition to quarterly performance reports covering the whole service, the HIB would monitor key work-streams aimed at driving improvements in the following areas:
- rent collection/arrears;
  - medical adaptations;
  - satisfaction with the repairs and maintenance service; and
  - time taken to carry out emergency repairs.
- 4.11** In addition, to the increased challenge around those performance areas there will be a paper brought to a future Housing and Communities Committee which will set

out a number of improvement actions around the repairs service aimed at ensuring tenant satisfaction levels are increased.

- 4.12** Due to the Covid-19 pandemic, annual benchmarking data has not been published at the time of writing. This data is expected to be published in late August 2020 and the HIB will agree annual targets for 2020/21 which challenge the housing service to meet their ambition to be Scotland's top performing landlord organisations.
- 4.13** At the time of writing a comprehensive assessment of performance against the Charter is being carried out and will inform a further series of actions to drive continued improvement. This wider Charter Improvement Plan is due to be approved at the August meeting of the HIB and there are a number of key improvement actions contained within the Housing and Employability Delivery Plan seeking approval by the Housing and Communities Committee in November 2020.

#### Annual Assurance Statement

- 4.14** A new aspect of the Regulatory Framework which came into effect in April 2019 is the requirement for all social landlords to prepare an Annual Assurance Statement (AAS), outlining how regulatory requirements and guidance are being met and highlighting any areas of non-compliance, with actions being taken to address this.
- 4.15** Our first AAS was approved by the Housing and Communities Committee on 6 November 2019, signed by the Convenor on behalf of the full committee and submitted to the SHR.
- 4.16** A consultation is being carried out by the SHR on the future regulatory approach in response to the Covid-19 pandemic, which opened on 17 July 2020 and closed on 14 August 2020. The consultation document proposes that this timeframe is adhered to and that all regulated bodies should submit their AAS by 31 October 2020.
- 4.17** Any regulated body which cannot achieve this should contact the lead regulator for the organisation. Through the lead regulator we will provide as much support and assistance as possible to facilitate compliance with the requirement to provide an AAS.
- 4.18** We plan to review and update our AAS and submit this to the SHR within the required timescale and seek retrospective approval for AAS from the Housing and Communities Committee in November 2020.

#### Charter Performance Report

- 4.19** The SHR requires all social landlords to produce an Annual Charter Tenants Report for their tenants and other customers no later than 31 October each year.
- 4.20** The Regulator states that it should include:

- an assessment of performance in delivering the Charter Outcomes;
  - relevant comparisons – with previous years, other landlords and national performance; and
  - how and when the landlord intends to address areas for improvement.
- 4.21** In preparation for our first report in 2014, a working group of tenants and officers was established and successfully:
- agreed how tenants wished to be involved;
  - agreed which indicators will feature in the report; and
  - agreed the best style and format to ensure that the report is user friendly and easy to understand.
- 4.22** Further engagement was carried out with tenant representatives during August and September 2019 to review and update this report, in line with the revised Charter coming into effect. This consultation influenced the style, content and format of our Annual Charter Report and also the update of the Service Standards that are in place across housing and homelessness services and which are reported regularly to tenants and other service users (via website and insert with Housing News).
- 4.23** The narrative in the report is based on the annual self-assessment exercise of our performance and the report will be published online, with a summary being sent to every tenant with the winter edition of the Housing News. The full report will be sent to tenants groups and interested tenants, partner organisations and elected members. Hard copies will be made to any tenant who requests a copy.
- 4.24** The Consultation being carried out by the SHR on the future regulatory approach in response to the Covid-19 pandemic proposes that due to the difficulties faced by landlords and taking account of the fact that they extended the submission date for the ARC return by two months, that there is a similar modification for the report to tenants and other service users for this year only.
- 4.25** If this is supported following the consultation period then the final date for each landlord to publish its charter performance for tenants and service users will be the end of December 2020. However after consultation with our tenants we propose to provide our Charter Performance Report in November 2020.

#### Tenant Scrutiny Arrangements

- 4.26** The Scottish Housing Regulator demands that tenants are involved in scrutinising landlords' performance against the Charter and requires that:
- the form of involvement has been agreed with tenants;
  - involvement is effective and meaningful and that tenants have a real say in assessment of performance;
  - the approach is publicised to tenants; and
  - landlords can demonstrate the agreed approach was actually implemented.

- 4.27** Developing effective tenant scrutiny is therefore a challenging process, however following support from the Scottish Government's "Stepping Up to Scrutiny" training programme in which elected members took part, these requirements were successfully met and in November 2014 the Housing and Communities Committee approved the establishment of our Tenant Scrutiny Panel with clear terms of reference.
- 4.28** The Scrutiny Panel has subsequently carried out the following scrutiny exercises:
- 2014/15 looking at our Anti-Social Behaviour Service;
  - 2015/16 looking at our Repairs Service;
  - 2016/17 looking at tenancy sustainment, specifically the new tenant visit process; and
  - 2017/18 looking at SHQS compliance, specifically the number and reasons that properties that are held in abeyance.
- 4.29** All of the recommendations made in the Panel's first 4 reports were approved by the HIB and progress in terms of implementing these are a standing agenda item at the monthly meetings of the HIB.
- 4.30** Following our 2018/19 ARC submission and involvement in our assessment of performance, the Scrutiny Panel agreed to focus their activity during 2020 on performance around the time taken to carry out medical adaptations.
- 4.31** At the time of writing, this report is being finalised and recommendation will be made to the HIB for approval.
- 4.32** The WDTR0 continue to be heavily involved in the scrutiny of the Housing Service and the formation of the Joint Rent Group comprising of tenants, Council officers and the Convener of the Housing and Communities Committee, looking at the rent setting process and the guidance in relation to the Housing Revenue Account (HRA) is a further mechanism in ensuring the Housing Service provides best value for current and future tenants.

#### Engagement Plan

- 4.33** The SHR continues to operate a risk based approach to inform its engagement with social landlords. As part of the Regulatory Framework the Regulator now publishes an Engagement Plan for all landlords based on our ARC submission and our homelessness submissions to the Scottish Government.
- 4.34** Our first Engagement Plan was received on 1 April 2019 and initially identified two areas where further information was required; services for people who are homeless and progress in terms of compliance with Gypsy Traveller site standards.
- 4.35** Following full compliance with the Gypsy Traveller Site Standards, our most recent Engagement Plan for the period 28 August 2019 to 29 March 2020,

now only identifies services for people who are homeless as an area where further information is required. This is available on our website and also the Scottish Housing Regulators website.

- 4.36** The high social and political focus on homelessness within Scotland, including the SHR's commitment to prioritise the regulation of homelessness services in light of the requirement to develop and implement Rapid Rehousing Transition Plans, resulted in the majority of Scottish local authorities being required to provide further information in relation to services to homeless people.
- 4.37** The Engagement Plan states that the Regulator will meet with West Dunbartonshire biannually to discuss progress being made. We have engaged positively in that respect, and all information requested has been provided.
- 4.38** The Covid-19 pandemic has delayed the publication of an updated Engagement Plan due to be published in April 2020. The Consultation being carried out by the SHR on the future regulatory approach, proposes that the SHR should deliver updated engagement plans for all regulated bodies by the end of March 2021.

## **5. People Implications**

- 5.1** None.

## **6. Financial and Procurement Implications**

- 6.1** There are no direct financial or procurement implications in relation to this report. The improvement plan which will result from the Charter self-assessment exercise will be delivered from within existing budgets. These are detailed in the Resources section of the Housing and Employability Delivery Plan, which is seeking approval by the Housing and Communities Committee in November 2020.

## **7. Risk Analysis**

- 7.1** There is a risk that failure to respond appropriately to the requirements of the Scottish Social Housing Charter would attract an adverse reaction from the Scottish Housing Regulator and may have wider consequences for the Council in the context of Best Value.
- 7.2** At the time of writing and subject to the outcome of the SHR consultation, we expect our next Engagement Plan to be published in April 2021.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** Equalities legislation requires that new or significantly changing policies or services and financial decisions should be subject to an assessment of their impact on the wellbeing of certain groups of people. The recommendations within this report do not alter any existing policy or pattern of service delivery and so is not considered to require an equalities impact assessment.

## 9. Consultation

- 9.1 The Council has in place a well-established and proactive tenants and residents organisational structure. The WDTRO meet with the Council (chaired by the Convener of the Housing and Communities Committee) on a bi-monthly basis to discuss all issues relating to the Housing Service.
- 9.2 There remains a strong appetite among tenants and customers to continue to participate actively to improve housing services in West Dunbartonshire. This is reflected in the successful partnership approach adopted to develop the Charter Performance Report and the on-going activities of the WDTRO and the West Dunbartonshire Scrutiny Panel.
- 9.3 The Council is committed to ensure consultation continues and will support arrangements to increase tenant scrutiny activities and assess our performance in line with the requirements under the Scottish Social Housing Charter and the new regulatory framework introduced by the Scottish Housing Regulator. Our approach was again commended in 2019 via an external validation exercise by TPAS (Tenant Participation Advisory Service) Scotland which awarded West Dunbartonshire Council, a Gold Accreditation for excellence in tenant participation.

## 10. Strategic Assessment

- 10.1 Having considered the Council's strategic priorities, this report contributes significantly to all five strategic priorities and specifically to improve local housing and environmentally sustainable infrastructure.

**Peter Barry**  
**Strategic Lead, Housing & Employability**  
**Date: 18 August 2020**

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**Person to Contact:** John Kerr – Housing Development and Homelessness Manager, Housing Development and Homelessness Team, Housing and Employability, telephone: 07793717981, email: [john.kerr@west-dunbarton.gov.uk](mailto:john.kerr@west-dunbarton.gov.uk)

**Appendices:** None

**Background Papers:** WDC Response Scottish Housing Regulator Consultation, August 2020

West Dunbartonshire Council's Engagement Plan, Scottish Housing Regulator, June 2019

The Scottish Social Housing Charter: Indicators and Context Information, Scottish Housing Regulator

[http://www.scottishhousingregulator.gov.uk/sites/default/files/publications/Charter%20Indicators%20Document%20-%20Final%20Draft%20-%2027%20September\\_0.pdf](http://www.scottishhousingregulator.gov.uk/sites/default/files/publications/Charter%20Indicators%20Document%20-%20Final%20Draft%20-%2027%20September_0.pdf)

Scottish Housing Regulator, Landlords Report – West Dunbartonshire Council, August 2018

<http://www.west-dunbarton.gov.uk/council/performance-and-spending/housing-services-performance-information/landlord-report-20172018/>

West Dunbartonshire Scrutiny Panel, Report to the Housing Improvement Board March 2018, Scrutiny Exercise: SHQS, properties held in abeyance

West Dunbartonshire Scrutiny Panel, Report to the Housing Management Team March 2015, Scrutiny Exercise: Anti-social behaviour

West Dunbartonshire Scrutiny Panel, Report to the Housing Improvement Board June 2016, Scrutiny Exercise: Repairs and Maintenance

**Wards Affected:** All



**WEST DUNBARTONSHIRE COUNCIL****Report by the Strategic Lead, Housing and Employability****Housing and Communities Committee: 2 September 2020**

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**Subject: “Involving You” West Dunbartonshire Council’s Tenant Participation Strategy 2017/2020 annual progress report.****1. Purpose**

- 1.1** This report provides members of the Housing and Communities Committee with the final annual progress report on the implementation “Involving You” our Tenant Participation Strategy for the period 2017-2020.

**2. Recommendations**

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

- (i) Note the progress and achievements made in implementing the third year of “Involving You”, including the key role played by tenant representatives;
- (ii) Note that consultation has begun on a new Tenant Participation Strategy which is planned to be developed over the coming months and a report provided to the Housing and Communities Committee in February 2021 for approval; and
- (iii) Approve the extension of the current strategy to cover the period up until February 2021 when a new strategy will be presented to the Housing and Communities Committee covering the period 2021-24.

**3. Background**

- 3.1** The Council has a statutory obligation under the Housing (Scotland) Act 2001 and 2010 to produce and adequately resource a Tenant Participation Strategy. We also need to be able to evidence our commitment to involving tenants in shaping and improving housing services.
- 3.2** Our current Tenant Participation Strategy called “Involving You” covering the period 2017 to 2020 was approved by the Housing and Communities Committee in February 2017. This strategy built on the positive developments of previous strategies successfully implemented since 2001.
- 3.3** In addition to being a legislative requirement, involving tenants and other service users in decisions about their homes and communities is now accepted as best practice for all social housing providers. The Tenant Participation Strategy supports this Council’s commitment to deliver positive outcomes for our tenants and wider communities.

- 3.4** West Dunbartonshire Council continues to be an exemplar organisation in supporting tenant participation activities and has been nationally recognised in numerous awards including Tenant Participation Advisory Service Scotland (TPAS Scotland) Good Practice Awards for Communicating Performance Information to Tenants (2016 and 2017) and Involving Tenants in Rents (2018 and 2019). Our Scrutiny Panel were also finalists in the Chartered Institute of Housing Awards for ‘Most Inspiring Scrutiny Panel’.
- 3.5** In March 2019, the Council was also awarded Gold Accreditation for its Tenant Participation service by TPAS Scotland. This involved a robust scrutiny of our tenant participation provision, including an examination of our practices and in-depth interviews with both tenants and staff. The service scored an overall grade of 6 which equates to ‘an excellent provision of tenant participation with outstanding sector leading strengths in the majority of standards’.

**4. Main issues**

**4.1** “Involving You” has the following 8 key strategic aims:

- Improve the culture and practise of involving tenants across housing services;
- Improve feedback to tenants to show where they have influenced or shaped the housing service;
- Promote and provide a wide range of options for tenants to get involved;
- Encourage involvement of under-represented groups;
- Ensure that tenants are aware of the options available to shape housing services;
- Improve involvement in monitoring performance through our Scrutiny Panel and encourage tenant scrutiny activities;
- Ensure that resources we put in place and practices we carry out are adequate to support and develop tenant involvement; and
- Make sure that we communicate effectively with tenants and provide good quality, accessible information that tenants want.

**4.2** Progress in terms of implementing the actions aimed at achieving these key aims is summarised below and Appendix 1 sets out the full detail of the action plan:

Tenant Participation Strategy 2017/20						Total
Progress at end of Year 3	39	2	0	0	0	41

Action Status	
	Completed
	Not Started; In Progress; Assigned
	Unassigned; Check Progress
	Overdue; Neglected
	Cancelled

- 4.3** The action plan has been fully implemented with the exception of 2 actions. Due to a reduction in resources due to a staff vacancy the timescales for these actions were extended. Unfortunately the Covid-19 pandemic has delayed these actions being completed within the original timescales.

Improve the culture and practise of involving tenants across housing services

- 4.4** Improving the culture and practice of tenant participation across housing services is a key action to ensure that changes are embedded across all housing service areas. Our Gold Accreditation from TPAS externally validated our Tenant Participation culture and practice improvements following our Silver award in 2015. The focus remains on ensuring these standards are maintained and further developed.

Improve feedback to tenants to show where they have influenced or shaped the housing service

- 4.5** Our Consultation Toolkit continues to be used to facilitate effective feedback to tenants when reviewing policies or practices and all staff are encouraged to use it. In 2019/20 it was used in the review of the Annual Charter Performance Report and Rent Setting process and consultation summaries were provided as part of the background papers provided to the Housing and Communities Committee.
- 4.6** Housing News is used to publicise outcomes from consultations to help encourage more tenants get involved and demonstrate that they can influence decisions and policies. Direct feedback to those giving contact details was also given to all tenants attending the public meeting or completing the rent option survey.
- 4.7** Tenants and Residents Associations are also supported to demonstrate their achievements at a local level, as well as using the Housing News to promote their activities.
- 4.8** The WDTR0 chairperson has a regular column in the Housing News which they use to feedback on their own activities and encourage more tenant involvement.
- 4.9** We produced and distributed an annual Tenant Participation Performance report to highlight the achievements and influence that tenants have had in the proceeding year.

Promote and provide a wide range of options for tenants to get involved

- 4.10** We continue to promote a wide range of options to encourage tenants to get involved in a way that suits them. We use the Housing News to advertise tenant group meetings and activities, as well as specific articles on the Joint Rent Group and Scrutiny Panel activities. The WDTR0 also have a regular column, called the "Tenants Voice" which they use to promote their activities and encourage involvement.

#### Encourage involvement of under-represented groups

- 4.11** We are a member of the West Dunbartonshire Equality Forum and ensure we learn from and develop these engagements. We are developing a project to offer a forum or potentially a joint forum for care leavers as well as young care givers and this will involve under 25 year old tenants and potential tenants. This is a key area that will be pursued in the coming months. We are also developing a consultative exercise with the tenants of Dennystoun Forge, The Council's only Gypsy/Travellers site to determine how they wish to spend a prescribed budget to make improvements to the site.

#### Ensure that tenants are aware of the options available to shape housing services

- 4.12** To ensure tenants are aware of the options available to shape housing services and budgets, we continue to promote these widely through Housing News, our TP Updates and online.
- 4.13** Our annual rent setting consultation process continues to develop transparency around the HRA which tenants and the Scottish Housing Regulator are looking for. The consultation around the rent setting for 2020/21 was very successful and there was a significant increase in tenants getting involved and having their say. A total of 845 tenants voted which was a 229% increase from the 245 the previous year.
- 4.14** Our Joint Rent Group usually meets monthly with tenant volunteers and key housing and finance staff jointly working on ensuring the Council's compliance with HRA Guidance, as well as making budget processes more transparent for tenants and customers. Tenant friendly versions of quarterly committee finance reports have been developed to help tenants effectively challenge and hold us to account.
- 4.15** These meetings stopped due to the Covid-19 pandemic; however they have recently been reintroduced using a digital platform.

#### Improve involvement in monitoring performance through our Scrutiny Panel and encourage tenant scrutiny activities

- 4.16** In line with the Scottish Social Housing Charter we continue to develop tenant involvement in monitoring and scrutinising our performance. We provide quarterly performance information as an insert with the Housing News. Our Scrutiny Panel is now meeting regularly after ceasing activities due to the Covid-19 pandemic and is in the process of completing their fifth scrutiny exercise looking at the Council's performance in completing medical adaptations. Once completed their report will be presented to the Housing Improvement Board for agreement and commitment to adopt their recommendations.
- 4.17** Tenant involvement in scrutinising Housing Services is promoted through articles in the Housing News and new members are encouraged. The Scrutiny Panel's reports are also shared with the WDTR0 as well as being publicised in the Housing News and on the TP webpages.

Ensure that resources we put in place and practices we carry out are adequate to support and develop tenant involvement

- 4.18** We continue to review the resources required to improve tenant participation and tenant scrutiny. During 2019/20 we have continued to support TRAs, the WDTR0, Joint Rent Group, Sheltered Housing Forum, pre-HACC Forum and Scrutiny Panel to help them function effectively and within the allocated budget. A staff vacancy has been filled to bring dedicated TP staff resources back up to their full allocation.
- 4.19** We have also encouraged tenants to take advantage of many training opportunities which have included:
- funding five tenants to go to the TPAS tenant conference;
  - provided HRA training to new members of the Joint Rent Group;
  - and providing in-house treasurer and secretary training for new office bearers.

Make sure that we communicate effectively with tenants and provide good quality, accessible information that tenants want

- 4.20** We continue to ensure that we communicate effectively and provide good quality accessible information that tenants want, primarily through our quarterly newsletter Housing News which is delivered to all tenants. As part of the bi-annual tenant satisfaction survey, tenants expressed support for the Housing News and 92% said they read it to keep up to date with housing developments.
- 4.21** Our Sheltered Housing Tenant Handbook was reviewed in 2019 with a group of sheltered tenants. The tenants' input helped update and improve the information provided and free photography was provided by a local digital camera club, Dumbarton Cine Club.
- 4.22** We also continually review the content of our TP webpages and use of social media, ensuring they are kept up to date and relevant to tenants. During the Covid-19 lockdown, our social media engagement limited to Facebook has been an important way to keep in touch with tenants and to help circulate support and useful information.

Tenant Participation Strategy for 2021-24

- 4.23** Work has begun to plan the consultation needed to develop a new Tenant Participation Strategy for the period 2021-24. The strategy is due to be presented to the Housing & Community Committee in February 2021. TPAS have already completed a desktop review of the current strategy and a survey launched to establish overall views on how Tenant Participation currently operates has been circulated to TRA members, staff and Councillors as well as being promoted on the TP Facebook page.
- 4.24** While the development of the new Tenant Participation Strategy has been impacted by the Covid-19 pandemic we have in partnership with tenants representatives refreshed the timetable for the delivery of the new strategy.

The new strategy will be presented to the Housing and Communities Committee in February 2021. It had previously been intended that the new strategy would have been presented to Committee in November 2020 however as a result of the pandemic and our statutory requirement to consult fully this could not be possible

- 4.25** The Council has a statutory obligation to have a Tenant Participation Strategy in place and as the current strategy theoretically expires at the end of 2020 there would be a small window that we would not have an active Tenant Participation Strategy. Therefore, it is considered appropriate to extend the current Tenant Participation Strategy ‘Involving You’ until the new strategy is approved in February 2020. We have already highlighted our intention with our tenant representatives and the Scottish Housing Regulator who are both supportive of our proposal.

## **5. People Implications**

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

## **6. Financial and Procurement implications**

- 6.1** Actions required to take the Strategy forward in 2020/21 will be delivered from within current budgetary provision.
- 6.2** There are no procurement implications contained within the report.

## **7. Risk Analysis**

- 7.1** The Council has a statutory responsibility to develop and implement a Tenant Participation Strategy. Our ‘Involving You’ Strategy reflects the priorities and aspiration of tenants and there is a risk that if its key aims are not met then this would produce an adverse reaction from tenants, tenant representatives and from the Scottish Housing Regulator.
- 7.2** Our Tenant Participation Strategy builds on the achievements made in developing good working relationships with tenants over the years, improving transparency and a joint working approach to involving tenants. The continued delivery of a new Tenant Participation Strategy is therefore essential in demonstrating the Council’s on-going commitment to continuous improvement across Housing Services and putting tenants at the centre of our activities.

## **8. Equalities Impact Assessment**

- 8.1** An Equality, Health and Human Rights Impact Assessment was carried out as part of the development of “Involving You” and found no substantive negative impacts. This does not require to be updated in respect of this progress report.

## **9. Consultation**

- 9.1** As a progress report, there is no requirement to consult on the progress of the strategy. We do however give regular Tenant Participation updates at the

quarterly WDC/WDTRO Liaison meetings and the minutes of these meetings are circulated to our Tenant & Resident Associations, WDTRO members, as well as being publicly available on the Council's webpage.

## **10. Strategic Assessment**

**10.1** The implementation of the Tenant Participation Strategy will continue to support all of the Council's key strategic priorities.

**Peter Barry**  
**Strategic Lead, Housing and Employability**  
**Date: 5 August 2020**

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**Appendices:**

1. Tenant Participation Strategy 2017-2020 action plan annual progress report.
2. Tenant Participation Performance Report 2019-20

**Background Papers:** Tenant Participation Strategy 2017-2020 Involving You

**Wards Affected:** All



## H&E - Tenant Participation Strategy 2017/20



Icon	Name								
	1. We will improve the culture and practice of tenant participation across housing services								
Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Continue to deliver tenant participation training for all housing services staff			30-Sep-2020		Deliver TP training to housing staff during Year 1 of strategy	31-Mar-2018	Yes	Training was delivered 6th, 13th and 20th February 2018	Jane Mack
					Deliver TP training to housing staff during Year 2 of strategy	31-Mar-2019	Yes	Training provided to one of Clydebank teams Nov 2018. Training offer included in Spring 2019 TP Update	
					Deliver TP training to housing staff during Year 3	31-Mar-2020	Yes	TP session presented to teams at Aurora House 2/5/19-13 HOs and 3TLs attended.	
Monitor tenant participation service standards to ensure that tenant participation practice is built into all parts of the housing service			31-Dec-2020		asses what service standards are used by other landlords relating to tenant participation.	31-Dec-2017	Yes	via query on TPAS members forum and discussion at various networking opportunities it is apparent that there is little example of best practice existing in terms of measurable standards. Most service standards across the sector reflect what we have currently in place.	Stefan Kristmanns
					Review and update service standards in place to measure TP performance	30-Sep-2020	No	There was some suggestion that TP performance indicators	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								<p>may be introduced by SHN as part of the wider Charter review process - this did not happen.</p> <p>Further research is required in terms of developing meaningful service standards that can be reported regularly. Due in part to reduced resources due to a vacant post this has not been taken forward.</p> <p>Following consideration this action is still deemed to be worth pursuing and will be included in our new TP strategy for the period 2021-2024.</p>	
Target achieving Gold TPAS accreditation			31-Mar-2020		Begin self-assessment process relating to TPAS Gold Accreditation	01-Apr-2018	Yes	Quotation from TPAS acquired	Jane Mack
					Carry-out out self-assessment relating to TPAS Gold Accreditation	31-Jul-2018	Yes	Assessment has been carried out and evidence folder complied to support submission.	
					Apply to TPAS for Gold Accreditation	31-Aug-2018	Yes	Application for Gold Accreditation has been submitted to TPAS and is now being assessed.	
					Undertake accreditation process for TPAS Gold award.	30-Nov-2018	Yes	Staff and tenant focus groups conducted with TPAS on 21/11/18. Focus groups and submission reviewed by independent panel with outcome confirmed in Jan2019.	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Report outcome of accreditation to Housing Improvement Board and other bodies as appropriate.	28-Feb-2019	Yes	Complete - Confirmation received from TPAS 21/2/19 that Gold accreditation been awarded. Update provided to Housing Improvement Board 25 March 2019	
Produce quarterly TP updates for elected members, housing and related services staff with input from all housing service areas		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020		Produce template for proposed TP update.	30-Apr-2017	Yes		Jane Mack
					Introduce TP update based on agreed template.	31-May-2017	Yes		
					Put in place process to ensure TP update gets produced and distributed at agreed intervals.	12-Sep-2017	Yes		
Record outcomes from involving tenants		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Jul-2020		Put in place a process to ensure that Consultation Toolkit is being used and that completed toolkits are available for peer learning (including impact that Consultation has)	30-Jun-2017	Yes	Toolkit provided to all lead officers carrying out Consultation and completed toolkits held in central drive for peer learning and as a record of tenant impact on service delivery.	Jane Mack
					Include article in Summer 2018 edition of Housing News highlighting impact that tenant consultation has had on service delivery.	30-Jun-2018	Yes	Source for article / impact of consultations will be the toolkits used throughout the year by officers (HAMS, Rent Setting, Allocations Policy).	
					Include article in Summer 2019 edition of Housing News highlighting impact that tenant consultation has had on service delivery.	30-Jun-2019	Yes	Article on 'Tenants shaping housing services' included in Summer edition.	
					Include article in Summer 2020 edition of Housing News highlighting impact that tenant consultation has had on service delivery.	29-May-2020	Yes	Article on tenant involvement outcomes included in Summer 2020 edition of Housing News.	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Publish an Involving You annual report each year		<div style="border: 1px solid black; background-color: #d9e1f2; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020		Develop template for annual report (in terms on content, and layout)	31-May-2018	Yes	Annual "Involving You" progress report due to Housing and Communities Committee in May of each year. This will include a narrative and update on implementation of action plan. Report will be discussed with tenants at pre-HACC meeting and following Committee at WDTR0 liaison meeting. Understanding that format of report will improve / evolve over time based on feedback.	Jane Mack
					Populate and publish Involving You annual report based on Year 1 of strategy	31-Jul-2018	Yes	Annual progress report provided to Housing and Communications Committee in May 2018.	
					Populate and publish Involving You annual report based on Year 2 of strategy	31-Jul-2019	Yes	Plan to provide annual update to Housing and Communities Committee in May 2019 and also a version for tenants. Tenant version presented to WDC/WDTR0 Liaison meeting 25/4/19 , copies sent to all TRA's, interested tenants and published on website.	

Icon	Name
	2. We will improve our feedback to tenants so that we can demonstrate where our tenants and other service users have influenced or shaped the housing service

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
When consulting with tenants we will tell them how their views will be used and when decisions are likely		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020		Ensure annual consultation calendar is developed for 2017/18 and that Consultation toolkit is completed for each consultation exercise (which ensures tenants are advised how their views will be used and when decisions are likely).	31-Mar-2018	Yes	Consultation toolkit completed for HAMS, Rent Setting and Allocations Policy review. Feedback has been provided to those who participated.	Jane Mack
					Ensure annual consultation calendar is developed for 2018/19 and that Consultation toolkit is completed for each consultation exercise (which ensures tenants are advised how their views will be used and when decisions are likely).	31-Mar-2019	Yes	Consultation toolkit completed for Review of WD Design Standard and Rent Setting consultation.	
					Ensure annual consultation calendar is developed for 2019/20 and that Consultation toolkit is completed for each consultation exercise (which ensures tenants are advised how their views will be used and when decisions are likely).	31-Mar-2020	Yes	Consultation calendar on website and consultation toolkit completed for rent setting consultation. Feedback also given to all tenants through front page article in Spring Housing News.	
Changes made to proposals as a result of consultation will be communicated to participants and will be publicised via the Housing News, webpages and social media		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020		Ensure completed Consultation Toolkit is used to provide feedback to participants about changes to proposals as a result of consultation and publicised more widely via housing news, webpage and social media, for all consultations during 2017/18	25-May-2018	Yes	article included in the summer edition of Housing News	Jane Mack
					Ensure completed Consultation Toolkit is used to provide feedback to participants about	30-Jun-2019	Yes	Article included in summer edition of Housing News and	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					changes to proposals as a result of consultation and publicised more widely via housing news, webpage and social media, for all consultations during 2018/19			consultation outcomes updated on TP webpages.	
					Ensure completed Consultation Toolkit is used to provide feedback to participants about changes to proposals as a result of consultation and publicised more widely via housing news, webpage and social media, for all consultations during 2019/20	31-Mar-2020	Yes	Rent setting consultation outcome reported through Council paper, directly to those attending public meeting and to all tenants via front page article in Spring 2020 edition of HN.	
Support TRAs to demonstrate their achievements locally			30-Sep-2020		Collate information about the activities of all TRA's across West Dunbartonshire.	31-Mar-2018	Yes	This knowledge will inform template due by end of April 2018.	Dawn Conner
					Develop template to record the activities and achievements of TRA's and use as source for sharing internally and for TRA's to demonstrate their achievements locally.	31-Mar-2019	Yes	Currently developing template which can be used by TRA's.	
					Update template for each TRA to demonstrate achievements during 2018/19	31-Jul-2019	Yes	Due to TRA's differences and lack of engagement not been possible to create a template for them all to use. This will be considered again following further discussion.	
Publish annual tenant involvement outcomes as part of TP performance report			30-Sep-2020		Use templates outlining tenant achievements to inform outcomes of annual tenant involvement included in annual TP performance report for 2018/19	31-Jul-2019	Yes	TP performance report for 2018/19 produced and circulated to all groups and article featured in Summer Housing News.	Jane Mack
					Use templates outlining tenant	29-May-	Yes	TP performance report	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					achievements to inform outcomes of annual tenant involvement included in annual TP performance report for 2019/20	2020		completed , published online and on social media plus electronic copy sent to all active tenants with email.	
Demonstrate the outcome(s) of tenant involvement in tenant scrutiny activities		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	30-Sep-2020		Post Scrutiny Panel reports from activities carried out during 2017/18 on the website alongside up to date action plan.	31-Mar-2018	Yes	Complete - report from Scrutiny Panel relating to new tenant visits was approved by HIB, action plan is being implemented and report is available online.	Jane Mack
					Post Scrutiny Panel reports from activities carried out during 2018/19 on the website alongside up to date action plan.	31-Mar-2019	Yes	Complete - report from Scrutiny Panel relating to SHQS compliance was approved by HIB October 2018, action plan is being implemented and report is available online.	
					Post Scrutiny Panel reports from activities carried out during 2019/20 on the website alongside up to date action plan.	30-Sep-2020	Yes	2019/20 Scrutiny exercise on medical adaptations is ongoing and will be posted on web when complete and approved. All previous reports are available. Article on Scrutiny Panel included in Autumn 2019 Housing News as group shortlisted for CIH Award.	
Support tenants and TRA representatives to review papers going to the HAC Committee and encourage them to participate in the Pre-HACC Forum		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020		During 2017/18 take actions to: Advertise and promote quarterly Pre-HACC Forums, Monitor numbers attending Pre-HACC Forum, Keep Pre-HACC Forum section on TP website up to date.	31-Mar-2018	Yes	Complete	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					During 2018/19 take actions to: Advertise and promote quarterly Pre-HACC Forums, Monitor numbers attending Pre-HACC Forum, Keep Pre-HACC Forum section on TP website up to date.	31-Mar-2019	Yes	Complete - numbers attending pre-HACC have increased during 2018/19.	
					During 2019/20 take actions to: Advertise and promote quarterly Pre-HACC Forums, Monitor numbers attending Pre-HACC Forum, Keep Pre-HACC Forum section on TP website up to date.	31-Mar-2020	Yes	Complete - Pre-HACC Forum continues to be well attended, productive and a good opportunity for tenants to influence committee decisions.	

Icon	Name
	3. We will promote and provide a wide range of options for tenants to get involved with us

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Promote the menu of options and support in place to encourage tenants to get involved		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	31-Mar-2020		Use Housing News during 2017/18 to promote opportunities to get involved	31-Mar-2018	Yes	TRA meeting dates promoted in each edition, articles on Joint Rent Group and Scrutiny Panel, regular WDTR0 column.	Dawn Conner
					Develop a user friendly "menu of options" to get involved and use this menu widely to encourage tenants to get involved.	28-Feb-2019	Yes	Complete - leaflet list opportunities available to get involved and what kind of activities, time commitment involved and support available and liaise with comms will make this user friendly and shared widely. Will be printed and given to all new tenants and also available via website.	

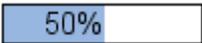
Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Use Housing News during 2018/19 to promote opportunities to get involved	31-Mar-2019	Yes	Complete - opportunities to get involved are now highlighted in each edition of Housing News.	
					Use Housing News during 2019/20 to promote opportunities to get involved	31-Mar-2020	Yes	Complete - as well as regular highlights, also specific articles - eg North and South Drumry advert in Winter Housing News	
Produce a leaflet version of the TP Strategy 2017-2020 to make the TP Strategy more accessible and user-friendly			31-Mar-2020	Summary version of TP Strategy made public to highlight key opportunities to get involved.					Dawn Conner
Support TRAs to produce leaflets and or websites promoting the work that they do and how to get involved			31-Mar-2020		Provide relevant support 2017/18 (Year 1)	31-Mar-2018	Yes	Complete - numerous leaflets produced during 2017/18 (including Risk Street and Westbrigend)	Dawn Conner
					Provide relevant support 2018/19 (Year 2)	31-Mar-2019	Yes	Complete - support on-going	
					Provide relevant support 2019/20 (Year 3)	31-Mar-2020	Yes	Complete - Support ongoing and WDTRO now also has its own FB page to advertise its activities	
Develop training and support provided to TRAs, Sheltered Housing Forum and tenants on the Interested Tenants Register			31-Mar-2020		Provide appropriate training and support during 2017/18	31-Mar-2018	Yes	Complete - training throughout the year included HRA training and Stepping Up to Scrutiny training for new members of the Scrutiny Panel.	Jane Mack
					Provide appropriate training and support during 2018/19	31-Mar-2019	Yes	Complete - training throughout 2018/19	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								included treasurer training and advert in TP spring 2019 update encouraging TRA's and staff to participate in available training.	
					Provide appropriate training and support during 2019/20	31-Mar-2020	Yes	Support ongoing plus specific training provided to new TRA office bearers.	
Continue to deliver an annual tenant conference or event			30-Sep-2020		Develop and deliver annual tenant conference / event 2018	24-Apr-2018	Yes	Clydebank Town Hall used to host tenant event on Tuesday 24/4/18.	Jane Mack
					Develop and deliver annual tenant conference / event 2019	30-Sep-2019	Yes	Annual tenant event to be used as part of rent setting consultation so postponed to September to be more effective. Public event took place 9/10/19.	
					Develop and deliver annual tenant conference / event 2020	30-Sep-2020	Yes	not carried out in 2020 due to Covid-19 restrictions	
Explore new methods to provide information and obtain tenants views (social media, IHMS)			31-Mar-2020		Explore and implement new methods to provide information and obtain tenant views - 2017/18	31-Mar-2018	Yes	Complete - increased use of website and introduction of Facebook account	
					Explore and implement new methods to provide information and obtain tenant views - 2018/19	31-Mar-2019	Yes	Complete - Facebook account remains in operation, workshops have been provided to WDTRO in terms of self serve portal planned for QL	
					Explore and implement new methods to provide information and obtain tenant views - 2019/20	31-Mar-2020	Yes	Number of TRAs now have active Facebook pages and using them well. Increase in TP Facebook page	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								followers – now have 138 up from 82 last year. TP webpages been updated and TRAs asked for comments.	
Provide character references to tenant volunteers to reflect the impact volunteers have in their community and as an incentive to get involved			31-Mar-2018		Produce briefing note for TRAs so they know how people involved can ask for a reference.	30-Jun-2017	Yes	Briefing note issued to TRAs and included in Autumn TP update. TP webpage updated to promote references - Nov 2017	Jane Mack
Develop a walkabout process for tenants to inspect their local area and produce action plans for improvements along with Housing staff			30-Sep-2020		Develop template to be used for area walkabouts.	31-Mar-2018	Yes	Template has been developed based on research around best practice. Awareness that tem[plate will evolve as it is used and improved.	Jane Mack
					Research best practice to inform development of template for walk-about inspections	31-Mar-2018	Yes	Complete	
					Launch walk-about inspections in conjunction with appropriate TRA's / interested tenants and housing staff.	31-Oct-2018	Yes	Development of walkabout process been delayed due restructure of HO's and patch sizes changing so HO's to settle into new areas. Walkabouts being carried out in Littleholm and Westbridgend and process developed from them.	
					Carry-out quarterly walk-about in participating areas during 2018/19, develop action plan based on findings and publicise as appropriate.	31-Mar-2019	Yes	Complete - Estate Walkabouts continue to be carried out regularly in Westbridgend and Littleholm and continue	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								to be promoted with Housing Operations with aim of rolling out in other areas.	
					Carry-out quarterly walk-about in participating areas during 2019/20, develop action plan based on findings and publicise as appropriate.	30-Sep-2020	Yes	Complete - existing Estate Walkabouts continue to be carried out regularly in Westbrigend and Littleholm and continue to be promoted with Housing Operations with aim of rolling out in other areas. Further development halted due to Covid-19 restrictions.	

Icon	Name
	4. We will encourage involvement of under-represented groups such as young people, homeless people, people with disabilities and minority ethnic groups

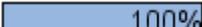
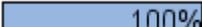
Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Explore opportunities to develop a youth housing forum to involve tenants aged 16-25			31 Dec - 2020		Research best practice to inform the development of a Youth Housing Forum	31-Oct-2018	Yes	Complete - research has been carried and findings include the fact there seem to be few examples of Youth Housing Forum that operate well and provide opportunities for young people to influence housing services. East Dunbartonshire has an established forum and a key element for any successful forum should include effective use of social media and potentially provide opportunities for young people to develop skills	Hanne Thijs

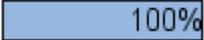
Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								which they can add to a CV.	
					Recruit participants for Youth Housing Forum	30-Sep-2020	No	<p>This process began. Initial discussions around good practice have taken place with partner agencies including, Action for Children, our Young Person's Housing Options Service, Y-Sort-It and West Dunbartonshire's Champions Board (for care experienced young people).</p> <p>A poster for recruitment was being developed and information was provided via the TP Facebook page. Due in part to staff moving on and fewer resources this action has not been completed. After consideration it is thought that this action is still a positive development and will be included with our new TP Strategy for the period 2021-24. It is anticipated that terms of reference will be developed in discussion with young people interested in becoming involved.</p>	
Link into established groups to find out how they would like to get involved and what topics interest		<div style="background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">100%</div>	30-Sep-2020		Contact Young Carers group to assess opportunity to work with them.		Yes	Poster created and contact with group made.	Jane Mack

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
them									
Continue to work with Support Officers to develop a forum for people in temporary/supporte d accommodation			31-Mar-2020	Complete - helped to facilitate the establishment of a forum for residents of the Ashton View Supported Accommodation in conjunction with staff and residents (provided initial assistance to set-up meetings). This is now embedded within service area.					
Explore opportunities to develop a forum that our Dennystoun Forge tenants are comfortable with			31-Mar-2020	Complete - Site has dedicated Housing Officer with regular contact and good communication. Tenants don't feel a Forum is needed					Jane Mack
Link into West Dunbartonshire Equality Forum			31-Mar-2020	Staff from Tenant Participation regularly attend Equality Forum and engage as appropriate.	Agree mechanism for Tenant Participation team to link in with West Dunbartonshire Equality Forum	30-Aug-2017	Yes	Tenant Participation Officer has arranged to attend quarterly meetings of Equality Forum. Aim is to increase awareness of each others areas of work, to improve consultation processes and include views and Equality Forum in Equality Impact Assessments being carried out.	Jane Mack
					Attend Equality Forum 13th September 2017	15-Sep-2017	Yes	Strategic Policy Officer (Kathryn Kelly) attended this forum meeting and discussed the review of the Allocations Policy and how Equality Forum	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								could contribute to the consultation process and Equality Impact Assessment that carried out.	
					Attend Equality Forum 14th March 2018	14-Mar-2018	Yes	Apologies had to be submitted for March meeting, TP Officer attended meeting 20 June 2018 (main focus of meeting was on transport issues). Will continue to engage with forum as appropriate.	

Icon	Name
	5. We will ensure tenants are aware of the options available to them to shape housing service plans and budgets

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Produce and promote an annual consultation calendar			31-Mar-2020		Develop, publish and implement annual consultation calendar 2017/18	31-Mar-2018	Yes	Complete - calendar was published on TP webpage	Jane Mack
					Develop, publish and implement annual consultation calendar 2018/19	31-Mar-2019	Yes	2018/19 consultation has been developed and published on WDC Internet - will be updated on a quarterly basis.	
					Develop, publish and implement annual consultation calendar 2019/20	31-Mar-2020	Yes	2019/20 consultation calendar been put together and published on WDC Internet.	
Carry out an annual consultation on rent increases and provide clear information for tenants to be able to make informed			31-Mar-2020		Carry out robust rent setting consultation with tenants for period 2018/19	31-Mar-2018	Yes	Increase in participation levels with 303 tenants giving views on their preferred rent option.	Jane Mack
					Carry out robust rent setting consultation with tenants for period 2019/20	31-Mar-2019	Yes	Complete - annual rent consultation carried out and toolkit outlining	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
choices								detail of participation and influence has been completed. Detail also included in Spring edition of Housing News.	
					Carry out robust rent setting consultation with tenants for period 2020/21	31-Mar-2020	Yes	Complete - Rent setting consultation completed and response rate increased by 229%	
Develop tenant involvement in Housing Revenue Account scrutiny			31-Mar-2020		Carry out annual assessment of HRA compliance and produce workplan for Joint Rent Group.	30-Mar-2018	Yes	Re-assessment has been completed, discussed with tenants at meeting on 12 March 2018 and work plan agreed at Joint Rent Group meeting 5 April 2018. This assessment is now embedded as an annual exercise to inform JRG activities.	Jane Mack
Develop tenant involvement in the decision making process of setting rents, Capital programmes and agreeing Business plans			30-Sep-2020	Progress has been positive and we will work over the next few months to formalise good practice. The next tenant event will look at ways to improve the tenant role in capital investment planning.	Assess annual Business Plan refresh process to identify possible tenant involvement.	24-Jun-2020	Yes	Complete - Presentation and briefing note on the Business Plan refresh process given to Joint Rent Group Meeting on 23/1/20 – tenants happy with process and little scope for tenant involvement.	Jane Mack
					Assess Capital programme process and identify where there could be more tenant involvement	25-Jun-2020	Yes	Complete - Easier to understand updates on the Capital programme been developed for the Joint Rent Group(JRG). JRG also asking for costs as well as number of installations ( showers, roofs etc.) to help monitor VFM.	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Highlight Capital programme as part of the annual rent setting process.	26-Jun-2020	Yes	Complete - Public meeting for rent setting discussions informed also by tenant survey on rent affordability and tenant priorities for spending.	

Icon	Name
Th	6. We will assess our performance in line with the Scottish Social Housing Charter and involve tenants in our annual report

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Agree with tenants what Charter indicators they want included in the Tenant Report		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 15px; width: 100%;"></div></div> 100%	31-Mar-2020		Following review of Charter Indicators by the Scottish Social Housing Regulator, establish a short-term working group to review performance indicators included within Annual Charter Performance Report	31-Oct-2019	Yes	Working group set up to review whole format of report and agree indicators to be included. 2 meetings held and final report published for 31/10/19 deadline.	Jane Mack
Review the best style to use to ensure the report is accessible and easy to understand		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 15px; width: 100%;"></div></div> 100%	31-Mar-2020		Advertise for volunteers for short working group	30-May-2019	Yes	Volunteers from WDTO and Scrutiny Panel been recruited .	Jane Mack
					Following review of Charter Indicators by the Scottish Social Housing Regulator, establish a short-term working group to review style and content of Annual Charter Performance Report	30-Sep-2019	Yes	Volunteers from WDTRO and Scrutiny Panel been recruited and meeting to be arranged for August after July recess. Review now complete	
					Implement proposal from tenant working group in terms of style and format to inform Charter Performance Report due to be published October 2019.	31-Oct-2019	Yes	Report published and article in Winter 2019 HN focused on the outcome of the review group.	
Support scrutiny activity by offering formal training for		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 15px; width: 100%;"></div></div> 100%	31-Mar-2020		Advertise and recruit new Scrutiny Panel members Stepping up to Scrutiny	29-Sep-2017	Yes	Article in Summer Housing News, advert on OSS TV screens and	Jane Mack

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
staff and tenants taking part					training completed with 2 new recruits.			flyer sent to 300 random tenants.	
Recruit new members onto the WD Scrutiny Panel			31-Mar-2020		Carry out appropriate activities during 2017/18 to recruit new members to West Dunbartonshire Scrutiny Panel	31-Mar-2018	Yes	list activities and number of new members recruited. Stepping up to Scrutiny Training completed for 2 new Panel members.	Jane Mack
					Carry out appropriate activities during 2018/19 to recruit new members to West Dunbartonshire Scrutiny Panel	31-Mar-2019	Yes	Complete - activities during 2018/19 included additional adverts within libraries and article by Chair of Scrutiny Panel included in Spring edition of Housing News.	
					Carry out appropriate activities during 2019/20 to recruit new members to West Dunbartonshire Scrutiny Panel	31-Mar-2020	Yes	Articles on Panel activities been in numerous HN editions and 2 new members recruited and trained.	

Icon	Name
	7. We will ensure that the resources we out in and practices we carry out are adequate to support and develop tenant participation activity

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Review resources required to deliver tenant participation and tenant scrutiny requirements			31-Mar-2020		Review current performance and resources to inform any proposals	31-Oct-2017	Yes	Complete	Jane Mack
					Produce report with proposals for management team.	31-Dec-2017	Yes	Complete - paper provided to management team.	
Review grant system and resources provided to TRAs, including resource requirements for community premises			30-Sep-2020		Outline in a briefing note / memo the process used to provide grants and resources to TRA's	31-Jul-2019	Yes	Briefing note produced and to be circulated to TRAs for comments with short survey	Jane Mack
					Share grant system process with TRA's and WDTR0 for	31-Jul-2019	Yes	Complete - briefing note on TP Grant process	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					comment and proposals for changes / improvements.			been sent electronically to all TRA's for comment. Feedback received confirmed satisfaction with new process.	
					Update process based on feedback from tenants and awareness of best practice.	30-Nov-2019	Yes	Complete - new process now in operation.	
Support TRAs and the WDTR0 to use action planning to organise their activities and to demonstrate their achievements		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2020		Promote use of action planning to TRAs and WDTR0.	22-Mar-2018	Yes	Presentation on action planning given to WDTR0 AGM on 22/3/18.	Jane Mack
Develop training section on TP webpage and promote training opportunities		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	30-Apr-2020		Identify and update current training material / opportunities that are available to tenants	31-May-2019	Yes	Complete	Jane Mack
					Discuss with tenant representatives the training opportunities that are available to both promote these opportunities and also identify potential gaps where training can be developed.	30-Jun-2019	Yes	Training opportunities advertised in Spring TP Update and requests for training invited. Training survey being developed to identify gaps.	
					Add training opportunities to webpage and include links for tenants to access this training.	30-Apr-2020	Yes	Training section created on webpages with links to current training material and opportunity to request any other training.	

Icon	Name
	8. We will ensure we communicate affectively with tenants and provide good quality, accessible information that tenants want

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Review and improve		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-		Review and improve content on	31-Mar-	Yes	Complete - this is an	Jane Mack

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
the content on the TP web pages and use of social media			2020		TP web pages and use of social media throughout 2017/18	2018		on-going process.	
					Review and improve content on TP web pages and use of social media throughout 2018/19	31-Mar-2019	Yes	Complete. Webpages updated as an ongoing process.	
					Review and improve content on TP web pages and use of social media throughout 2019/20	31-Mar-2020	Yes	Complete. Webpages updated as an ongoing process.	
Review the tenant handbook			31-Mar-2018		Carry out consultation to inform content and style of tenants handbook	30-Jun-2017	Yes	Complete	Jane Mack
					Produce draft tenant handbook for wider consultation	31-Jul-2017	Yes	Complete	
					Produce agreed tenant handbook and print and arrange appropriate distribution	31-Oct-2017	Yes	Complete	
Continue to produce regular editions of the Housing News to all tenants keeping them up to date with housing investment and developments			31-Mar-2020		Produce and deliver 4 editions of Housing News during 2017/18	31-Mar-2018	Yes	Complete - all 4 editions produced and delivered to all tenants.	Jane Mack
					Produce and deliver 4 editions of Housing News during 2018/19.	31-Mar-2019	Yes	Complete - all 4 editions produced and delivered to all tenants	
					Produce and deliver 4 editions of Housing News during 2019/20	31-Mar-2020	Yes	Complete - all 4 editions produced and delivered to all tenants	
Encourage TRA's, WDTRO and active tenants to contribute articles and suggest material to be covered in Housing News			31-Mar-2020		Identify and implement various initiatives during 2017/18 to increase tenant involvement in content of Housing News.	31-Mar-2018	Yes	Complete - initiatives during year included regular WDTRO article	Jane Mack
					Identify and implement various initiatives during 2018/19 to increase tenant involvement in content of Housing News.	31-Mar-2019	Yes	Complete - initiatives during year included regular WDTRO article, Winter edition featured Tullichewan community events and CATRA improvements.	
					Identify and implement various	31-Mar-	Yes	Complete - WDTRO	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					initiatives during 2019/20 to increase tenant involvement in content of Housing News.	2020		have a regular column in each edition. TRAs also have had specific articles on their activities.	

Action Status	
	Cancelled
	Overdue; Neglected
	Unassigned; Check Progress
	Not Started; In Progress; Assigned
	Completed

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse

Risk Status	
	Alert
	High Risk
	Warning
	OK

	Unknown
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# Tenant Participation performance report 2019/20



10 Tenant & Resident Associations (2 new and 1 disbanded)

2 dedicated TP officers

6 consultations completed

136 followers on Facebook – up from 82 last year

1 Tenant Federation (WDTRO)

Runners up in TPAS Good Practice Awards for Involving Tenants in Rent

1 Scrutiny exercise

£ spent on tenant proposals through Tenant Priority Budget

Scrutiny Panel finalists in CIH Awards for 'Most Inspiring Scrutiny Panel'



Our Tenant Participation Strategy is called 'Involving You' and it sets out how we support and promote tenant involvement in West Dunbartonshire. We have a long history of active tenant involvement and have continued to build on this strong foundation. This report is to outline progress in the last year and highlight the input tenants have had in decisions and service improvements.

### **Key highlights**

#### **Massive increase in tenant involvement in rent setting consultation**

Tenant voices were heard loud and clear this year, with a massive 229 % increase in the number of tenants having their say on rent setting. 845 tenants responded to the public vote for their preferred rent option as part of the consultation.

The consultation started in October with a public meeting to set out Housing Services plans and a discussion on various options. Following feedback from previous years, we started the consultation earlier to avoid the Christmas period. In addition, the Housing News was delayed until after the Election so that it couldn't be used to promote the voting options. Instead, a specific mailing was sent to all tenants with information on each of the 3 options to consider, along with information on the effect each options would have on rent charges. Pre-paid envelopes were provided or voting could be done online, to make it as easy as possible for tenants to have their say.

We would hope that tenants are becoming more aware of their opportunity to get involved and influence this vital decision but it is hard to pinpoint what contributed to this welcome increase.

#### **Tenant Priority Budget**

This is an annual £800,000 budget, set aside for tenant priorities. As part of last year's rent setting, it was agreed with tenants that £400,000 would be used to accelerate the shower installation programme. This still left £400,000 for tenant proposals and 23 proposals were received. There is a set criteria on how this Budget can be used and public meetings were held on 29/8/19 and 6/2/20 to decide which proposals could proceed.

This Budget has helped new people participate in council activity and we will continue to encourage this, while supporting the TRAs to make full use of it for local improvements and to publicise the TRAs. 18 proposals were agreed to proceed, another 2 can only proceed if owners agree, 2 are being taken forward by Housing Operations and another by the Communities team. £58,960 has been spent on completed work and £35,636 for work ongoing – some costs are still outstanding due to the lockdown. £118,332 of work on proposals from last year were also completed.

We promoted the Tenant Priority Budget in the each edition of the Housing News and will continue to do so in coming year. We will also focus on ensuring work is completed as quickly as possible, so that tenants can see the improvements that can be made which, in turn, should help encourage more proposals.

## Communication

We have continued to produce **TP updates** for tenant representatives, elected members and staff to maximise awareness of tenant participation activities and encourage them to increase tenant involvement. Due to staffing pressures during the year only 2 editions were produced but we will get back to quarterly editions in 2020.



is produced quarterly and delivered to all tenants, as well as future tenants in temporary accommodation. Housing staff also receive an electronic version. We try to make the Housing News as interesting as possible for tenants and promote different ways to get involved. In the tenant satisfaction survey carried out in September 2019, 92% said they read the Housing News to keep up to date, so it is an important way to communicate with 10,000 tenants. TRAs are also increasingly using the Housing News to promote their activities and we include as much community news as possible. The chairperson of the WDTR0 also has a regular column and uses it to highlight tenant issues and encourage tenant involvement.

**Spring 2019 edition** – Article on transformation of Alexandria greenspace at the Leven, which Central Alexandria TRA was involved with. Article on Scrutiny Panel updates. Feature on Tullichewan TRA's Christmas mini fayre for community funds. TRA meeting dates and contacts included plus WDTR0's Tenant's voice.

**Summer 2019 edition** – Feature on logo competition run by Overburn & Townend TRA, with winners from local primary school. Scrutiny Panel advert for volunteers. Outcomes from Community Budgeting Fund. Article on Tullichewan's fund raising Easter Fayre. TRA meeting dates and contacts plus WDTR0's Tenant's voice.

**Autumn 2019 edition** – Articles on Community Orchard in Drumry and Your Community fun day in Castlehill. TP Facebook 100<sup>th</sup> follower featured. Scrutiny Panel shortlisted for CIH Awards in 'Most Inspiring Scrutiny Group' category. TRA meeting dates and contacts included plus WDTR0's Tenant's voice.

**Winter 2019 edition** – Feature on Volunteer Awards and rent setting public meeting. Creation of Alexandria's Neighbourhood Action Group which includes Central Alexandria TRA. Moments of Freedom group shortlisted in Ethnic Minority Impact Awards. Advert for newly formed N&S Drumry TRA. TRA meeting dates and contacts included plus WDTR0's Tenant's voice.

We have a regular reader's quiz to encourage people to read the Housing News and use the contact with the winners as an opportunity to speak to tenants and get their opinion on the Housing News and see if they want to get more involved.

This year we reviewed the **Sheltered Housing Tenant Handbook** and created a working group of volunteers from the Sheltered Housing Forum. As a group we reviewed and updated the information included in the handbook which was then printed and distributed to all existing sheltered tenants in November 2019 and will be given to all new sheltered tenants.



### Online and Facebook

<https://www.west-dunbarton.gov.uk/housing/council-housing/tenant-participation/> - we continually review the content of our TP webpages and update it with meeting notes from the Joint Rent Group, WDC/WDTRO Liaison meetings, Sheltered Housing Forum, Pre HACC Forum, so that all tenants can get access to this information if they can't get to the meetings.



@WestDunbartonshireCouncilTenantParticipation - we now have 137 followers on Facebook and post at least a couple of times a week with information we hope is relevant to tenants. That's an increase from 82 last year and particularly during the coronavirus lockdown we have gained more followers as we helped share relevant and interesting information.

### Tenant involvement in shaping and improving Housing Services

Our **Joint Rent Group (JRG)** has continued to meet every month. The group includes tenant volunteers, housing and finance staff, as well the Housing Convener. The focus is on jointly assessing the Council's compliance with HRA Guidance, as well as making budget processes more transparent. They have been focusing on improving transparency about HRA budget setting and received a presentation and demonstration of the HRA business plan process. The group are also continuing to look at the Capital Programme, as it is a major spending area. Regular updates on the Capital Programme are given to the Housing & Communities Committee and an easier to understand version of the report has been created thanks to the JRG. The progressive work of the Joint Rent Group was recognised again in the TPAS Good Practice Awards and they were runners up in the 'Involving tenants in Rent' category.



*Billy Neeson, Harry McCormack and Jane Mack receiving runner up award on behalf of Joint Rent Group at TPAS Good Practice Awards, Nov 2019.*

The **Pre-HACC Forum** is another opportunity that tenants have to influence decisions made by the Housing & Community Committee. The Forum takes place two days before the Housing & Communities Committee meets and tenants can meet the Housing Convener and staff who have written the papers that are going to committee. There is regular tenant attendance at the Forum and the Housing Convener reports the tenants' views into the committee discussions. There is limited time between the papers being issued and the Committee meeting so tenants, with support from the Housing Convener, have been asking for reports to be written in easier to understand language. Easier to read versions of the 2 regular finance reports that go to committee have now been created and been positively received by tenants and the Housing Convener.

There have been 6 specific **public consultations** in the last reporting year – review of the Sheltered Housing Service Standards, review of the Annual Charter Performance Report, review of the housing service standards reported in the Housing News, Rent Collection policy and the annual rent setting consultation.

**The sheltered housing service standards** were consulted on through sessions at each of the sheltered complexes, as well as a discussion at the Sheltered Housing Forum. The aim was to make sure the service standards were all relevant and also to make them more measurable, so that performance against them can be published and discussed at the quarterly Sheltered Housing Forum meetings. The agreed service standards were also included in the new sheltered housing handbook, in order that all sheltered tenants are aware of the standards.



The **rent setting consultation** included involvement of the Joint Rent Group, a public meeting and a public vote on different rent options. As stated earlier, the response rate was much higher this year and we will work to ensure this continues by providing transparent and easy to understand information and ensure tenants have real opportunities to influence the decision making around rent setting.

There was an additional cost to doing a specific mailing for the rent setting information, rather than inserting with the winter edition of the Housing News, but this does seem to be value for money if it gets more tenants attention and encourages them to have their say.

**A Review of the Annual Charter Performance Report and the housing service standards reported in the Housing News was also carried out.** A working group was set up with 8 volunteers responding to an advert in the Summer Housing News and a specific invite sent to members of the Scrutiny Panel, WDTR, TRA's, Sheltered Housing Forum and those on our Interested Tenant Register. This group reviewed our current Charter report, looked at other landlord examples and amended our report so that it was clearer and gives tenants a more realistic review of Housing performance. The group also wanted more focus on where performance wasn't meeting targets, with information on what was being done to improve this. All the group's suggestions were incorporated into the 2018/19 report. The group also reviewed which Service Standards get reported quarterly as an insert with the Housing News and wanted them to tie in with what is reported in the annual Charter report to help build up tenant understanding and for them to get regular updates, as well as the annual report.

There was a consultation carried out on our **Rent Collection policy** and the online survey was advertised in the Spring 2020 edition and through the Council's social media. Only 4 responses were received but all comments were taken on board and additional explanations added to the final draft policy.

We publicise an **annual consultation calendar** but have also developed a Feedback and Outcome section for previous consultation so that there is a record of the outcomes to emphasise the impact tenant's views have.

**WDC/WDTRO Liaison meetings** continue every 2 months and are a good example of effective partnership working, as the WDTRO and staff can add to the agenda and the WDTRO chairperson and Housing Convener take turns chairing the meetings. Minutes are shared with all TRAs and posted on TP council webpages.

Holding the council to account is an important function of tenant participation and it ensures that we can improve services for all tenants. The WDTRO have raised a number of concerns over the last year which have resulted in improvements that all tenants can benefit from e.g:

- Raised tenant concerns about difficulties getting through to Repairs on the phone direct with relevant managers and resulted in actions being taken to improve situation and through recruitment increased call handling capacity.
- Dog fouling issues raised and ASB team investigated and resolved situation.
- Initial delays with window installations when a new window contractor started – issue raised and ensured that a programme to catch up was put in place and contact made with tenants waiting in the backlog.
- Following a number of multi-storey lifts being out of order for a period of time, Housing responded to WDTRO concerns and reviewed all lift call outs and are creating a comprehensive plan for their upkeep and renewal. Also reviewing communication when lifts are off to improve that.
- WDTRO concerns over fuel poverty ongoing and have kept pressure on Council to ensure that District Heating systems are prioritised and incorporated into housing plans.
- Problems with replacing landing windows in multi-storey flats raised and plans made to ensure an alternative supplier is sought and can produce the necessary frames that comply with fire regulations.

### Scrutiny Panel progress



The Scrutiny Panel have now completed 4 scrutiny exercises and therefore have 4 action plans to also monitor. They used time after completing their 4th exercise to catch up on previous action plans to ensure they had been carried out. The Panel have also been corresponding with Managers to ensure that they are sent updates when actions are completed, rather than them having to chase up information, as this is frustrating for the Panel. Information has been more forthcoming and 3 Scrutiny action plans have now been fully completed. The Panel started their 5th Scrutiny exercise in November 2019 and are looking at the Council's performance in completing medical adaptations. Their scrutiny is ongoing, though interrupted by the COVID pandemic, however, once

they can complete their report and recommendations it will go to the Housing Improvement Board to be agreed and implemented.

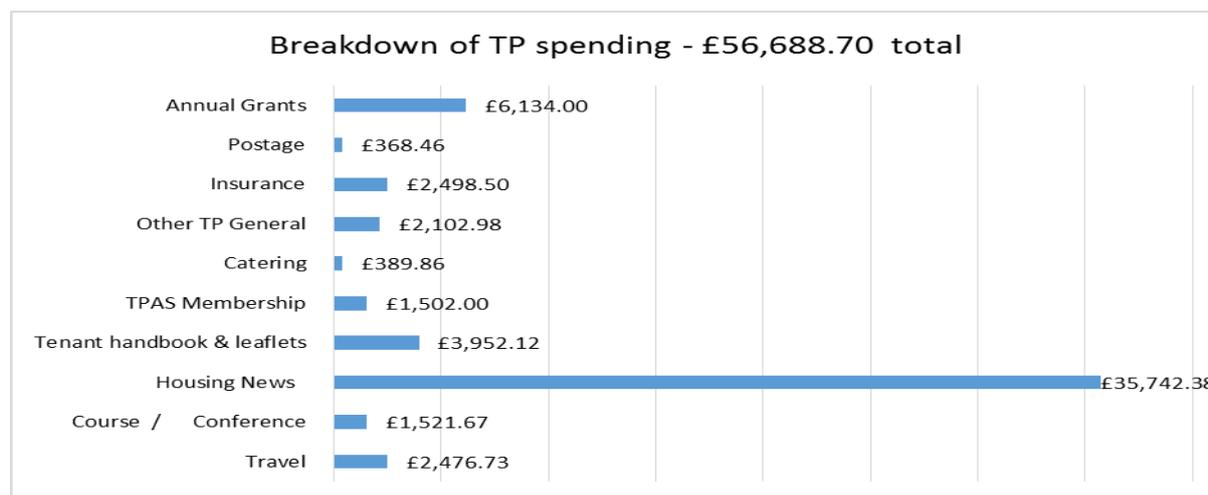
### Tenant Participation Budget - £71,216 for 2019/20

We spent £56,688.70 of our Budget, which was less than anticipated mainly due to less TP Grants being needed. However, we have been allowed to keep our full budget allowance to ensure that we can continue to develop tenant participation. During 2019/20 we have financially supported 10 TRAs, the WDTR0, Sheltered Housing Forum, Pre-HACC Forum and Scrutiny Panel to help them function effectively.

The cost of producing the Housing News also comes out of our Tenant Participation Budget and this takes up the majority of our communication costs. 4 TRAs have community flats that they operate from and the running costs for these are included in the costs for supporting TRA's, along with annual and top up grants to cover their administration costs to support their functioning. Public liability insurance is also paid for each active TRA.

Transport costs to and from meetings are also covered to ensure no-one is put off attending meetings by costs and that no tenant volunteer is out of pocket.

Sadly, Overburn & Townend TRA disbanded in October 2019 but a new TRA has been set up covering North & South Drumry, as well as a Tenants Association at Willox Park Sheltered Housing so there is still a demand for tenant groups and we will continue to support them for as long as needed.



### Training

We have also encouraged tenants to take advantage of many training opportunities which have included:

- funding five tenants to go to the TPAS tenant conference in St Andrews;
- provided in-house chairperson training for new office bearers;
- provided in-house secretary training for new office bearers
- provided Stepping Up to Scrutiny Panel training for 2 new Scrutiny Panel members

## Volunteering hours



*Georgia, Billy and Frances – members of the WDTRO and Joint Rent Group*

We really value and appreciate the time that tenants give coming to meetings and getting involved and started to count volunteering hours a few years ago, so that we could measure the time that tenants give. 450 hours have been given to meetings with Housing Services through the WDC/WDTRO Liaison meetings, Joint Rent Group, Pre-HACC Forum, Scrutiny Panel, Sheltered Housing Forum and consultations. This is up from last year's 429 hours. The Scrutiny Panel, Sheltered Forum and Joint Rent Group all missed scheduled meetings in March due to the Covid 19 lockdown so these figures would have been even higher and show a good record of continuing tenant interest and participation.

Year	Scrutiny Panel	WDTRO Liaison	Pre-HACC	Other Consultations	Joint rent group	Sheltered Forum	Total
2018/19	69.5	82	58	63	72.5	84	429
2019/20	63	84	69	94	82	58	450

## Year ahead

This year has been hampered by a staff shortage but we now have a **new Housing Development Officer, Hanne Thijs** who will work to support and develop our existing TRAs, as well as encouraging new ways for tenants to get involved. This will greatly improve the quality and volume of participation work we can do, so we are looking forward to an even more productive year ahead.

**Our annual tenant event** was used as part of the launch of the Rent Setting Consultation but we are open to suggestions if that is what tenants want again this year or if we should have a separate event – let us know what you think and if there is specific things you would like us to include.

**Our Tenant Participation Strategy** is also due to be reviewed and tenants views will be essential to ensure we have a strategy that encourages meaningful tenant participation and we have the structures available to support them.

***Thank you to all our tenant volunteers and to housing staff who make tenant participation work***

## Please give us your feedback.

We want to continue to improve how we feedback to tenants and so will evolve this annual report over the coming years. Please let us know what you liked, what you didn't and what you want to see included in future. **Short questionnaire ?**



Jane Mack – 07983 542993 or [Jane.mack@west-dunbarton.gov.uk](mailto:Jane.mack@west-dunbarton.gov.uk)

Hanne Thijs –07812 756940 or [hanne.thijs@west-dunbarton.gov.uk](mailto:hanne.thijs@west-dunbarton.gov.uk)

<http://www.west-dunbarton.gov.uk/housing/council-housing/tenant-participation/>





**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead - Resources****Housing and Communities Committee: 2 September 2020**

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**Subject: Rent Collection Policy****1. Purpose**

- 1.1 The purpose of this report is to seek Committee approval of the revised rent collection policy.

**2. Recommendations**

- 2.1 It is recommended that Committee approve the attached revised rent collection policy.

**3. Background**

- 3.1 The current corporate debt policy was approved by Housing and Communities Committee on 6 May 2015 to ensure effective recovery and control of rent collection due to the Council.

**4. Main Issues**

- 4.1 The draft revised rent collection policy document is attached as Appendix 1.
- 4.2 The main changes to the policy since the previous iteration are:
- i. Inserted Universal Credit (UC) as the Council went live with full UC rollout in November 2018
  - ii. Appendix 2 of the policy has been amended to reflect the change in our approach to rent collection including the role the Housing Officer within this.

**5. People Implications**

- 5.1 There are no people implications.

**6. Financial & Procurement Implications**

- 6.1 The Council's ability to deliver services which meet the needs of its citizens and current financial constraints experienced by the Council depends heavily on the success in collecting revenues. This policy reinforces the importance of revenue collection.
- 6.2 There is no procurement impact of this policy

## **7. Risk Analysis**

**7.1** The collection of charges made by the Council is important in terms of the financial sustainability of the Council and the revised policy aims to support the ongoing collection of charges in an efficient manner.

## **8. Equalities Impact Assessment (EIA)**

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

## **9. Consultation**

**9.1** Consultation of the policy has taken place with Customer & Community, Working4U, Housing, Finance and Legal Services.

**9.2** A 10 week consultation exercise was also completed using Survey Monkey, with information being included in the Housing News which is issued to all WDC tenants. A briefing on the draft policy was also given to the West Dunbartonshire Tenant and Residents Organisation on 27<sup>th</sup> February 2020.

## **10. Strategic Assessment**

**10.1** Sound financial practice and budgetary control are imperative to assist with the governance of the Council and supports officers of the Council in achieving the five strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council.

.....  
**Stephen West**  
**Strategic Lead - Resources**  
**Date: 11 August 2020**

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**Person to contact:** Ryan Chalmers, Section Head Revenues and Benefits,  
Bridge St, Dumbarton.  
Tel: 01389 737557  
Email: ryan.chalmers@west-dunbarton.gov.uk

**Appendix:** Draft Rent Collection Policy

**Background Papers:** None

**Wards affected:** All Council wards



**Rent Collection  
Policy**

**September 2020**

DRAFT

## **1. Introduction**

This document outlines the Council's Rent Collection Policy which follows the principles of the Corporate Debt Policy. Detailed procedures also exist that regulate staff practices involved in carrying out this policy.

The strategic themes related to dealing with rent collection and arrears are to:

- maximise rent collection;
- minimise rent arrears;
- sustain successful tenancies; and
- prevent homelessness occurring as a result of rent arrears.

Effective and efficient collection is essential for a number of reasons:

- to maximise income to ensure that quality services can be provided to all tenants;
- to allow the Council to meet its objectives and financial commitments: and
- to assist tenants in arrears to help prevent their debts from becoming unmanageable.

Managing arrears is also an important part of the Council's strategic plan as uncontrolled debt can result in people being excluded from mainstream community activities. As stated within the Corporate Debt Policy we will allocate repayments for multiple debts recognising rent arrears as a priority in order to seek to prevent homelessness and sustain tenancies.

## **2. Rent Collection Policy**

The policy aims to establish efficient and effective systems of debt recovery. These are based on both legal guidance and best practice. Debt recovery methods will be flexible and take into account the needs of individual households. In implementing debt recovery systems, we shall ensure that equal opportunities for all are observed and have carried out an equalities impact assessment screening.

## **3. Aims and Objectives of Policy**

The policy aims to ensure there is effective collection of rent, recovery and control of rent arrears.

Our approach is to:

- develop a rent collection strategy based on preventing debt and making use of all available courses of action;
- reduce both the amount of arrears outstanding and number of tenants in arrears – for both current and former tenant arrears;
- ensure that our policy and procedures conform with the law and good practice in minimising rent arrears. Appendix 1 provides details of the legal and best practice framework;
- provide advice and assistance to all tenants on their responsibility for making rent payments on time;
- adopt a firm but sensitive approach to arrears recovery;
- take early action to prevent arrears arising or increasing by making direct contact with tenants through a variety of mechanisms that include letters, text messages,

- emails, home visits, telephone calls and case discussions;
- make contact with every tenant by the second week of arrears;
- take a staged approach in which action is targeted and recorded;
- take account of tenants' caring responsibilities;
- make effective use of Hardship fund and rent abatements where appropriate to manage arrears;
- take account of vulnerable tenants;
- use eviction only as a last resort when all other means of tackling debt have failed; and
- advise all new tenants that we require payment of rent at the point of signing for the tenancy or completion of a claim for Universal Credit or Housing Benefit.

#### **4. Keys to Prevention**

It is our priority to prevent arrears and use all mechanisms available to ensure tenants are given the right support to maintain their tenancy by:

- interviewing and explaining to all new tenants at sign up their responsibilities to pay rent on time and the various payment methods available to them and work across our finance, access to housing, working 4U and estate management service to ensure that all housing applicants are prepared financially and practically before taking on a tenancy;
- visiting all new tenants within 28 days of the start date of their tenancy to discuss any issues including their financial situation and offer support and assistance to pay their rent if this is required;
- providing advice and information on housing benefit or universal credit and assistance to complete claim forms and transfer existing housing benefit claims where possible;
- monitoring tenants' accounts regularly;
- not considering the allocation of a Council tenancy to any applicant with rent arrears relating to a former tenancy with West Dunbartonshire Council unless a payment arrangement has been maintained for 13 weeks. Variations to this policy may be considered by the Strategic Lead - Housing and Employability and the Strategic Lead - Resources or substitute in exceptional circumstances;
- data matching rent arrears debts with West Dunbartonshire Council employee payroll records;
- advising new tenants that the first week's rent must be paid or a fully completed housing benefit or universal credit form submitted when they sign for their tenancy to prevent their rent account going into arrears at the start of their tenancy. This will also help reinforce their responsibility for rent payment and help instil a payment culture; and
- developing a customer profiling strategy to ensure we have relevant information about our tenants and their household, such as contact details (mobile, email), communication preferences (e.g. language, large print), economic status, household information and whether they have an appropriate bank account to allow transactions such as direct debits.

Tenants who find themselves in arrears can expect us to:

- maximise uptake of housing benefit or universal credit and identify any gaps in social security and other welfare benefits to which they may be entitled;
- maintain strong links with housing benefit staff to assist with completion of forms and collection of necessary information and documentation to allow the swift processing of claims;
- develop strong referral links with Working 4U through the Information Advice Partnership which consists of Citizens Advice Bureau, Independent Resource Centre and Working 4U Financial Inclusion Team for benefit, debt and money advice;
- consider all possible methods of rent collection to meet, as far as possible, their needs and preferences;
- provide advice and assistance on how to manage debt and where to obtain specialist assistance;
- agree realistic repayment arrangements taking into account all their income and other debts in line with the Common Financial Statement. A Common Financial Statement is a standard budget format which helps creditors, advisers, and people with debt get a clear picture of an individual's or household's financial situation;
- develop an inter-agency approach in dealing with arrears such as working closely with our social work colleagues to ensure the needs of the household are dealt with on an individual basis;
- establish agreements with the Department for Works and Pensions to pay arrears direct for claimants 4 weeks in arrears or for universal credit cases, make alternative payment arrangements ; where it is the tenant's overriding interest; and
- establish close liaison with our social work and homeless staff to prevent eviction and homelessness.

## **5. Arrears Recovery**

Corporate Debt and Housing officers will adopt a firm but sensitive approach to rent collection.

- Visiting tenants when they are four weeks in arrears may reveal other issues such as multiple debts, illness, tenancy issues or relationship breakdown. Where tenants are vulnerable, specialist support may be required and officers will provide relevant information. Working 4U, community or voluntary groups, social work and health services can provide advice and support to both tenant and officers when such a need is identified. Details of the recovery procedures for current tenant arrears are detailed in Appendix 2

In accordance with best practice guidance, no legal action will be considered until a broad range of management actions have been implemented. These include:

- the regular monitoring of rent accounts to identify arrears cases as soon as they arise;

- the establishment of early contact with tenants to identify the cause(s) of arrears and the discussion of methods for tackling the debt;
- Issue first reminder letter or text message or make contact with the tenant after 2 weeks of rent charge for any period becoming overdue;
- ensuring all relevant information is gained before any action is taken against a tenant in arrears;
- the completion of Common Financial statement and interview form and providing the tenant with a copy;
- making realistic and affordable arrangements for payment based on the tenant's financial statement and ability to pay;
- not taking court action against tenants who actively work with and accept the support of the Council to agree a payment plan;
- monitoring payment agreements and taking appropriate action, should agreements break down;
- the provision of information about agencies that can offer suitable debt counselling services; this includes liaison with such agencies on behalf of the tenants where they give prior consent; and
- using appropriate methods of contact to ensure tenants are fully informed when in arrears. All contact with tenants will be in line with the Council's Service Standards.

## **6. Methods of Arrears Recovery**

Essential to our policy are the methods we adopt in the recovery of arrears. We will:

- monitor repayment arrangements;
- only issue a notice of proceedings when tenants fail to make an arrangement for payment or the arrangement breaks down;
- only initiate legal proceedings for recovery of possession when all other actions have failed;
- implement and act upon decrees when granted unless a suitable arrangement for payment is maintained.
- provide a staged, but escalated, process to recover rent arrears with legal action only taken where there is an intention to seek Decree for Eviction and Payment;
- Not take legal action where the tenant has arrears due only to under occupancy or if they have engaged with the Council and have an agreed payment plan in place that they are conforming with;
- ensure that all seven Pre-Action Requirements (PARs) as required under the Housing Scotland Act (as amended) 2012 are met before we formally serve Notice on tenants that we intend to take court action on which we could end their tenancy; and
- use eviction only as a last resort where all other methods have failed. All eviction actions will be discussed with and approved by Strategic Lead - Housing and Employability and Strategic Lead – Resources.

## 7. Legal Action

Prior to consideration of legal action, an appropriate Notice of Proceedings will be properly served on the tenant(s) and any qualifying occupier(s) in terms of the Housing (Scotland) Act 2001, updated in August 2012 Section 16(5A) to include a pre action requirements.

Legal action will only be considered when attempts to contact the tenant to make an acceptable arrangement for payment have failed.

The Section Head (Revenues & Benefits), Strategic Lead - Housing and Employability and the Strategic Lead - Resources or appropriate substitutes will authorise all cases prior to instructing the Council's legal department to proceed with court action.

Officers will accept reasonable arrangements to pay at any point during the course of the court proceedings and will monitor these in accordance with our standard procedure.

To ensure that the tenant obtains a fair hearing and to comply with the Council's commitment to the Human Rights Act 1998:

- we will complete a pre-action requirement document;
- we will provide tenants with detailed information of advice agencies they may wish to contact prior to court action; and
- we will carry out a full housing benefit check to ensure there are no outstanding payments due prior to Legal proceedings.

Where decree for recovery of possession of the property is granted we will:

- visit the tenant regularly until contact is made;
- explore further options to enable the tenant to sustain the tenancy; and
- only evict where the tenant fails to actively work with and accept the support of the Council to agree a payment plan.

## 8. Training

Training is a key part of the Council's organisational strategy. This strategy recognises that effective income management requires comprehensive and ongoing training of staff.

Training varies depending on the job description of individual staff. Examples of types of training provided include the following topics:

- ICT system;
- Social security and welfare benefits;
- Legislation;
- Corporate Debt Policy;
- Joint training with relevant agencies and services;
- Equalities training; and
- Customer service.

## 9. Former Tenant Arrears

It is our policy to use efficient and effective methods for the recovery of a former tenant's debt. The process for collecting former tenant arrears is detailed in Appendix 3

As a general principle, former tenant debt will be comprehensively pursued. Where internal collection is not possible we will refer the case to our Primary Debt Management agents for collection where the tenant does not have current tenant arrears.

## 10. Write off policy for former tenant arrears

Where it has not been possible to collect current and / or former tenant rent arrears authorisation to write these debts off will be requested to:

- the Section 95 Officer if the debt is under £5,000; or
- the relevant committee if the debt is valued at more than £5,000

Write offs will be requested in the following circumstances:

### Deceased

When a tenant dies and leaves no estate. Records are checked to determine whether any estate exists against which a claim could be made.

### No Forwarding Address

Unfortunately, many tenants in arrears abandon their tenancies or terminate leaving no forwarding address. Every effort is made to trace these people. Records are checked and outside agencies are contacted to try and ascertain the debtor's address.

### Prescribed

A debt cannot be enforced after 5 years from the date it became due. The period applies in the absence of a court decree, or acknowledgement of the debt via letter or payment. Where a decree has been granted, statute advises that these debts cannot be legally collected after 20 years of the last payment or acknowledgement of the debt and a debt automatically becomes prescribed at that point. The relevant law is contained within the Prescription and Limitation (Scotland) Act 1973.

### Unreasonable to Pursue

There are various reasons why it is unreasonable to pursue any arrears from former tenants. Examples include:

- When a tenant is permanently hospitalised, or goes into residential care, their income is used towards the cost of their care, as is any capital which the person may have. It is often unreasonable to pursue any arrears from people in this category due to personal financial circumstances.
- Tenants who cannot deal with their arrears problems due to mental illness, dementia or learning disability.

- All avenues of collection have failed.

### Uneconomical to pursue

Where the former tenant debt is below £75 we will not pursue this through court proceedings.

## **11. Current tenant write off**

There are exceptional circumstances where it is not in the tenant's or Council's best interest to pursue current tenant arrears. Before a debt will be considered for full or partial write off, all recovery options must have been exhausted. In the case of current rental debt circumstances considered for debt write-off include:

- Uneconomical to take action to collect the debt e.g. small, static balances;
- Sequestration of the tenant;
- Technical arrears; or
- Unreasonable to pursue.

There are various reasons why it is unreasonable to pursue any arrears from current tenants. Examples include:

- When a tenant is permanently hospitalised, or goes into residential care, their income is used towards the cost of their care, as is any capital which the person may have. It is often unreasonable to pursue any arrears from people in this category due to personal financial circumstances.
- Tenants who cannot deal with their arrears problems due to mental illness, dementia or learning disability.
- Tenants who receive a custodial sentence will have their debt written off for the period of their sentence, this will be reinstated upon their release.

In any of the above situations the Section Head (Revenues and Benefits) will authorise each case prior to being submitted to the Section 95 Officer or Housing and Communities Committee for approval.

## **12. Performance Monitoring**

The Council's Performance Management Framework sets out how each department will monitor, manage and report on performance information from their departmental plans. Key elements of our approach are:

- Customer focus – working with our customers to identify successful outcomes;
- Outcome focus – understanding what we are trying to achieve and basing our performance management and reporting on this;
- Continuous Improvement – using customer feedback, reviewing progress and

learning from good practice internally and externally to evaluate current practice and develop better ways of working; and

- Responsibility and ownership – every member of staff should understand the performance standards expected taking responsibility for improving service delivery.

The framework comprises a suite of both statutory and local Performance Indicators to assess how well the corporate approach to rent collection Service is performing. These indicators are reviewed and set annually and are heavily influenced by the Scottish Social Housing Charter which sets out the outcomes and standard that all social landlords should achieve for their tenants.

Targets for each indicator are agreed following discussions between officers within Housing Services and Resources, taking into account benchmarking information, previous performance and our drive for continuous improvement. The main performance measures for the service are outlined in Appendix 4.

Performance monitoring is key to the management of rent collection and as such our performance is managed in accordance with the Council's performance management framework. Rent arrears performance is monitored on a quarterly basis by the Housing Improvement Board (HIB) and by Members at Corporate Services Committee, Housing & Communities Committee, Council and by officers at Corporate Management Team and at the Housing Management Team.

Our agreed Housing and Community Safety Services Performance Management Framework ensures that performance reports are cascaded to each team and circulated to key officers. These reports are analysed and inform actions that are taken to improve performance.

### **13. Review of Policy**

The rent collection policy will be reviewed in the light of any legislative changes, trends or other factors that impact on the effectiveness of the policy.

## **Appendix 1 - Law and Best Practice Guidance**

Housing (Scotland) Act 2001 (as updated 2012)

Debtors (Scotland) Act 1987

Children (Scotland) Act 1995

Scottish Housing Regulator / COSLA / SFHA

Scottish Social Housing Charter

Homelessness etc (Scotland) Act 2003

## **Appendix 2 - Current Tenant Arrears procedure**

### **Prevention**

The first action in minimising rent arrears is to take prevention action. At the point of acceptance of an offer of tenancy contact will be made by the Housing officer with the tenant to:

- Explain the rent, council tax and other charges payable and when they are due, the likely running costs of the home and our rent arrears policy / corporate debt policy.
- Make an immediate assessment of the tenant's ability to pay the rent and cope with the tenancy, including a provisional assessment of his or her housing benefit entitlement.
- If required, pass case to Corporate Debt to make an arrangement for all corporate debts.
- Assist with the completion of a housing benefit and council tax reduction form or universal credit application.
- Provide information on the various methods of payment and where payments can be made.
- Advise who to contact if they have difficulty paying.
- Stress the importance of keeping the Benefits Section informed of any changes in circumstances.
- Stress the need to respond to correspondence from the Corporate Debt Team and the Benefits Section,
- Explain the effect of joint and several liability for the rent in the case of joint tenancies

Within 4 weeks of tenancy commencing an officer will visit the tenant if there is an arrears issue and discuss any difficulties the tenant may be having.

## **RECOVERY PROCEDURE**

When a tenant falls into arrears we will carry out the following actions in order to clear the arrears or obtain a repayment agreement to clear the arrears. Housing officers are responsible for managing new tenant cases or existing tenants that fall into arrears, with cases being passed to Corporate Debt when debt level reaches approximately £500. Housing officers can retain cases above this level if they are actively managing the debt and contact has been made with tenants or equally, cases can be passed to Corporate Debt at lower levels if they feel appropriate.

### **Housing officer steps:**

When a case falls into arrears, the Housing officer will

- Investigate reason for arrears e.g. housing benefit/universal credit entitlement, any disputed issues.
- Contact tenant and make arrangement.
- Monitor Payments.
- Liaise with Housing Benefit/Universal Credit teams and tenant to ensure new claims and change of circumstances are assessed as early as possible.
- Liaise with W4U, DWP and other relative agencies to assist the tenant in income maximisation.
- Record all steps on computer system for auditing purposes
- As balance approaches unacceptable level of arrears due to non-payment and/or non engagement case to be escalated to Team Leader

If no suitable arrangement is made, the Housing officer will forward case to **Corporate Debt Officer**.

- Pursue personal contact: face to face, telephone – home/mobile/text, family member/agent/appointee/social worker etc.
- Check all systems for information on tenant, Northgate, Saffron (Allocations, Repairs, Homeless)
- If no access /contact refer case for an out of hours visit.
- Consult list of specialist letters in CARS and issue where appropriate.
- Liaise with other sections e.g. Estate Management Homeless, Allocations and ASIST.
- Consider referrals to other agencies e.g. Welfare Rights/ Money Advice
- Homeless/Support, Social Work.
- Consider Case Conference for tenant and relevant parties.
- Consider abandonment procedures if occupancy not confirmed (issue 48hr Contact Letter and other relevant documents).
- Check for possible Termination / Pre Void.

If no suitable arrangement or response is received, the system will move to case to NI Stage which covers the following steps -

- Where no contact/co-operation or arrangement defaults hand deliver “Final Red Letter”.
- Where no contact/cooperation or arrangement defaults issue NI (Notice of Proceedings)
- Issue a copy of NI to any Qualifying Occupiers 16 yrs+ in the household.
- Notice of Proceedings is effective for 6 months and must be reissued 4 weeks prior to expiry date if appropriate.

If no suitable arrangement made or if 2 broken arrangements, where arrears have increased, the case will be escalated to **Court Action Stage** below:

- Prepare Court Report for Eviction and email to Section Head for authorisation,
- Continue to action case.
- Court report returned authorised.
- Procedures for raising a court action apply.

### **Lock Ups Arrears**

- Issue Lock change letter and hand deliver to house, deliver
- Copy to lock up if accessible / arrange lock change for seven days following
- Delivery of letter.

### **Appendix 3 - Former Tenant Arrears procedure**

#### **Forwarding Address Known**

- Check previous history of case and ensure case set at appropriate stage
- Send first reminder letter
- If no response in 14 days send second letter
- If no response in 14 days then case is reviewed and passed to Walker Love Recoveries for collection

#### **Contact Made**

- Make a sustainable payment agreement
- Make all necessary referrals
- Advise former tenant of recovery procedures if agreement is broken
- When an agreement is made, the Corporate Debt Assistant inputs this into the system
- Ensure system is updated with all information
- If the agreement is broken, the system will generate a broken arrangement letter.
- If the agreement is not made up or another suitable agreement made then case is reviewed and passed to Walker Love Recoveries for collection

#### **Court Action**

Once draft Court Action Report (CAR) is received by Corporate Debt Officer, then recovery procedure should be followed as per current arrears procedure (payment only).

#### **No Forwarding Address**

Case must be considered for write off where there is no known forwarding address, the former tenant is deceased, the account has prescribed, or the debt is considered unreasonable to pursue. All in-house systems will be checked and homeless section e-mailed for any up to date information on former tenant.

#### **If Forwarding Address Found**

- Reset to appropriate stage on system

### Where FT is deceased: (check for Estate)

- Check benefit systems - if FT in receipt of IS/JSA(IB)/ESA/Pension Credit/Universal Credit - assume no estate
- If no capital declared on HB form - set to Write Off
- Check termination notice for next of kin
- If contact address for next of kin send Estate Enquiry letter

### Write Offs

Where all checks are complete and no address found Corporate Debt Assistant will update the system and set the case to 'write off' and forward paperwork to Assistant Section Leader for checking.

Once checked, Corporate Debt Assistant must batch the write off for future authorisation by Section 95 Officer or Housing and Communities Committee.

### Appendix 4 - Performance Management Indicators

Performance indicator
Rent collected as percentage of rent due months
Gross rent arrears as a percentage of rent due
Current tenant arrears as percentage of rent due
Percentage of current tenants owing more than 13 weeks rent
Percentage of tenants ending their tenancy with rent arrears
Average debt owed by those leaving in arrears (in weeks)
Number of current tenant arrears cases
Value of current tenant arrears
Number of former tenant arrears cases
Value of former tenant arrears



**WEST DUNBARTONSHIRE COUNCIL****Report by Strategic Lead – People and Technology****Housing and Communities Committee: 2 September 2020**

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**Subject: Employee Wellbeing: Attendance Management  
Annual Update (2019/20)****1. Purpose**

- 1.1** The purpose of this report is to provide Committee with detailed analysis on employee wellbeing and attendance from 1st April 2019 – 31<sup>st</sup> March 2020 for the Strategic Lead areas covered by Housing and Communities Committee and an annual update on Council wide attendance for the same period.

**2. Recommendations**

- 2.1** It is recommended that Committee notes the findings, namely:
- The decrease of 40.21 full time equivalent (FTE) days lost (approx. 6.2%) in service area covered by this report compared to the same period last year as outlined in Appendices 1 and 2;
  - The decrease in Council wide sickness absence of 3147 FTE days lost (approx. 6.4%) compared to 2018/19 as outlined in Appendix 1

**3. Background**

- 3.1** The Council is committed to supporting the health and wellbeing of all employees. This is driven by the Employee Wellbeing Strategy and supported by initiatives and projects delivered through the Employee Wellbeing Group. The aim of this work is to improve employee morale and engagement, promote a healthier and more inclusive culture and lower sickness absence rates.

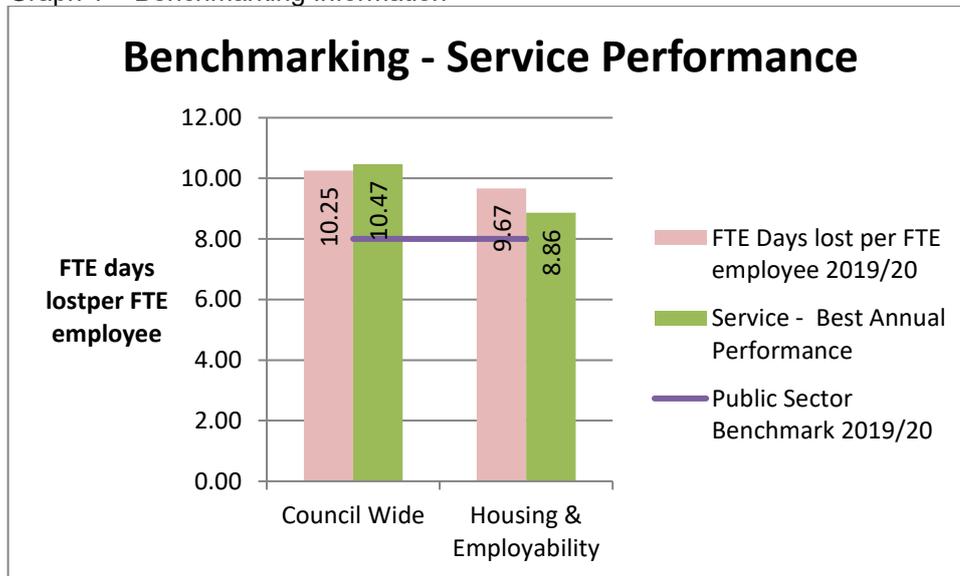
**4. Main Issues****April 2019 – March 2020**

- 4.1** From 1<sup>st</sup> April to 31<sup>st</sup> March 2020, a total of 2,666.05 days were lost due to sickness absence in the service covered by this report. This represents an decrease of 40.21 FTE days lost compared to 2018/19.
- 4.1.2** Graph 1 details benchmarking information to enable comparison to the service's best performance in the last 4 years as well as the CIPD (Chartered Institute of Personnel and Development) benchmark for the public sector. The

FTE figures are shown in Appendices 1 and 2 to provide context of the service size.

**4.1.3** The graph shows that Housing and Employability have higher levels of absence than the CIPD public sector benchmark and that absence recorded is slightly lower than Council Wide average.

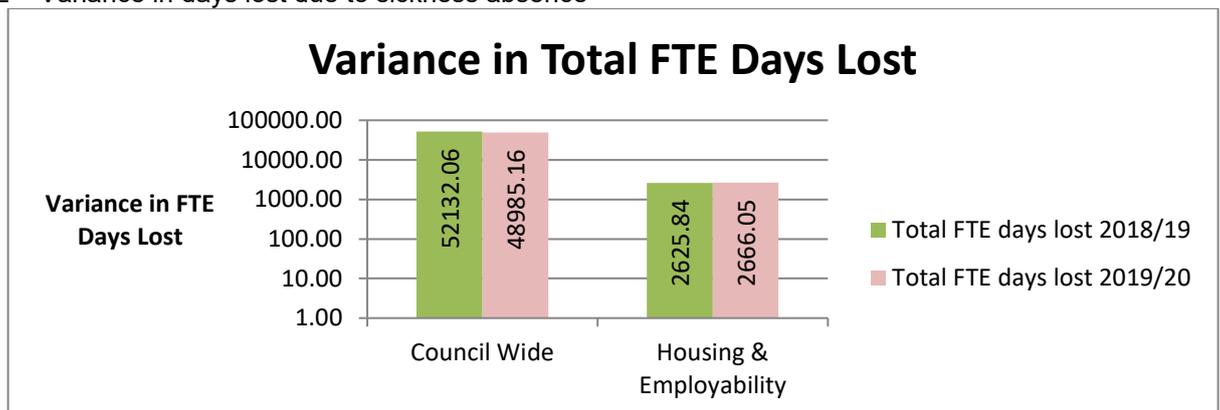
Graph 1 – Benchmarking Information



\*Source 2020 CIPD Health and Wellbeing at Work report

**4.1.5** Graph 2 details the variance in FTE days lost due to sickness absence between 2019/20 and 2018/19. It is positive to note that the FTE days lost per FTE employee in 2019/20 does show an improved picture when compared to 2018/19.

Graph 2 – Variance in days lost due to sickness absence

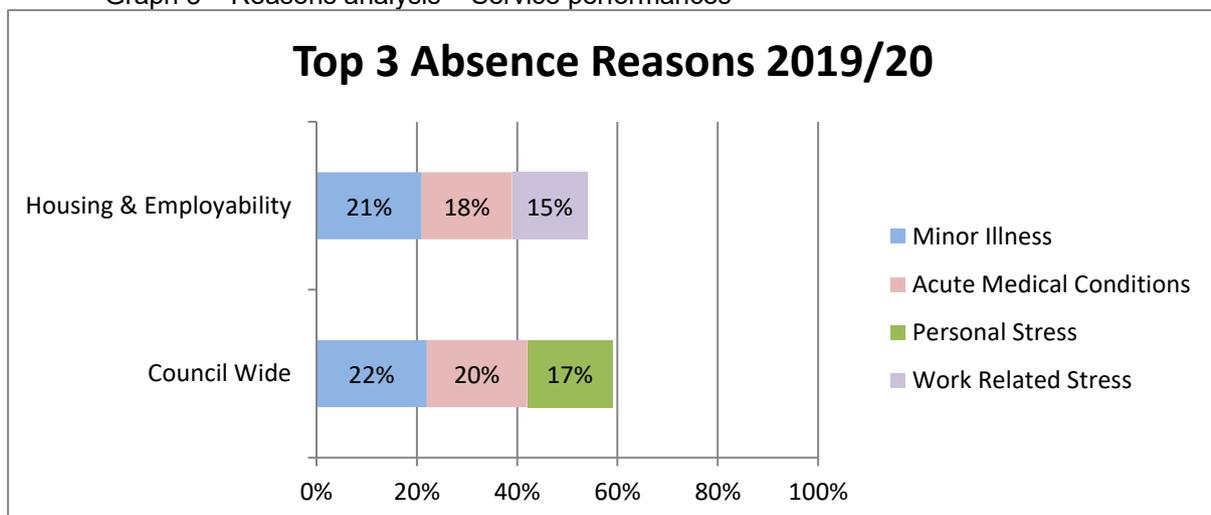


\*This is calculated based on the variance of actual FTE days lost and not the variance in average FTE days lost per FTE employee as shown in the Headline figure in Appendix 1.

**4.2** Absence Reasons – Service Performance

- 4.2.1** Appendix 1 provides a detailed breakdown of the reasons for absence Council Wide.
- 4.2.2** The top 3 reasons for absence 2019/20 for the Housing and Employability were Minor Illness, Personal Stress and Work Related Stress. Graph 3 below shows the top 3 reasons recorded for the Council and compares these with the reasons recorded for Housing and Employability. Minor Illness continues to be the top reason for absence, followed by Personal Stress and Work Related Stress. The top 3 reasons for absence recorded by Housing and Employability have changed from those reported in 2018/19 when Minor Illness, Acute Medical Conditions and MSK were the top 3 reasons for absence.
- 4.2.3** The proportion of absence attributed to Minor Illness has consistently been one of the 3 main reasons for absence in the past few years however this is lower than Council wide figures and has reduced in comparison to 2018/19.
- 4.2.4** Appendix 2 provides a detailed breakdown of the reasons for absence in Housing and Employability and you will note that the levels of work related stress and personal stress reported have increased since last year. This may be reflective of the amount of change which has been introduced within Housing and Employability in the past year.
- 4.2.5** The level of sickness absence attributed to both personal and work related stress is a concern and work continues to build a culture of openness when discussing mental health. Feedback from the Employee Wellbeing Group is that some employees are beginning to feel more comfortable discussing such matters with their managers and so people are accessing appropriate support at an earlier stage.
- 4.2.6** The Employee Wellbeing Group remains focused on programmes of work to help employees manage their mental health and wellbeing and further details of this work are provided in section 4.5 of this report.

Graph 3 – Reasons analysis – Service performances

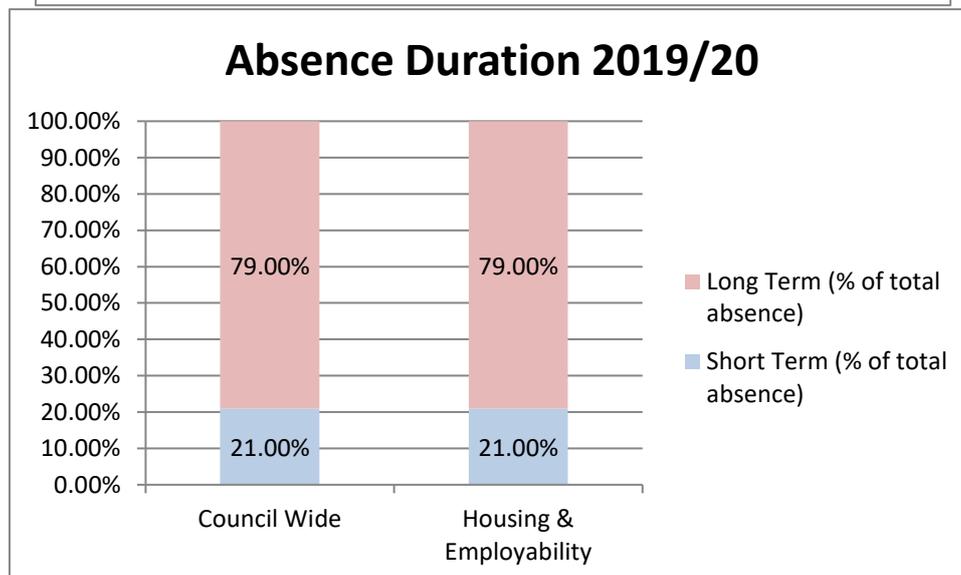
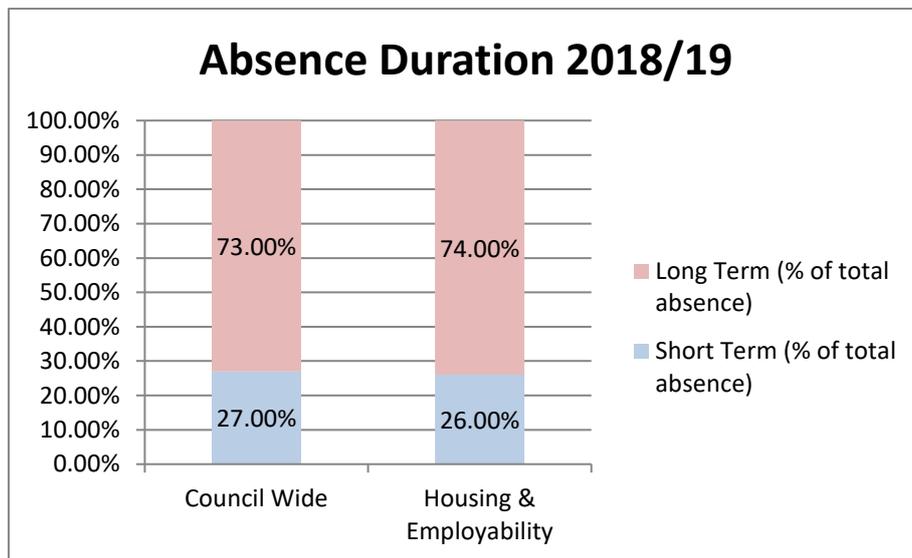


### 4.3 Absence Duration – Service Performance

4.3.1 Graphs 4 and 5 show the duration profile for the service covered by this report and compares to the overall Council-wide duration profile including data from 2018/19 for comparison purposes. Long term absence accounts for approximately 79% of Council-wide absence 2019/20, which is an increase compared to the previous year. Housing and Employability have also recorded an increase in long term absence which is reflective of the top reasons for absence; personal and work related stress are often long term in nature.

4.3.2 Long term absences are managed in line with the Supporting Employee Wellbeing policy ensuring that a fair, consistent and supportive approach is adopted. This includes holding regular Wellbeing Support meetings to explore appropriate supports and facilitate a return to work where possible.

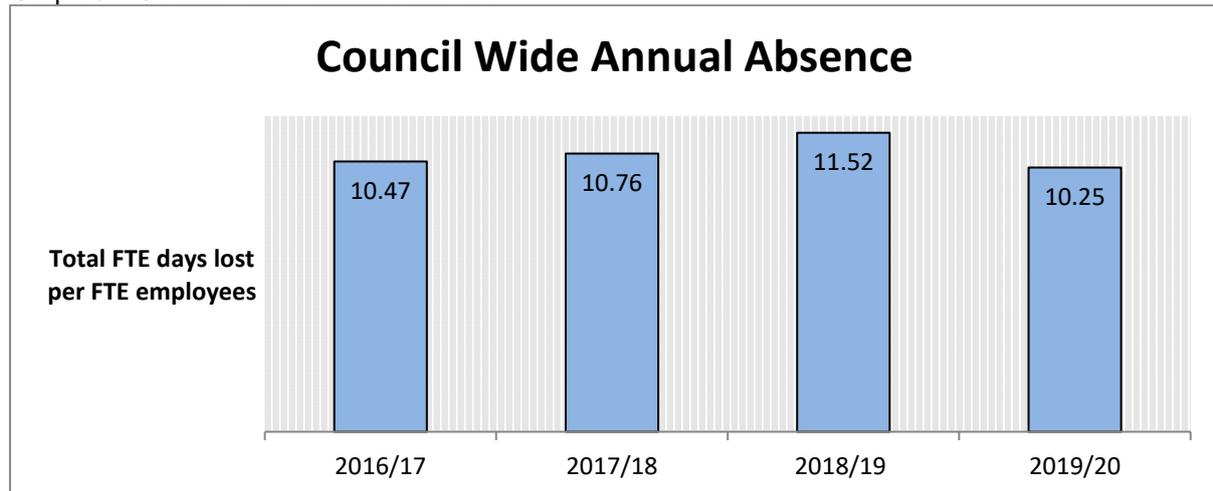
Graphs 4 and 5 – Duration analysis – Service performances



#### 4.4 2019/20 Council-wide Performance

4.4.1 Graph 6 below shows that, in 2019/20, the Council's absence performance improved with a reduction of 1.27 FTE days lost by FTE employees when compared to 2018/19. It is very positive to note that the 2019/20 level of absence is the lowest recorded in the last 4 years, showing an improved picture even when compared to the previously best performing year in 2016/17.

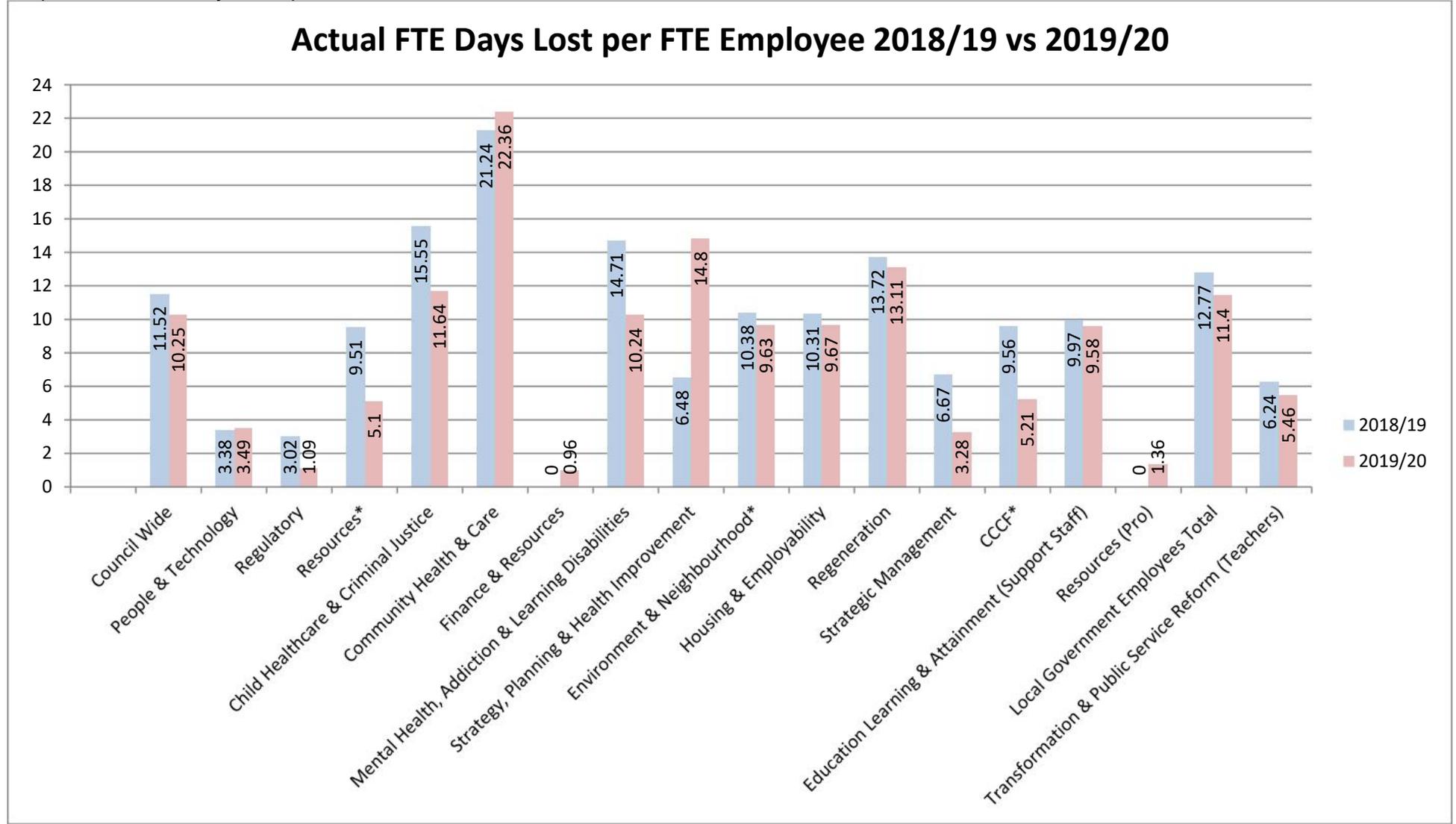
Graph 6 – Council Wide Annual Absence



4.4.2 Graph 7 (below) shows absence levels for 2019/20, by Strategic Lead Area, and associated annual figures for 2018/2019 to allow comparison. Please note that the FTE days lost per FTE employee which is reported for each Strategic Lead Area is based on where employees were located as at 31 March 2020.

4.4.3 It can be seen in Graph 7 that 10 of the services shown have reported an improving picture in relation to their sickness absence in 2019/20 when compared to 2018/19. This is in keeping with the reduction in public sector absence noted in the CIPD 2020 Health and Wellbeing at Work report.

Graph 7 – Total FTE days lost April –2019/20 vs 2018/19



## 4.5 Employee Wellbeing Group

4.5.1 The Employee Wellbeing Group continues to make progress through wellbeing initiatives, employee support mechanisms and working with trade unions and local partners to identify and address areas for improvement. Updates on progress are reported to Performance and Monitoring Group on a monthly basis. Actions completed since the last report to this Committee in November 2019, or which are currently being progressed, include the following:

- The Attendance Management policy was replaced with the Supporting Employee Wellbeing policy and was implemented with a comprehensive roll out including online training, face to face training, communications issued through the Workforce Updates, direct to employees through Administrator email, payslip messages and newsfeed posts on the intranet. The new policy puts an emphasis on supporting the employee and changing the language used when discussing sickness absence.
- Regular meetings for both the Managers' group for Employee Wellbeing and the Wellbeing Advocates group continue to take place regularly with membership of the Advocates group continuing to grow month on month. These groups have provided vital feedback which has directly informed the development and roll out of new policies, initiatives and training relating to wellbeing and digital skills which had been cited as a cause of anxiety for employee.
- A range of events took place throughout the year including Employee Wellbeing Information Events for employees, Senior Manager Network gathering focused on employee wellbeing as well as events focused on national awareness raising such as Time to Talk day.
- A range of new guidance documents were launched including Menopause guidance and the Disability Passport guidance.
- A range of promotional communications highlighting the importance of physical activity including walks in Levensgrove Park, the Cycle to Work scheme and a summer walking challenge. In addition, communications were shared during Suicide Prevention week and Mental Health day highlighting the supports available.
- West Dunbartonshire Leisure Trust continue their regular visits to Council premises to promote their discounted membership deals for employees and carry out health checks.
- The focus on mental health continued with the pilot project with Headtorch progressing with different employee groups, training sessions on mental health delivered in conjunction with the Trade Union Learning Fund and additional external resources being highlighted to employees through regular newsfeed posts as well as the promotion of the Mental Health First Aiders. Additional training for employees who wish to become Mental Health First Aiders is currently being sourced and a waiting list of those wishing to sign up has been collated.
- Sickness absence reporting was further automated in line with the new Supporting Employee Wellbeing policy and work was started to move the stress risk assessment process online. This change to the process will enable analysis to be undertaken, identify any trends in stress risk

assessments thereby identifying any remedial action that needs to be taken.

- The use of data relating to Employee Wellbeing was reviewed and a new Employee Wellbeing Dashboard was introduced to provide senior management with a more comprehensive and insightful view of the wellbeing of their teams.
- The Council was awarded the Gold Award for the support provided to Reservists and their family.

## 5. People Implications

- 5.1 Effective and robust management of absence can have a positive impact upon employees, promoting early return to good health and work. The results for 2019/20 indicate a slight improvement for the areas covered by this Committee and absence levels remain below the Council average. The service is engaged with the Employee Wellbeing Group and are committed to supporting employee wellbeing through the implementation of actions developed through the group.

## 6. Financial and Procurement Implications

- 6.1 Based on the average cost of a day (£138), table 1 provides the estimated productivity loss associated with absence across the Council and the Strategic Lead areas. This does not include any associated costs such as cover or overtime.

Table – Loss of Productivity

Strategic Lead Area	2019/20 Loss of Productivity (approx.)
Council Wide	£6,759,952
Housing & Employability	£367,915

- 6.3 There are no procurement implications.

## 7. Risk Analysis

- 7.1 There is a risk that managers do not fulfil their role and comply with the policy and in turn Council-wide absence continues to increase.
- 7.2 While it is evident in many instances that the necessary and proactive steps are being undertaken, such as early referral to occupational health, there is still a significant amount of work to do to continue to reduce absence.
- 7.3 Without maintaining and continuing to improve attendance there continues to be a risk of detrimental impact on service delivery, loss of productivity and reduced team performance.

## 8. Equalities Impact Assessment (EIA)

**8.1** This report is for noting only, therefore no EIA is required. Any associated policies are subject to Equalities Impact Screening and Assessment if required.

**9. Consultation**

**9.1** Consultation is on-going with trades unions in the main through the Wellbeing Group, the local Joint Consultative Committees, Convenor meetings and, for more strategic matters, through the Joint Consultative Forum.

**10. Strategic Assessment**

**10.1** Effective attendance management will support the Council's aim to make best use of both financial and human resources resulting in a positive impact upon service provision.

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**Victoria Rogers**  
**Strategic Lead People and Technology**  
**Date: 15 July 2020**

**Person to Contact:** Louise Hastings, HR Business Partner  
People & Technology

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**Appendices:** Appendix 1 Council Wide 2019/20 Absence Summary  
Appendix 2 Housing and Employability 2019/20 Absence Summary

**Background Papers:** None

**Wards Affected:** None



	<b>WDC Absence Statistics - Excluding Isolation</b>	Department: Council-Wide Period: Annual 2019/2020
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<b>TABLE 1 - Headline Figure</b>	Annual 2019/2020	10.25	Annual 2018/2019	11.52	Year on Year +/-	-11.00%
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**TABLE 2 - Days Lost per Employee**

Department	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
People & Technology	96.19	52.0	16.5	49.5	434.6	552.6	336.08	3.49
Regulatory	96.68	61.0	30.0	44.7	49.9	185.6	105.18	1.09
Resources	223.61	183.5	134.5	297.8	2236.2	2852.0	1,141.17	5.10
<b>Chief Exec Office Total</b>	<b>416.48</b>	<b>296.5</b>	<b>181.0</b>	<b>392.0</b>	<b>2,720.7</b>	<b>3,590.2</b>	<b>1,582.43</b>	<b>3.80</b>
Child Healthcare & Criminal Justice	229.96	147.0	144.0	312.8	3077.8	3681.6	2,677.78	11.64
Community Health & Care	732.19	889.0	669.0	2369.4	21536.2	25463.5	16,373.77	22.36
Finance & Resources	5.21	0.0	5.0	0.0	0.0	5.0	5.00	0.96
Mental Health, Addiction & Learning Disabilities	138.04	127.0	81.0	272.5	1522.9	2003.4	1,414.15	10.24
Strategy, Planning & Health Improvement	22.39	30.5	9.0	54.3	305.3	399.1	331.35	14.80
<b>Health &amp; Social Care Partnership</b>	<b>1,127.80</b>	<b>1,193.5</b>	<b>908.0</b>	<b>3,008.9</b>	<b>26,442.2</b>	<b>31,552.6</b>	<b>20,802.05</b>	<b>18.44</b>
Environment & Neighbourhood	373.71	165.5	250.0	654.5	3852.6	4922.6	3,598.18	9.63
Housing & Employability	275.80	187.0	164.0	362.8	2615.1	3328.9	2,666.05	9.67
Regeneration	429.93	271.0	408.5	753.8	4924.8	6358.1	5,637.06	13.11
<b>Regeneration, Environment &amp; Growth</b>	<b>1,079.43</b>	<b>623.5</b>	<b>822.5</b>	<b>1771.0</b>	<b>11392.5</b>	<b>14609.5</b>	<b>11,901.29</b>	<b>11.03</b>
Strategic Management	13.17	0.0	4.0	0.0	111.4	115.4	43.13	3.28
<b>Strategic Management</b>	<b>13.17</b>	<b>0.0</b>	<b>4.0</b>	<b>0.0</b>	<b>111.4</b>	<b>115.4</b>	<b>43.13</b>	<b>3.28</b>
CCCF	434.39	497.0	337.5	975.9	7171.9	8982.2	2,265.07	5.21
Education Learning & Attainment (Support Staff)	765.18	1024.0	607.0	1670.3	8072.3	11373.6	7,328.18	9.58
Resources (Pro)	19.86	8.5	0.0	14.3	48.0	70.8	27.05	1.36
<b>Transformation &amp; Public Service Reform (Excl. Teachers)</b>	<b>1,219.43</b>	<b>1529.5</b>	<b>944.5</b>	<b>2660.5</b>	<b>15292.1</b>	<b>20426.6</b>	<b>9,620.30</b>	<b>7.89</b>
<b>LOCAL GOVERNMENT EMPLOYEES TOTAL</b>	<b>3,856.31</b>	<b>3643.0</b>	<b>2860.0</b>	<b>7832.4</b>	<b>55959.0</b>	<b>70294.4</b>	<b>43949.2</b>	<b>11.40</b>
<b>Transformation &amp; Public Service Reform (Teachers)</b>	<b>921.67</b>	<b>1004.0</b>	<b>405.0</b>	<b>951.8</b>	<b>5035.7</b>	<b>7396.5</b>	<b>5,035.96</b>	<b>5.46</b>
<b>COUNCIL-WIDE TOTAL</b>	<b>4,777.98</b>	<b>4647.0</b>	<b>3265.0</b>	<b>8784.3</b>	<b>60994.7</b>	<b>77690.9</b>	<b>48,985.16</b>	<b>10.25</b>

**TABLE 3 - Breakdown of Days Lost by Duration Category**

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	4,647.0	5.98%
Short Term (4-5 days)	3,265.0	4.20%
Medium Term (6 days-4 weeks)	8,784.3	11.31%
Long Term (over 4 weeks)	60,994.7	78.51%
<b>TOTAL</b>	<b>77,690.9</b>	<b>100%</b>

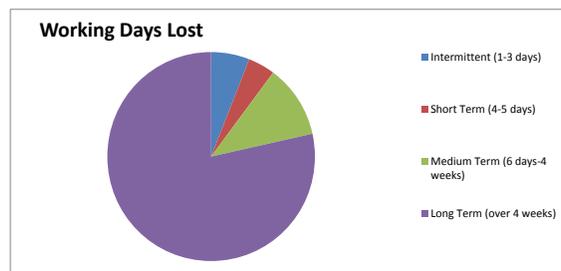


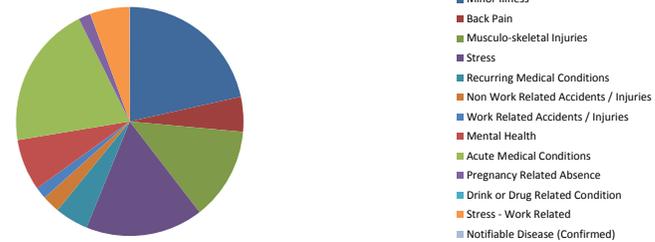
TABLE 4 - Absence Reasons

Department	FTE Employees	Absence Reasons														Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Notifiable Disease (Confirmed)				
People & Technology	96.19	80.1	0.0	96.4	17.1	10.5	73.0	3.0	82.9	189.6	0.0	0.0	0.0	0.0	552.6	336.08	3.49	
Regulatory	96.68	102.9	0.0	39.6	5.7	0.0	0.0	0.0	0.0	28.1	0.0	0.0	0.0	9.3	185.6	105.18	1.09	
Resources	223.61	491.8	199.0	224.3	620.1	73.3	108.7	17.1	193.8	751.8	104.0	0.0	68.2	0.0	2852.0	1,141.17	5.10	
<b>Chief Exec Office Total</b>	<b>416.48</b>	<b>674.8</b>	<b>199.0</b>	<b>360.2</b>	<b>642.9</b>	<b>83.8</b>	<b>181.7</b>	<b>20.1</b>	<b>276.6</b>	<b>969.6</b>	<b>104.0</b>	<b>0.0</b>	<b>77.5</b>	<b>0.0</b>	<b>3590.2</b>	<b>1,582.43</b>	<b>3.80</b>	
Child Healthcare & Criminal Justice	229.96	487.4	110.0	285.4	1171.1	64.7	113.3	29.3	487.3	355.9	49.4	0.0	517.9	10.0	3681.6	2,677.78	11.64	
Community Health & Care	732.19	4139.5	1494.3	4188.8	4469.8	1166.2	434.4	530.7	1811.7	5617.9	467.0	0.0	1128.4	15.0	25463.5	16,373.77	22.36	
Finance & Resources	5.21	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	5.0	5.00	0.96	
Mental Health, Addiction & Learning Disabilities	138.04	394.0	64.4	188.3	178.0	332.4	87.1	57.9	187.1	83.8	9.0	0.0	421.4	0.0	2003.4	1,414.15	10.24	
Strategy, Planning & Health Improvement	22.39	69.5	0.0	9.6	71.7	211.4	0.0	0.0	0.0	34.9	0.0	0.0	2.0	0.0	399.1	331.35	14.80	
<b>Health &amp; Social Care Partnership</b>	<b>1,127.80</b>	<b>5095.3</b>	<b>1668.7</b>	<b>4672.0</b>	<b>5890.6</b>	<b>1774.7</b>	<b>634.7</b>	<b>617.9</b>	<b>2486.1</b>	<b>6092.4</b>	<b>525.4</b>	<b>0.0</b>	<b>2069.7</b>	<b>25.0</b>	<b>31552.6</b>	<b>20,802.05</b>	<b>18.44</b>	
Environment & Neighbourhood	373.71	1158.5	189.0	816.4	606.9	327.9	326.8	282.4	267.3	870.6	0.0	4.3	72.7	0.0	4922.6	3,598.18	9.63	
Housing & Employability	275.80	702.9	132.6	314.6	589.7	348.0	210.9	141.0	106.6	276.5	6.0	0.0	500.2	0.0	3328.9	2,666.05	9.67	
Regeneration	429.93	1516.5	623.9	1577.3	822.3	28.6	35.0	17.9	508.6	1023.8	0.0	0.0	204.3	0.0	6358.1	5,637.06	13.11	
<b>Regeneration, Environment &amp; Growth</b>	<b>1,079.43</b>	<b>3377.9</b>	<b>945.4</b>	<b>2708.3</b>	<b>2018.8</b>	<b>704.4</b>	<b>572.7</b>	<b>441.2</b>	<b>882.4</b>	<b>2170.8</b>	<b>6.0</b>	<b>4.3</b>	<b>777.2</b>	<b>0.0</b>	<b>14609.5</b>	<b>11,901.29</b>	<b>11.03</b>	
Strategic Management	13.17	28.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	87.1	0.0	0.0	0.0	0.0	115.4	43.13	3.28	
<b>Strategic Management</b>	<b>13.17</b>	<b>28.3</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>87.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>115.4</b>	<b>43.13</b>	<b>3.28</b>	
CCCC	434.39	2041.1	453.6	980.5	1842.8	228.0	263.4	60.6	907.9	1502.1	36.4	8.6	645.9	11.4	8982.2	2,265.07	5.21	
Education Learning & Attainment (Support Staff)	765.18	3130.8	350.1	944.9	1618.3	764.4	198.6	146.3	788.0	2697.8	303.6	0.0	430.9	0.0	11373.6	7,328.18	9.58	
Resources (Pro)	19.86	17.8	0.0	3.0	0.0	2.0	0.0	0.0	48.0	0.0	0.0	0.0	0.0	0.0	70.8	27.05	1.36	
<b>Transformation &amp; Public Service Reform (Local Government)</b>	<b>1,219.43</b>	<b>5189.7</b>	<b>803.7</b>	<b>1928.4</b>	<b>3461.1</b>	<b>994.4</b>	<b>462.0</b>	<b>206.8</b>	<b>1743.9</b>	<b>4199.8</b>	<b>340.0</b>	<b>8.6</b>	<b>1076.7</b>	<b>11.4</b>	<b>20426.6</b>	<b>9,620.30</b>	<b>7.89</b>	
<b>LOCAL GOVERNMENT EMPLOYEES TOTAL</b>	<b>3,856.31</b>	<b>14365.9</b>	<b>3616.8</b>	<b>9669.1</b>	<b>12013.4</b>	<b>3557.4</b>	<b>1851.1</b>	<b>1286.1</b>	<b>5389.1</b>	<b>13519.8</b>	<b>975.4</b>	<b>12.9</b>	<b>4001.1</b>	<b>36.4</b>	<b>70294.4</b>	<b>43,949.20</b>	<b>11.40</b>	
<b>Transformation &amp; Public Service Reform</b>	<b>921.67</b>	<b>2359.5</b>	<b>215.4</b>	<b>467.9</b>	<b>944.6</b>	<b>134.3</b>	<b>91.2</b>	<b>27.1</b>	<b>253.6</b>	<b>2206.1</b>	<b>364.1</b>	<b>0.0</b>	<b>332.9</b>	<b>0.0</b>	<b>7396.5</b>	<b>5,035.96</b>	<b>5.46</b>	
<b>COUNCIL-WIDE TOTAL</b>	<b>4,777.98</b>	<b>16725.4</b>	<b>3832.2</b>	<b>10136.9</b>	<b>12958.0</b>	<b>3691.6</b>	<b>1942.3</b>	<b>1313.1</b>	<b>5642.6</b>	<b>15725.9</b>	<b>1339.5</b>	<b>12.9</b>	<b>4334.0</b>	<b>36.4</b>	<b>77690.9</b>	<b>48,985.16</b>	<b>10.25</b>	

TABLE 5 - Days Lost by Absence Category

Absence Reason	Days Lost	Percentage of Lost Days
Minor Illness	16,725.4	21.53%
Back Pain	3,832.2	4.93%
Musculo-skeletal Injuries	10,136.9	13.05%
Stress	12,958.0	16.68%
Recurring Medical Conditions	3,691.6	4.75%
Non Work Related Accidents / Injuries	1,942.3	2.50%
Work Related Accidents / Injuries	1,313.1	1.69%
Mental Health	5,642.6	7.26%
Acute Medical Conditions	15,725.9	20.24%
Pregnancy Related Absence	1,339.5	1.72%
Drink or Drug Related Condition	12.9	0.02%
Stress - Work Related	4,334.0	5.58%
Notifiable Disease (Confirmed)	36.4	0.05%
<b>TOTAL</b>	<b>77,690.9</b>	<b>100%</b>

Working Days Lost



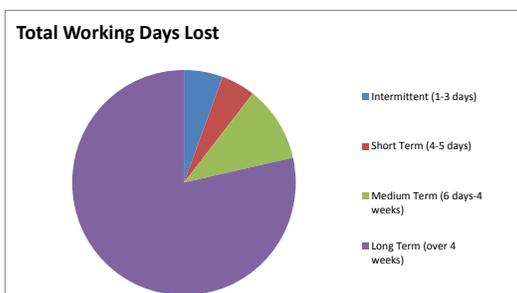
<b>TABLE 1 - Headline Figure</b>	Annual 2019/2020	9.67	Annual 2018/2019	10.31	Year on Year +/-	-6.2%
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**TABLE 2 - Days Lost per Employee**

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Communities Team	14.34	2.0	5.0	19.4	37.1	63.6	63.57	4.43
<b>Community Planning &amp; Development TOTAL</b>	<b>14.34</b>	<b>2.0</b>	<b>5.0</b>	<b>19.4</b>	<b>37.1</b>	<b>63.6</b>	<b>63.57</b>	<b>4.43</b>
Homeless & Prevention	50.41	50.0	15.0	64.8	253.2	383.0	281.74	5.59
Housing Development	18.96	3.0	5.0	0.0	86.4	94.4	25.41	1.34
<b>Housing Development &amp; Homelessness TOTAL</b>	<b>69.37</b>	<b>53.0</b>	<b>20.0</b>	<b>64.8</b>	<b>339.6</b>	<b>477.4</b>	<b>307.15</b>	<b>4.43</b>
Housing Operations	116.07	94.0	134.0	232.6	1,647.2	2,107.8	1,784.48	15.37
<b>Housing Operations TOTAL</b>	<b>116.07</b>	<b>94.0</b>	<b>134.0</b>	<b>232.6</b>	<b>1,647.2</b>	<b>2,107.8</b>	<b>1,784.48</b>	<b>15.37</b>
Adult Employability	21.47	6.0	0.0	14.3	322.3	342.6	249.79	11.64
Adult Learn & Literacies	7.51	14.0	0.0	0.0	69.3	83.3	27.13	3.61
Financial Inclusion	23.53	7.0	0.0	6.3	58.9	72.2	69.15	2.94
Skills, Compliance & Dev	4.22	8.0	5.0	25.4	0.0	38.4	27.39	6.49
Working4U	3.00	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Employ&Literacies	6.83	0.0	0.0	0.0	23.6	23.6	18.48	2.71
Youth Learning	9.48	3.0	0.0	0.0	117.2	120.2	118.91	12.54
<b>Working4U TOTAL</b>	<b>76.02</b>	<b>38.0</b>	<b>5.0</b>	<b>46.0</b>	<b>591.2</b>	<b>680.2</b>	<b>510.85</b>	<b>6.72</b>
<b>Housing &amp; Employability TOTAL</b>	<b>275.80</b>	<b>187.0</b>	<b>164.0</b>	<b>362.8</b>	<b>2,615.1</b>	<b>3,328.9</b>	<b>2,666.05</b>	<b>9.67</b>

**TABLE 3 - Breakdown of Days Lost by Duration Category**

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	187.0	5.62%
Short Term (4-5 days)	164.0	4.93%
Medium Term (6 days-4 weeks)	362.8	10.90%
Long Term (over 4 weeks)	2615.1	78.56%
<b>TOTAL</b>	<b>3328.9</b>	<b>100.00%</b>



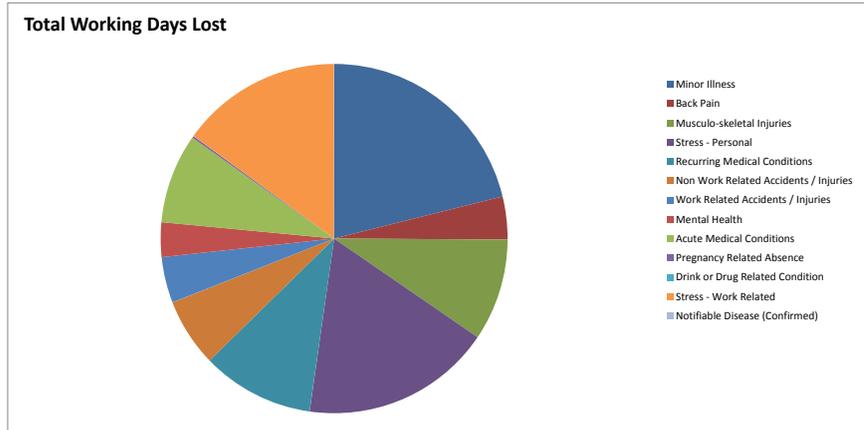
**TABLE 4 - Absence Reasons**

Section / Team	FTE Employees	Absence Reasons													Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related	Notifiable Disease (Confirmed)			
Communities Team	14.34	16.0	0.0	4.0	37.1	0.0	0.0	0.0	6.4	0.0	0.0	0.0	0.0	0.0	63.6	63.57	4.43
<b>Community Planning &amp; Development TOTAL</b>	<b>14.34</b>	<b>16.0</b>	<b>0.0</b>	<b>4.0</b>	<b>37.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>6.4</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>63.6</b>	<b>63.57</b>	<b>4.43</b>
Homeless & Prevention	50.41	103.4	0.0	66.8	67.4	82.0	25.7	0.0	37.8	0.0	0.0	0.0	0.0	0.0	383.0	281.74	5.59
Housing Development	18.96	8.0	0.0	0.0	0.0	0.0	0.0	0.0	20.7	0.0	0.0	65.7	0.0	0.0	94.4	25.41	1.34
<b>Housing Development &amp; Homelessness TOTAL</b>	<b>69.37</b>	<b>111.4</b>	<b>0.0</b>	<b>66.8</b>	<b>67.4</b>	<b>82.0</b>	<b>25.7</b>	<b>0.0</b>	<b>58.5</b>	<b>0.0</b>	<b>0.0</b>	<b>65.7</b>	<b>0.0</b>	<b>0.0</b>	<b>477.4</b>	<b>307.15</b>	<b>4.43</b>
Housing Operations	116.07	493.5	132.6	243.9	274.2	262.0	7.0	141.0	12.9	103.3	3.0	434.5	0.0	0.0	2,107.8	1,784.48	15.37
<b>Housing Operations TOTAL</b>	<b>116.07</b>	<b>493.5</b>	<b>132.6</b>	<b>243.9</b>	<b>274.2</b>	<b>262.0</b>	<b>7.0</b>	<b>141.0</b>	<b>12.9</b>	<b>103.3</b>	<b>3.0</b>	<b>434.5</b>	<b>0.0</b>	<b>0.0</b>	<b>2,107.8</b>	<b>1,784.48</b>	<b>15.37</b>
Adult Employability	21.47	43.3	0.0	0.0	170.3	0.0	0.0	0.0	103.3	0.0	0.0	0.0	0.0	0.0	342.6	249.79	11.64
Adult Learn & Literacies	7.51	14.0	0.0	0.0	16.4	0.0	52.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	83.3	27.13	3.61
Financial Inclusion	23.53	9.3	0.0	0.0	0.0	0.0	32.4	0.0	27.4	0.0	3.0	0.0	0.0	0.0	72.2	69.15	2.94
Skills, Compliance & Dev	4.22	12.4	0.0	0.0	0.0	4.0	0.0	0.0	17.0	5.0	0.0	0.0	0.0	0.0	38.4	27.39	6.49
Working4U	3.00	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Youth Employ&Literacies	6.83	0.0	0.0	0.0	0.0	0.0	0.0	0.0	23.6	0.0	0.0	0.0	0.0	0.0	23.6	18.48	2.71
Youth Learning	9.48	3.0	0.0	0.0	24.3	0.0	92.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	120.2	118.91	12.54
<b>Working4U TOTAL</b>	<b>76.02</b>	<b>82.0</b>	<b>0.0</b>	<b>0.0</b>	<b>211.0</b>	<b>4.0</b>	<b>178.2</b>	<b>0.0</b>	<b>93.7</b>	<b>108.3</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>680.2</b>	<b>510.85</b>	<b>6.72</b>
<b>Housing &amp; Employability TOTAL</b>	<b>275.80</b>	<b>702.9</b>	<b>132.6</b>	<b>314.6</b>	<b>589.7</b>	<b>348.0</b>	<b>210.9</b>	<b>141.0</b>	<b>106.6</b>	<b>276.5</b>	<b>6.0</b>	<b>500.2</b>	<b>0.0</b>	<b>0.0</b>	<b>3,328.9</b>	<b>2,666.05</b>	<b>9.67</b>

**TABLE 5 - Days Lost by Absence Category**

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	702.9	21.11%
Back Pain	132.6	3.98%
Musculo-skeletal Injuries	314.6	9.45%
Stress - Personal	589.7	17.71%
Recurring Medical Conditions	348.0	10.45%
Non Work Related Accidents / Injuries	210.9	6.33%
Work Related Accidents / Injuries	141.0	4.24%
Mental Health	106.6	3.20%
Acute Medical Conditions	276.5	8.31%
Pregnancy Related Absence	6.0	0.18%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	500.2	15.03%
Notifiable Disease (Confirmed)	0.0	0.00%
<b>TOTAL</b>	<b>3328.9</b>	<b>100.00%</b>

**Total Working Days Lost**



## WEST DUNBARTONSHIRE COUNCIL

## Report by the Strategic Lead Housing and Employability

Housing and Communities Committee : 2 September 2020

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**Subject: Housing Revenue Account Budgetary Control Report to 31 July 2020 (Period 4)**

**1. Purpose**

**1.1** The purpose of the report is to provide members with an update on the financial performance to 31 July 2020 (Period 4) of the HRA revenue and capital budgets for 2020/21.

**2. Recommendations**

**2.1** Members are asked to:

- i) note the contents of this report which shows the revenue budget forecast to underspend against budget by £1.002m (2.38%) at the year-end; and
- ii) note the net projected annual position in relation to relevant capital projects which is highlighting an in-year variance of £12.622m (21.07%) due to projected slippage.

**3. Background**Revenue

**3.1** At the meeting of West Dunbartonshire Council on 4 March 2020, Members agreed the revenue estimates for 2020/2021 and a total budget of £44.152m.

Capital

**3.2** At the meeting of Council on 4 March 2020, Members also agreed the updated Capital Plan for 2020/21 which has been augmented by slippage from 2019/20 to produce a total planned spend for 2020/21 of £59.908m.

**4. Main Issues**Revenue

**4.1** The budgetary position for HRA Revenue is provided in Appendix 1 with information on projected variances valued at more than £0.050m being provided as Appendix 2, and shows a projected underspend of £1.002m.

The restrictions imposed from 23rd march 2020 lockdown due to COVID-19 has had an impact on housing service delivery activities and costs . The main points affecting revenue spend are :-

- Repairs underspend - only emergency repairs were able to be attended to, so reduced cost of repairs charged from Housing Maintenance Trading Account reflecting less work. Senior Management are working closely together to work through the optimum solution to get the backlog of work completed subject to Risk Assessments and COVID-19 management processes to ensure operative and tenant safety.
- Void rent loss - house moves were not allowed between April and June so not possible to re let available properties which resulted in increased void rent loss for April to June. These restriction have now been lifted and properties are being re-let.
- Rent Income - house building programme was suspended so rent income from houses expected to be completed in 20/21 will not be realised until 21/22.

#### Capital

**4.2** The HRA capital summary position is shown in Appendix 3. Information on projects that are highlighted as being within the red and amber categories are provided in Appendices 4 & 5. Appendix 6 provides information on all the remaining projects which are categorised as being within the Green category. A summary of anticipated resources is shown in Appendix 7. The analysis shows that there is currently a projected in-year favourable variance of £12.622m which relates to anticipated slippage. COVID-19 restrictions have delayed construction and improvement works which is reflected in the slippage figures in this report. Works, having previously been paused due to COVID-19, are now being planned/progressed to resume in line with Ph3 of SG Routemap. Subject to Risk Assessments and COVID-19 management processes to ensure operative and tenant safety

**4.3** From the analysis within Appendix 4 and Appendix 5, it can be seen that there are 16 projects with forecast material slippage, as listed as follows:

<b>Project Name</b>	<b>Slippage (£m)</b>
Affordable Housing Supply Programme	6.474
Targeted EESSH compliance works	1.103
Building external component renewals	0.997
Doors/Window component Renewals	0.960
Statutory/regulatory compliance works (lifts/electrical/legionella/fire etc.)	0.533
Modern facilities and services	0.400
Heating improvement works	0.315
Capitalised minor works	0.307
Special needs adaptations	0.302

Environmental renewal works	0.259
Airport Noise Insulation scheme	0.192
MSF Fire Risk Assessment works	0.167
Defective structures/component renewals	0.153
Better Homes Priority Budget	0.122
Asbestos management works	0.120
Secure entry component renewals	0.109

## **5. People Implications**

5.1 There are no people implications.

## **6. Financial and Procurement Implications**

6.1 Other than the financial position noted above, there are no financial implications of the budgetary control report. There are no procurement implications arising from this report.

## **7. Risk Analysis**

7.1 The main financial risks to the ongoing financial position relate to unforeseen cost being identified between now and the end of the financial year. This can affect all service areas.

The projected cost of COVID-19 is based upon a variety of assumptions flexibilities; demand; timing of nationally agreed changes through the phasing out of lockdown. These assumptions change regularly and therefore there is a significant risk that the projected year end budgetary position will change from that reported.

## **8. Equalities Impact Assessment (EIA)**

8.1 The report is for noting and therefore no Equalities Impact Assessment was completed for this report.

## **9. Consultation**

9.1 The views of both Finance and Legal services have been requested on this report and both have advised there are neither any issues nor concerns with the proposal. As the report is for noting no further consultation is envisaged.

## **10. Strategic Assessment**

10.1 Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the five strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council. This report is for noting and, therefore, does not directly affect any of the strategic priorities.

**Peter Barry**  
**Strategic Lead – Housing and Employability**  
**Date: 17 August 2020**

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**Person to Contact:** Janice Rainey - Business Unit Finance Partner (HEED),  
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**Appendices:** Appendix 1 - Budgetary Position (Revenue)  
Appendix 2 - Variance analysis (Revenue)  
Appendix 3 - Budgetary Position (Capital)  
Appendix 4 - Variance analysis Red Projects (Capital)  
Appendix 5 - Variance analysis Amber Projects (Capital)  
Appendix 6 - Variance analysis Green Projects (Capital)  
Appendix 7 - Resources (Capital)

**Background Papers:** None

**Wards Affected:** All

WEST DUNBARTONSHIRE COUNCIL  
HRA REVENUE BUDGETARY CONTROL 2020/2021

Appendix 1

PERIOD END DATE

31 July 2020

Subjective Summary	Total Budget 2019/20 £000	Spend to Date 2019/20 £000	Forecast Spend £000	Forecast Variance 2019/20		Annual RAG Status
				£000	%	
Employee Costs	5,559	1,887	5,797	238	4%	↓
Property Costs	1,837	582	1,798	(39)	-2%	↑
Transport Costs	80	21	78	(2)	0%	↑
Supplies, Services And Admin	316	95	327	11	3%	↓
Support Services	2,661	887	2,661	0	0%	→
Other Expenditure	464	122	430	(34)	-7%	↑
Repairs & Maintenance	12,517	3,762	11,162	(1,355)	-11%	↑
Bad Debt Provision	1,060	330	1,060	0	0%	→
Void Loss (Council Tax/Lost Rents)	740	261	743	3	0%	↓
Loan Charges	18,919	6,306	18,919	0	0%	→
<b>Total Expenditure</b>	<b>44,153</b>	<b>14,253</b>	<b>42,975</b>	<b>(1,178)</b>	<b>-3%</b>	<b>↑</b>
House Rents	42,432	14,090	42,269	164	0%	↓
Lockup Rents	209	69	206	3	1%	↓
Factoring/Insurance Charges	1,202	406	1,219	(17)	-1%	↑
Other rents	115	29	113	2	2%	↓
Interest on Revenue Balance	93	19	57	36	39%	↓
Miscellaneous income	101	43	113	(12)	-12%	↑
<b>Total Income</b>	<b>44,152</b>	<b>14,656</b>	<b>43,977</b>	<b>176</b>	<b>0%</b>	<b>↓</b>
<b>Net Expenditure</b>	<b>0</b>	<b>(403)</b>	<b>(1,002)</b>	<b>(1,002)</b>		

MONTH END DATE 31 July 2020

PERIOD 4

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

<b>EMPLOYEE COSTS</b>	5,559	5,797	238	4%	↓
<b>Subjective Description</b>					
This budget covers all employees charged directly to the HRA including caretakers.					
<b>Variance Narrative</b>					
<b>Main Issues</b>	There are two reasons for this adverse variance. The first reason relates to a reduction in the recharge of salaries to HRA Capital due to changes in the workload as a result of the Covid-19 lockdown in the first 3 months of the year (£0.073m). The other main reason relates to the proportion of staff being recharged to other services being less than budgeted (£0.257m). However, this is partly offset by a reduction in recharges from other services (£0.090m).				
<b>Mitigating Action</b>	No mitigation possible. Any overspend will be contained within the overall HRA Budget.				
<b>Anticipated Outcome</b>	A year end overspend is anticipated.				

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

<b>REPAIRS &amp; MAINTENANCE</b>	12,517	11,162	(1,355)	-11%	↑
<b>Service Description</b>					
This budget covers all repair and maintenance expenditure to houses and lockups					
<b>Variance Narrative</b>					
<b>Main Issues</b>	Buildings Service management are currently reviewing options to catch-up with backlog repairs, should this be successful then this underspend is likely to reduce as the year progresses. Ongoing repairs may be affected adversely by any further widespread covid infection in the future				
<b>Mitigating Action</b>	HMTA will continue to seek appropriate ways to catch up with repairs				
<b>Anticipated Outcome</b>	A year end underspend is anticipated.				

<b>HOUSE RENTS</b>	(42,432)	(42,269)	163	0%	↓
<b>Service Description</b>					
Rental income from houses					
<b>Variance Narrative</b>					
<b>Main Issues</b>	This budget is based on the expected numbers of stock available for rent. The 20/21 budget assumed a provision for some of the new builds becoming available to rent part way through the financial year. However, the temporary halt of work and delays to the progress on site due to Covid-19, will mean that these properties will not be ready for let within 2020/21.				
<b>Mitigating Action</b>	No mitigation possible. Any income shortfall will be contained within the overall HRA Budget.				
<b>Anticipated Outcome</b>	There will be a shortfall in rental income.				

WEST DUNBARTONSHIRE COUNCIL  
HRA CAPITAL PROGRAMME  
OVERALL PROGRAMME SUMMARY

MONTH END DATE 31 July 2020

PERIOD 4

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis					
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status		
<b>Red</b>										
Projects are forecast to be overspent and/or experience material delay to completion	5	18.5%	46,541	62.9%	5	18.5%	4,750	75.7%		
<b>Amber</b>										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	13	48.1%	10,171	13.7%	13	48.1%	233	3.7%		
<b>Green</b>										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	9	33.3%	17,320	23.4%	9	33.3%	1,295	20.6%		
<b>TOTAL EXPENDITURE</b>	<b>27</b>	<b>100%</b>	<b>74,032</b>	<b>100%</b>	<b>27</b>	<b>100%</b>	<b>6,278</b>	<b>100%</b>		
Project Status Analysis	Project Life Financials				Current Year Financials					
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Slippage £000	Over/ (Under) £000
<b>Red</b>										
Projects are forecast to be overspent and/or significant delay to completion	172,116	46,541	171,084	(1,032)	47,077	4,750	37,010	(10,067)	(10,067)	0
<b>Amber</b>										
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	34,152	10,171	33,869	(283)	5,880	233	3,325	(2,555)	(2,555)	0
<b>Green</b>										
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	39,099	17,320	39,099	0	6,951	1,295	6,951	0	0	0
<b>TOTAL EXPENDITURE</b>	<b>245,367</b>	<b>74,032</b>	<b>244,052</b>	<b>(1,315)</b>	<b>59,908</b>	<b>6,278</b>	<b>47,286</b>	<b>(12,622)</b>	<b>(12,622)</b>	<b>0</b>
<b>TOTAL RESOURCES</b>	<b>245,367</b>	<b>74,032</b>	<b>244,052</b>	<b>1,315</b>	<b>59,908</b>	<b>6,278</b>	<b>47,286</b>	<b>12,622</b>		
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		

MONTH END DATE

31 July 2020

PERIOD

4

Budget Details	Project Life Financials					
	Budget	Spend to Date	Forecast Spend	Variance		
	£000	£000	%	£000	£000	%
<b>1 Affordable Housing Supply Programme</b>						
Project Life Financials	105,348	28,961	27%	105,348	0	0%
Current Year Financials	33,245	3,644	11%	26,771	(6,474)	-19%
Project Description	Affordable Housing Supply Programme					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
<p>Following the re-start of sites, all of the main developments on-site are moving through the Construction Industry restart and are proceeding to stage 5 (increasing Density/Productivity). Revised programmes and cost profiles are currently in the process of being received and the impacts of Covid-19 are now projected to impact on projects between 2 - 6 months and will result in some slippage into 21/22. Once revised costings have been fully examined, it may be necessary to seek Council permission to vire funds between budgets within the AHSP and/or to accelerate funds from planned future years spend within the AHSP to ensure the project comes in on budget over the course of the project life budget. Site updates are as follows:-</p> <p>St Andrews - CCG are following latest SG guidance have proceeded to stage 5 as above of the Construction Industry 6-stage roadmap. Work progressing well and handovers projected to take place between October 2020 and July 2021.</p> <p>Creveul Court, Aitkenbar Primary School and Haldane - CCG have moved into phase 5 as above of the Construction Industry 6-stage road map. Currently looking like Creveul will complete before the end of 2020, Haldane will complete in March 2021 and Aitkenbar will complete by May 2021.</p> <p>Clydebank East - Awaiting demolition resumption which should complete at the beginning of October. Discussion required to be had over housing mix options and SG grant.</p> <p>Dumbarton Harbour Ph 3 -Cullross have moved to Stage 5 of the Roadmap as above. Awaiting revised programmes, however this project was always slightly behind the projects above due to the administration of the initial main contractor.</p> <p>Queen Quay (Sites B &amp; C) - Wheatley Group are providing development management service for the Council in terms of the development at Queen Quay Site B and as with the other CCG sites, it has moved onto phase 5 of the construction industry restart plan. Site C -will be developed as part of the 'Building Back Better' approach and the more homes officers will prepare proposals to be brought to a future More Homes Project Board.</p>						
<b>Mitigating Action</b>						
<p>Progress on this programme will be closely monitored on a regular basis through the More Homes Project Board and reported to the Housing and Communities Committee on a quarterly basis. The temporary halt of work and delays due to Covid-19, will mean that slippage is unavoidable within the current financial year however this will be minimised wherever possible.</p>						
<b>Anticipated Outcome</b>						
<p>The Affordable Housing Supply Programme will be delivered on time and within the overall project life budget.</p>						

MONTH END DATE

31 July 2020

PERIOD

4

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

2 Targeted EESSH compliance works						
Project Life Financials	30,579	9,268	30%	29,547	(1,032)	-3%
Current Year Financials	5,228	652	12%	4,125	(1,103)	-21%
Project Description	This budget enables the council's continued commitment to achieving the Government's standards in relation to energy efficiency.					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed, subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
Officers will work with contractor to maximise output and spend.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22. Project to completed under project life budget due to underspend achieved last year.						

3 Building external component renewals, roofs/chimneys/flashings/fascias/gutters/svp						
Project Life Financials	21,503	5,483	25%	21,503	0	0%
Current Year Financials	3,726	0	0%	2,729	(997)	-27%
Project Description	Building external component renewals					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed, subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
Building Services will work to manage resources and restart to maximise output and spend.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						

4 Doors/window component renewals						
Project Life Financials	11,082	2,063	19%	11,082	0	0%
Current Year Financials	2,475	6	0%	1,515	(960)	-39%
Project Description	Doors/Windows Component Renewals					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
Building Services will work to manage resources and restart to maximise output and spend.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						

MONTH END DATE

31 July 2020

PERIOD

4

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

5 Statutory/regulatory compliance works (lifts/electrical/legionella/fire etc)						
Project Life Financials	3,605	766	21%	3,605	0	0%
Current Year Financials	2,403	448	19%	1,870	(533)	-22%
Project Description	This budget will be used to upgrade / replace components / installations in order to comply with the relevant standards / legislation / health and safety in relation to housing stock.					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Work contributing to this programme has been continuing in connection with gas heating annual servicing. Full extent of output has been impacted by COVID.						
<b>Mitigating Action</b>						
Building Services will work with support contractor to maximise output and spend.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						

TOTAL RED						
Project Life Financials	172,116	46,541	27%	171,085	(1,032)	-1%
Current Year Financials	47,077	4,750	10%	37,010	(10,067)	-21%

MONTH END DATE

31 July 2020

PERIOD

4

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
<b>1 Special needs adaptations</b>						
Project Life Financials	3,229	800	25%	3,229	0	0%
Current Year Financials	462	6	1%	160	(302)	-65%
Project Description	Adaptations to Housing for Special Needs					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
None available at this time.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						
<b>2 Capitalised minor works</b>						
Project Life Financials	3,560	1,218	34%	3,560	0	0%
Current Year Financials	615	11	2%	308	(307)	-50%
Project Description	This is a budget to undertake specific minor ad hoc capital projects that arise on demand throughout the financial year.					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
None available at this time.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						
<b>3 Better Homes Priority Budget</b>						
Project Life Financials	1,144	99	9%	1,144	0	0%
Current Year Financials	245	0	0%	123	(122)	-50%
Project Description	Priority projects as prioritised by the Better Homes Group					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
None available at this time.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						

MONTH END DATE

31 July 2020

PERIOD

4

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

<b>4 Targeted SHQS compliance works</b>						
Project Life Financials	400	17	4%	117	(283)	-71%
Current Year Financials	100	0	0%	50	(50)	-50%
Project Description	This budget is to focus on work required to maintain the SHQS compliance with WDC housing stock.					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-22		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
None available at this time.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22. Project to completed under project life budget due to underspends achieved in previous financial years.						
<b>5 External stores/garages/bin stores/drainage component renewals</b>						
Project Life Financials	430	125	29%	430	0	0%
Current Year Financials	131	0	0%	72	(59)	-45%
Project Description	This budget is to focus on external stores/garages/bin stores etc. component renewals as identified and recommended from the housing stock condition survey.					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
Building Services will work to manage resources and restart to maximise output and spend.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						
<b>6 Secure entry component renewals</b>						
Project Life Financials	446	90	20%	446	0	0%
Current Year Financials	181	0	0%	72	(109)	-60%
Project Description	This budget is to focus on secure door entry component renewals as identified and recommended from the housing stock condition survey and appropriate council officer referrals.					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
None available at this time.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						

MONTH END DATE

31 July 2020

PERIOD

4

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
<b>7 Heating improvement works:</b>						
Project Life Financials	6,049	1,645	27%	6,049	0	0%
Current Year Financials	923	36	4%	608	(315)	-34%
Project Description	Carry out works to renew inefficient boilers/full systems as identified from the stock condition survey and renewal of obsolete/damaged boilers.					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
None available at this time.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						
<b>8 Modern facilities and services</b>						
Project Life Financials	4,795	1,721	36%	4,795	0	0%
Current Year Financials	707	49	7%	307	(400)	-57%
Project Description	New Kitchens, Bathrooms and Showers					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
None available at this time.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						
<b>9 Defective structures/component renewals</b>						
Project Life Financials	4,295	1,202	28%	4,295	0	0%
Current Year Financials	615	0	0%	462	(153)	-25%
Project Description	Defective structures					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
<b>Mitigating Action</b>						
Building Services will work to manage resources and restart to maximise output and spend.						
<b>Anticipated Outcome</b>						
Slippage anticipated and required to be carried forward into 21/22.						

MONTH END DATE

31 July 2020

PERIOD

4

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

<b>10</b>	<b>Environmental renewal works, paths/fences/walls/parking area's</b>						
	Project Life Financials	7,634	2,704	35%	7,634	0	0%
	Current Year Financials	1,004	36	4%	745	(259)	-26%
	Project Description	Environmental renewal works, paths/fences/walls/parking areas					
	Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date		31-Mar-25	
	<b>Main Issues / Reason for Variance</b>						
	Works, having previously been paused due to COVID, are now being planned/progressed, subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
	<b>Mitigating Action</b>						
	Building Services will work to manage resources and restart to maximise output and spend.						
	<b>Anticipated Outcome</b>						
	Slippage anticipated and required to be carried forward into 21/22.						
<b>11</b>	<b>Asbestos management works</b>						
	Project Life Financials	1,478	550	37%	1,478	0	0%
	Current Year Financials	205	95	46%	85	(120)	-59%
	Project Description	This budget is to fund work associated with the management of current asbestos legislation and the Council's asbestos policy within housing stock.					
	Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date		31-Mar-25	
	<b>Main Issues / Reason for Variance</b>						
	Works, having previously been paused due to COVID, are now being planned/progressed to resume in line with Phase 3 of the Scottish Government Routemap. Subject to Risk Assessments and COVID management processes to ensure operative and tenant safety.						
	<b>Mitigating Action</b>						
	None available at this time.						
	<b>Anticipated Outcome</b>						
	Slippage anticipated and required to be carried forward into 21/22.						
<b>12</b>	<b>Airport Noise Insulation Scheme</b>						
	Project Life Financials	192	0	0%	192	0	0%
	Current Year Financials	192	0	0%	0	(192)	-100%
	Project Description	Noise Insulation Project					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date		TBC	
	<b>Main Issues / Reason for Variance</b>						
	Glasgow Airport has committed to develop and implement a Noise Insulation Policy to mitigate noise for residents most affected by aviation noise. To develop this the Council has committed to working jointly with the Airport to procure a leading expert in the field to manage the trial on behalf of our collective organisations and ultimately develop a phased programme of works in parallel with existing window replacement and insulation programmes to mitigate the noise experienced by tenants within a specified area. The current situation with Covid-19, means that this project has now been postponed.						
	<b>Mitigating Action</b>						
	None required at this time.						
	<b>Anticipated Outcome</b>						
	Project faces delay, with slippage anticipated to be carried forward into 21/22.						

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

13	<b>MSF Fire Risk Assessment Works</b>						
	Project Life Financials	500	0	0%	500	0	0%
	Current Year Financials	500	0	0%	333	(167)	-33%
	Project Description	High Rise Fire Safety Measures					
	Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-22		
	<b>Main Issues / Reason for Variance</b>						
	Slippage has occurred within the action plan, however, it is anticipated to resume this work in the weeks ahead and to prepare a report for committee in November with progress.						
	<b>Mitigating Action</b>						
	None required at this time.						
	<b>Anticipated Outcome</b>						
	Slippage anticipated and required to be carried forward into 21/22.						

<b>TOTAL AMBER</b>							
	Project Life Financials	34,152	10,171	30%	33,869	(283)	-1%
	Current Year Financials	5,880	233	4%	3,325	(2,555)	-43%

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Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
<b>1 QL Development</b>						
Project Life Financials	75	0	0%	75	0	0%
Current Year Financials	25	5	20%	25	0	0%
Project Description	This budget relates to the costs associated with the development of the Integrated Housing Management System					
Project Lifecycle	Planned End Date	31-Mar-23	Forecast End Date	31-Mar-23		
<b>Main Issues / Reason for Variance</b>						
No Issues.						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Project to complete as planned and meet spend targets.						
<b>2 Community safety projects</b>						
Project Life Financials	98	81	83%	98	0	0%
Current Year Financials	17	0	0%	17	0	0%
Project Description	Community Safety Projects					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
<b>Main Issues / Reason for Variance</b>						
No Issues.						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Project to complete as planned by year end and meet spend targets.						
<b>3 Gypsy Travellers Site</b>						
Project Life Financials	91	0	0%	91	0	0%
Current Year Financials	91	0	0%	91	0	0%
Project Description	Gypsy/ Traveller Site improvements					
Project Lifecycle	Planned End Date	31-Mar-21	Forecast End Date	31-Mar-21		
<b>Main Issues / Reason for Variance</b>						
No Issues						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Project to complete as planned by year end and meet spend targets.						
<b>4 Energy improvements/energy efficiency works</b>						
Project Life Financials	399	125	31%	399	0	0%
Current Year Financials	55	(1)	-2%	55	0	0%
Project Description	Energy improvements/ efficiency works (e.g. loft insulation, pipe/tank insulation, draught exclusion)					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
No Issues.						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Project to complete as planned and meet spend targets.						

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Budget Details	Project Life Financials					
	Budget	Spend to Date	Forecast Spend	Variance		
	£000	£000	%	£000	£000	%
<b>5 Improvement works (Risk St)</b>						
Project Life Financials	2,452	2,255	92%	2,452	0	0%
Current Year Financials	197	0	0%	197	0	0%
Project Description	Risk Street Over clad					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
No Issues.						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Project to complete as planned and meet spend targets.						
<b>6 Void house strategy programme</b>						
Project Life Financials	13,594	8,913	66%	13,594	0	0%
Current Year Financials	2,050	380	19%	2,050	0	0%
Project Description	Spend on Void Properties to bring them up to letting standard					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
No Issues.						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Project to complete as planned and meet spend targets.						
<b>7 Contingencies</b>						
Project Life Financials	700	206	29%	700	0	0%
Current Year Financials	100	0	0%	100	0	0%
Project Description	This is a contingent budget for unforeseen matters which may arise during the year.					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
No Issues.						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Project to complete as planned and meet spend targets.						
<b>8 Salaries/central support/offices</b>						
Project Life Financials	15,822	4,384	28%	15,822	0	0%
Current Year Financials	2,302	767	33%	2,302	0	0%
Project Description	Allocation of costs from other WDC services who support the HRA capital programme					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
No Issues.						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Project to complete as planned and meet spend targets.						

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

9 Buy Backs						
Project Life Financials	5,870	1,355	23%	5,870	0	0%
Current Year Financials	2,114	144	7%	2,114	0	0%
Project Description	This is a budget to undertake specific projects that will deliver housing policies/strategies, example: Ex local authority and mortgage to rent buy-back scheme					
Project Lifecycle	Planned End Date	31-Mar-25	Forecast End Date	31-Mar-25		
<b>Main Issues / Reason for Variance</b>						
No Issues.						
<b>Mitigating Action</b>						
None required at this time.						
<b>Anticipated Outcome</b>						
Project to complete as planned and meet spend targets.						

TOTAL GREEN						
Project Life Financials	39,099	17,320	44%	39,101	0	0%
Current Year Financials	6,951	1,295	19%	6,951	0	0%

MONTH END DATE

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4

Budget Details	Project Life Financials					
	Budget	Spend to Date		Forecast Spend	Variance	
	£000	£000	%	£000	£000	%
<b>1 NEW BUILD GRANT</b>						
Project Life Financials	(38,942)	(19,268)	49%	(38,581)	361	-1%
Current Year Financials	(3,995)	0	0%	(3,145)	850	-21%
Project Description	Grant to facilitate the building of new build housing					
Project Lifecycle	Planned End Date			Forecast End Date		
<b>Main Issues / Reason for Variance</b>						
The in year adverse variance reflects the SG grant in relation to future developments which cannot be drawdown prior to spend. The overall project life adverse variance is reflective of a higher number of units being budgeted against actual.						
<b>Mitigating Action</b>						
Progress on the programme will be closely monitored on a regular basis and reported to the Housing and Communities Committee on a quarterly basis.						
<b>Anticipated Outcome</b>						
The project life overall variance will be an under recovery of £0.361m.						
<b>TOTAL RESOURCES</b>						
Project Life Financials	245,367	74,032	30%	244,052	1,315	1%
Current Year Financials	59,908	6,278	10%	47,286	12,622	21%



## WEST DUNBARTONSHIRE COUNCIL

## Joint Report by Strategic Leads – Housing and Employability and Regeneration

## Housing and Communities Committee: 2 September 2020

**Subject: Financial Report 2020/21 as at Period 4 (31 July 2020)**

**1. Purpose**

- 1.1** The purpose of the report is to provide the Committee with an update on the financial performance to 31 July 2020 (Period 4) of those services under the auspices of the Housing and Communities Committee.

**2. Recommendations**

**2.1** Members are asked to:

- i) note the contents of this report which shows the revenue budget forecast to overspend against budget by £1,839m (62%) at the year-end;
- ii) note the net projected annual position in relation to relevant capital projects which is showing no projected variance; and
- iii) note the progress on efficiencies incorporated into budgets for 2020/21.

**3. Background**

**3.1** Revenue Budget

At the meeting of West Dunbartonshire Council on 4 March 2020, Members agreed the revenue estimates for 2020/21.

A total net budget of £3.418 was approved for services under the remit for Housing and Communities services at that time. Adjustments have been made since that date and the revised budget now under the remit of Housing and Communities is £2.964m as per below.

Description	£m
<b>Starting Position</b>	<b>3.418</b>
Staff transfer from contact centre	0.024
ICT virement	(0.004)
Procurement savings	(0.224)
Covid savings	(0.152)
Recurring variances	(0.098)
<b>Revised budget</b>	<b>2.964</b>

### Capital

- 3.2** At the meeting of Council on 4 March 2020, Members also agreed the updated 10 year General Services Capital Plan for 2020/21 to 2029/30. The next three years from 2020/21 to 2022/23 have been approved in detail with the remaining 7 years being indicative at this stage. The total project life budget approved for projects that have either commenced or are due to commence in that period total for Housing and Communities services was £0.900m.

## **4. Main Issues**

### Revenue Budget

- 4.1** Appendix 1 shows the probable outturn for the services at £4,803. As the annual budget is £2.964m there is a projected adverse variance currently projected of £1,839m. A more detailed analysis by service is given in Appendix 2. Comments are shown in Appendix 3 when there are projected net annual variances greater than £0.050m and also where the net variance is below £0.050m but there are offsetting variances of over £0.050m within the service. Appendix 4 shows progress on the achievement of saving options adopted as part of the 2020/21 budget.
- 4.2** The restrictions imposed from lockdown due to COVID has had an impact on housing repairs and renewals activities and therefore has had an affect on the achievable surplus of the housing maintenance trading operation (HMTO). The current projected shortfall for HMTO (per Appendix 1) is £2.011m. Officers will continue to manage the budgets as closely as possible throughout the year and it is hoped that by tight budgetary control and ongoing recovery actions. that the financial impact can be minimised. Scottish Government has agreed that such lost income costs can continue to be charged to HRA, however the Council is working to minimise any such position.

### Capital Budget

- 4.3** The overall programme summary report is shown in Appendix 5. The analysis shows that for the in-year planned spend there is currently no projected variance.

## **5. People Implications**

- 5.1** There are no people implications.

## **6. Financial Implications**

- 6.1** Other than the financial position noted above, there are no financial implications of the budgetary control report.
- 6.2** Agreed management adjustments for 2020/21 are monitored with

current indications being that the saving of £0.123m will be achieved. (see Appendix 4).

## **7. Risk Analysis**

- 7.1** The present variances should be viewed in the knowledge that there are a number of variable factors which could arise between now and 31 March and which could affect the year end results for both the revenue and capital budgets – particularly in light of covid.
- 7.2** Assumptions around service demand and timing of nationally agreed changes through the phasing out of lockdown change regularly and therefore there is a significant risk that the projected year end budgetary position will change from that reported.

## **8. Equalities Impact Assessment (EIA)**

- 8.1** The report is for noting and therefore no Equalities Impact Assessment was completed for this report.

## **9. Consultation**

- 9.1** The views of both Finance and Legal services have been requested on this report and both have advised there are neither any issues nor concerns with the proposal. As the report is for noting no further consultation is envisaged.

## **10. Strategic Assessment**

- 10.1** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and officers to pursue the five strategic priorities of the Council's Strategic Plan. This report forms part of the financial governance of the Council. This report is for noting and, therefore, does not directly affect any of the strategic priorities.

**Jim McAloon**

**Strategic Lead, Regeneration**

**Peter Barry**

**Strategic Lead, Housing and Employability**

**Date: 18 July 2020**

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### **Person to Contact:**

Janice Rainey - Business Unit Finance Partner, 16 Church Street, Dumbarton, G82 1QL, telephone: 01389 737707, e-mail [janice.rainey@west-dunbarton.gov.uk](mailto:janice.rainey@west-dunbarton.gov.uk)

### **Appendices:**

Appendix 1 - Summary Budgetary Position (Revenue)  
Appendix 2 - Detailed Budgetary Position (Revenue)  
Appendix 3 - Variance Analysis (Revenue)  
Appendix 4 - Monitoring of Savings Options

Appendix 5 - Budgetary Position (Capital)  
Appendix 6- Variance Analysis Green (Capital)

**Background Papers:** None

**Wards Affected:** All

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2020/2021  
HOUSING & COMMUNITIES SUMMARY

Appendix 1

MONTH END DATE 31 July 2020

Actual Outturn 2019/20	Service / Subjective Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Annual Variance 2020/21		Annual RAG Status
£000		£000	£000	£000	£000	%	
2,839	Working 4 U	2,738	833	2,739	1	0%	↓
842	Communities	876	274	876	0	0%	→
336	Homeless Persons	135	(107)	(7)	(142)	-105%	↑
42	Private Sector Housing	42	14	42	0	0%	→
94	Private Sector Housing Grant	11	91	13	1	9%	↓
429	Anti Social Behaviour	498	126	510	12	2%	↓
1	Housing Asset and Investment	49	0	5	(44)	-91%	↑
13	Housing Maintenance Trading A/c	(1,386)	2,371	625	2,011	145%	↓
<b>4,596</b>	<b>Total Net Expenditure</b>	<b>2,964</b>	<b>3,603</b>	<b>4,803</b>	<b>1,839</b>	<b>62%</b>	↓

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Actual Outturn 2019/20	Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Annual Variance 2020/21	RAG Status
<b>£000</b>	<b>All Services</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
18,446	Employee	18,178	5,647	17,453	(725)	-4% ↑
2,144	Property	2,335	203	2,324	(11)	0% ↑
1,179	Transport and Plant	1,157	320	1,076	(82)	-7% ↑
13,005	Supplies, Services and Admin	13,971	1,746	10,901	(3,070)	-22% ↑
2,795	Payments to Other Bodies	3,124	585	3,104	(21)	-1% ↑
796	Other	860	288	862	2	0% ↓
<b>38,365</b>	<b>Gross Expenditure</b>	<b>39,626</b>	<b>8,789</b>	<b>35,720</b>	<b>(3,905)</b>	<b>-10%</b> ↑
(33,768)	Income	(36,662)	(5,185)	(30,916)	5,746	16% ↓
<b>4,596</b>	<b>Net Expenditure</b>	<b>2,964</b>	<b>3,603</b>	<b>4,803</b>	<b>1,840</b>	<b>62%</b> ↓
<b>£000</b>	<b>Working 4 U</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
2,401	Employee	2,303	773	2,339	35	2% ↓
2	Property	2	0	0	(2)	-100% ↑
26	Transport and Plant	26	1	21	(5)	-19% ↑
127	Supplies, Services and Admin	172	25	148	(24)	-14% ↑
1,420	Payments to Other Bodies	1,698	155	1,692	(6)	0% ↑
0	Other	0	1	2	2	0% ↓
<b>3,976</b>	<b>Gross Expenditure</b>	<b>4,201</b>	<b>955</b>	<b>4,202</b>	<b>1</b>	<b>0%</b> ↓
(1,137)	Income	(1,463)	(122)	(1,463)	0	0% →
<b>2,839</b>	<b>Net Expenditure</b>	<b>2,738</b>	<b>833</b>	<b>2,739</b>	<b>1</b>	<b>0%</b> ↓
<b>£000</b>	<b>Communities</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
514	Employee	581	204	596	15	3% ↓
300	Property	288	75	287	(1)	0% ↑
5	Transport and Plant	4	1	4	0	0% →
3	Supplies, Services and Admin	4	2	4	0	0% →
145	Payments to Other Bodies	125	24	110	(15)	-12% ↑
0	Other	0	0	0	0	0% →
<b>967</b>	<b>Gross Expenditure</b>	<b>1,001</b>	<b>306</b>	<b>1,001</b>	<b>(1)</b>	<b>0%</b> ↑
(125)	Income	(125)	(32)	(124)	1	0% ↓
<b>842</b>	<b>Net Expenditure</b>	<b>876</b>	<b>274</b>	<b>876</b>	<b>(0)</b>	<b>0%</b> ↑
<b>£000</b>	<b>Homeless Persons</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
1,804	Employee	2,059	671	2,076	17	1% ↓
1,530	Property	1,786	102	1,786	0	0% →
16	Transport and Plant	21	6	21	0	0% →
282	Supplies, Services and Admin	68	9	73	5	7% ↓
783	Payments to Other Bodies	787	289	787	0	0% →
0	Other	0	0	0	0	0% →
<b>4,416</b>	<b>Gross Expenditure</b>	<b>4,721</b>	<b>1,076</b>	<b>4,742</b>	<b>21</b>	<b>0%</b> ↓
(4,080)	Income	(4,585)	(1,183)	(4,749)	(163)	-4% ↑
<b>336</b>	<b>Net Expenditure</b>	<b>135</b>	<b>(107)</b>	<b>(7)</b>	<b>(142)</b>	<b>-105%</b> ↑
<b>£000</b>	<b>Private Sector Housing</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
43	Employee	0	0	0	0	0% →
0	Property	0	0	0	0	0% →
0	Transport and Plant	0	0	0	0	0% →
0	Supplies, Services and Admin	0	0	0	0	0% →
22	Payments to Other Bodies	42	14	42	0	0% →
0	Other	0	0	0	0	0% →
<b>65</b>	<b>Gross Expenditure</b>	<b>42</b>	<b>14</b>	<b>42</b>	<b>0</b>	<b>1%</b> ↓
(23)	Income	0	0	0	0	0% →
<b>42</b>	<b>Net Expenditure</b>	<b>42</b>	<b>14</b>	<b>42</b>	<b>0</b>	<b>1%</b> ↓

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Actual Outturn 2019/20	Service Summary	Total Budget 2020/21	YTD Spend 2020/21	Forecast Spend 2020/21	Annual Variance 2020/21	RAG Status
<b>£000</b>	<b>Private Sector Housing Grant</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
36	Employee	36	13	38	2	6% ↓
231	Property	175	0	175	0	0% →
0	Transport and Plant	1	0	0	0	0% →
(0)	Supplies, Services and Admin	0	1	1	0	0% →
246	Payments to Other Bodies	245	78	245	0	0% →
0	Other	0	0	0	0	0% →
<b>513</b>	<b>Gross Expenditure</b>	<b>457</b>	<b>91</b>	<b>459</b>	<b>1</b>	<b>0%</b> ↓
(419)	Income	(446)	0	(446)	0	0% →
<b>94</b>	<b>Net Expenditure</b>	<b>11</b>	<b>91</b>	<b>13</b>	<b>1</b>	<b>13%</b> ↓
<b>£000</b>	<b>Anti Social Behaviour</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
298	Employee	307	112	325	18	6% ↓
0	Property	0	0	0	0	0% →
6	Transport and Plant	6	0	2	(4)	-65% ↑
22	Supplies, Services and Admin	32	14	28	(3)	-11% ↑
105	Payments to Other Bodies	154	0	155	0	0% ↓
0	Other	0	0	0	0	0% →
<b>430</b>	<b>Gross Expenditure</b>	<b>499</b>	<b>126</b>	<b>510</b>	<b>12</b>	<b>2%</b> ↓
(1)	Income	(1)	0	(1)	0	0% →
<b>429</b>	<b>Net Expenditure</b>	<b>498</b>	<b>126</b>	<b>510</b>	<b>12</b>	<b>2%</b> ↓
<b>£000</b>	<b>Housing Asset and Investment</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
310	Employee	475	117	355	(120)	-25% ↑
0	Property	0	0	0	0	0% →
5	Transport and Plant	5	0	5	0	0% →
1	Supplies, Services and Admin	0	0	0	0	0% →
0	Payments to Other Bodies	0	0	0	0	0% →
0	Other	0	0	0	0	0% →
<b>315</b>	<b>Gross Expenditure</b>	<b>480</b>	<b>117</b>	<b>360</b>	<b>(120)</b>	<b>-25%</b> ↑
(315)	Income	(432)	(117)	(355)	76	18% ↓
<b>1</b>	<b>Net Expenditure</b>	<b>49</b>	<b>0</b>	<b>5</b>	<b>(44)</b>	<b>-90%</b> ↑
<b>£000</b>	<b>Housing Maintenance Trading A/c</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>
13,040	Employee	12,417	3,758	11,725	(692)	-6% ↑
81	Property	85	26	77	(8)	-9% ↑
1,122	Transport and Plant	1,095	313	1,022	(73)	-7% ↑
12,571	Supplies, Services and Admin	13,695	1,696	10,647	(3,048)	-22% ↑
74	Payments to Other Bodies	73	24	73	0	0% →
796	Other	860	287	860	0	0% →
<b>27,682</b>	<b>Gross Expenditure</b>	<b>28,225</b>	<b>6,103</b>	<b>24,404</b>	<b>(3,821)</b>	<b>-14%</b> ↑
(27,669)	Income	(29,611)	(3,732)	(23,779)	5,832	20% ↓
<b>13</b>	<b>Net Expenditure</b>	<b>(1,386)</b>	<b>2,371</b>	<b>625</b>	<b>2,011</b>	<b>-145%</b> ↓

WEST DUNBARTONSHIRE COUNCIL  
REVENUE BUDGETARY CONTROL 2020/2021  
ANALYSIS FOR VARIANCES OVER £50,000

Appendix 3

YEAR END DATE 31 July 2020

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

Homeless Persons	135	(7)	(142)	-105%	↑
Service Description	This service seeks to prevent homelessness occurring across the authority and improves access to support services				
Main Issues / Reason for Variance	Increased occupancy of homeless units therefore additional Housing Benefit income received				
Mitigating Action	No mitigating action required as variance is favourable.				
Anticipated Outcome	If occupancy rates remain high an over recovery of income is anticipated				

Housing Asset and Investment	49	5	(44)	-90%	↑
Service Description	This service provides council housing maintenance				
Main Issues / Reason for Variance	Vacant posts are being held pending service restructure. The vacancies have no impact on service delivery.				
Mitigating Action	None Required				
Anticipated Outcome	Small surplus at year end				

Housing Maintenance Trading A/c	(1,386)	625	2,011	-145%	↓
Service Description	This service delivers maintenance and investment services to the council's housing stock.				
Main Issues / Reason for Variance	The reduced throughput of work because of COVID19.				
Mitigating Action	Staff have been furloughed and a successful claim made to HMRC. Plans are being made to increase the amount of subcontracted work undertaken.				
Anticipated Outcome	Adverse variance.				

**WEST DUNBARTONSHIRE COUNCIL**  
**MONITORING OF EFFICIENCIES AND MANAGEMENT ADJUSTMENTS 2020/21**

Appendix 4

Efficiency reference	Efficiency Detail	Budgeted Amount £	Projection of Total Saved £	Projection of Total Not Saved £	Comment
MA10	Consolidation of posts	123,574	123,574	-	Achieved

WEST DUNBARTONSHIRE COUNCIL  
GENERAL SERVICES CAPITAL PROGRAMME  
OVERALL PROGRAMME SUMMARY

Appendix 5

MONTH END DATE

31 July 2020

PERIOD

4

Project Status Analysis	Project Life Status Analysis				Current Year Project Status Analysis			
	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status	Number of Projects at RAG Status	% Projects at RAG Status	Spend to Date £000	% Project Spend at RAG Status
<b>Red</b>								
Projects are forecast to be overspent and/or experience material delay to completion	0	0%	0	0%	0	0%	0	0%
<b>Amber</b>								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0%	0	0%	0	0%	0	0%
<b>Green</b>								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	2	100%	615	100%	2	100%	13	100%
<b>TOTAL EXPENDITURE</b>	<b>2</b>	<b>100%</b>	<b>615</b>	<b>100%</b>	<b>2</b>	<b>100%</b>	<b>13</b>	<b>100%</b>
	Project Life Financials				Current Year Financials			
	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000	Budget £000	Spend to Date £000	Forecast Spend £000	Forecast Variance £000
<b>Red</b>								
Projects are forecast to be overspent and/or significant delay to completion	0	0	0	0	0	0	0	0
<b>Amber</b>								
Projects are either at risk of being overspent and/or delay in completion (although this is unquantifiable at present) or the project has any issues that require to be reported at this time	0	0	0	0	0	0	0	0
<b>Green</b>								
Projects are on target both in relation to overall budget and the forecast stages in the project life cycle and no issues are anticipated at this time	900	615	900	0	108	13	108	0
<b>TOTAL EXPENDITURE</b>	<b>900</b>	<b>615</b>	<b>900</b>	<b>0</b>	<b>108</b>	<b>13</b>	<b>108</b>	<b>0</b>

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

Appendix 6

YEAR END DATE

31 July 2020

PERIOD

4

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

**Invest in "Your Community Initiative"**

Project Life Financials	880	615	70%	880	0	0%
Current Year Financials	98	13	13%	98	0	0%

**Project Description**  
Capital budget to support the roll out of Your Community, an initiative designed to achieve coordinated service delivery in response to community need. This is complimented by community capacity building, empowering WD citizens to do more for their own communities (leading to less reliance on council). Also included is the implementation of participatory budgeting to support and build capacity in communities.

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

**Main Issues / Reason for Variance**

The Improvement Fund (IF) budget has been rephased to extend to financial year 2022/23. This allows community groups time to develop their projects and where possible source additional funding to match any IF support. The fund has supported a range of capital improvements across West Dunbartonshire including the India Street art-work project delivered in partnership with Central Alexandria Tenants and Residents Association (CATRA), improvements to the Rock Community Church in Castlehill and most recently approval to invest in a project that aims to create a physical link from Whitecrook to connect to the National Cycle Route 754. This project has been led by Centre 81 with engagement with the local community on the potential benefits a new link to the cycle path could provide. A modest contribution from the IF has allowed a significant amount of external funding to be levered into the Whitecrook area. Prior to the COVID-19 pandemic various projects were in the development phase. As we move through recovery, communities may take the opportunity to re-assess their local need. As a result some projects may change or new priorities may come forward. Your Community partners will continue to support communities with their local ambitions and at this time it is hopeful that full current year budget spend will be incurred.

**Mitigating Action**

Opportunities to mitigate have been limited due to the need to liaise with communities. The group continues to liaise with groups regularly to ensure funds are utilised for the benefit of the communities.

**Anticipated Outcome**

Full budget spend anticipated albeit later than originally planned.

**Integrated Housing Management System - new project 2020/21**

Project Life Financials	20	0	0%	20	0	0%
Current Year Financials	10	0	0%	10	0	0%

**Project Description**  
Development of IHMS system.

**Project Lifecycle**  
Planned End Date 31-Mar-22 Forecast End Date 21-Mar-22

**Main Issues / Reason for Variance**

No issues to report with budget spend anticipated in 2020/21.

**Mitigating Action**

None required.

**Anticipated Outcome**

Development of IHMS system.

Project Life Financials						
Project Life Financials	196,221	102,877	52%	192,716	(3,505)	-2%
Current Year Financials						
Current Year Financials	24,854	2,558	10%	3,696	(21,157)	-85%