

Agenda



Housing and Communities Committee

Date: Wednesday, 9 May 2018

Time: 10:00

Venue: Council Chambers, Clydebank Town Hall,
Clydebank

Contact: Nuala Quinn-Ross, Committee Officer
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Dear Member

Please attend a meeting of the **Housing and Communities Committee** as detailed above. The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

Councillor Diane Docherty (Chair)
Councillor Iain McLaren (Vice Chair)
Councillor Jim Brown
Councillor Gail Casey
Councillor Karen Conaghan
Councillor Ian Dickson
Councillor Caroline McAllister
Councillor David McBride
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: 25 April 2018

HOUSING AND COMMUNITIES COMMITTEE

WEDNESDAY, 9 MAY 2018

AGENDA

1 APOLOGIES

2 DECLARATIONS OF INTEREST

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

3 MINUTES OF PREVIOUS MEETINGS 7 - 14

Submit, for approval as correct records:-

- (a) the Minutes of Meeting of the Housing and Communities Committee held on 7 February 2018; and
- (b) the Minutes of the Special Meeting of the Housing and Communities Committee held on 14 March 2018.

4 OPEN FORUM

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

5 HOUSING & EMPLOYABILITY DELIVERY PLAN 2018/19 15 - 59

Submit report by the Strategic Lead, Housing and Employability presenting the 2018/19 Delivery Plan for Housing & Employability and the year end progress report for the 2017/18 Delivery Plan.

6 ENHANCED STANDARDS FOR HIGH RISE FLATS 61 - 65

Submit report by the Strategic Lead, Housing and Employability providing updates on the work to develop an enhanced standard for high rise flats in the aftermath of the tragic fire in the Grenfell Tower in London; work to provide reassurance to our tenants; and our commitment to ensure these properties are as safe and desirable as conventional dwellings.

**7 MORE HOMES BETTER HOMES WEST DUNBARTONSHIRE - 67 - 80
LOCAL HOUSING STRATEGY 2017 – 2022 FIRST ANNUAL
PROGRESS REPORT**

Submit report by the Strategic Lead, Housing and Employability providing an update on the progress of the More Homes Better Homes West Dunbartonshire Local Housing Strategy which covers the period 2017-2022.

**8 INVOLVING YOU - WEST DUNBARTONSHIRE COUNCIL'S 81 - 96
TENANT PARTICIPATION STRATEGY 2017/2020 ANNUAL
PROGRESS REPORT**

Submit report by the Strategic Lead, Housing and Employability providing the annual progress report on the implementation of West Dunbartonshire Council's Tenant Participation Strategy 'Involving You' which covers the period 2017-2020.

**9 MORE HOMES WEST DUNBARTONSHIRE – WEST 97 - 104
DUNBARTONSHIRE AFFORDABLE HOUSING SUPPLY
PROGRAMME**

Submit report by the Strategic Lead, Housing and Employability providing an update on progress with West Dunbartonshire's Affordable Housing Supply Programme (AHSP).

**10 MORE THAN A ROOF – WEST DUNBARTONSHIRE To Follow
COUNCIL'S HOMELESSNESS PREVENTION AND
TEMPORARY ACCOMMODATION STRATEGY 2017 – 2020:
UPDATE**

Submit report by the Strategic Lead, Housing and Employability advising of the progress made towards achieving the aims and objectives of the Homelessness Prevention and Temporary Accommodation Strategy entitled 'More than a Roof' for the three year period 2017-2020.

**11 REVIEW OF COUNCIL'S OPEN MARKET HOUSING 105 - 109
ACQUISITION SCHEME (BUYBACK SCHEME)**

Submit report by the Strategic Lead, Housing and Employability seeking approval to extend the scope of the Council's Open Market Housing Acquisition Scheme (Buyback Scheme).

12/

12 PROHIBITION OF THE CONSUMPTION OF ALCOHOL IN 111 - 113
DESIGNATED PUBLIC PLACES

Submit report by the Strategic Lead, Regulatory providing an update on the position with regards to the current Byelaw prohibiting the consumption of alcohol in designated public places within the West Dunbartonshire Council area.

13 WORKING WELL TOGETHER - ATTENDANCE To Follow
MANAGEMENT: QUARTER 4 (1 January – 31 March 2018)
AND ANNUAL REVIEW

Submit report by the Strategic Lead, People and Technology providing a detailed analysis on the attendance performance for Quarter 4 and annual review.

HOUSING AND COMMUNITIES COMMITTEE

At a Meeting of the Housing and Communities Committee held in Committee Room 3, Council Offices, Garshake Road, Dumbarton on Wednesday 7 February 2018 at 10.05 a.m.

Present: Councillors Jim Brown, Karen Conaghan, Ian Dickson, Diane Docherty, Caroline McAllister, David McBride, Iain McLaren, Marie McNair, John Millar, 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; Martin Feeney, Building Services Manager; John Kerr, Housing Development and Homelessness Manager; Edward Thomas, Housing Operations Manager; Alan Young, Housing Asset and Investment Manager; Sally Michael, Section Head - Contracts and Property and Nuala Quinn-Ross, Committee Officer.

Also attending: Carol Hislop, Senior Audit Manager and Zahrah Mahmood, Senior Auditor, Audit Scotland

Apologies: An apology for absence was intimated on behalf of Councillor Gail Casey.

Councillor Diane Docherty in the Chair

CHAIR'S REMARKS

The Chair, Councillor Docherty, informed the Committee that there were 2 officers from Audit Scotland present. Carol Hislop, Senior Audit Manager, introduced herself and Zahrah Mahmood, Senior Auditor. Ms Hislop advised that as part of the Best Value Assessment being carried out throughout the Council by Audit Scotland, herself and Ms Mahmood were in attendance to assess how the Committee operated and to observe the interactions of those in attendance.

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 1 November 2017 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 – COUNCIL HOUSE NEW BUILD PROGRESS REPORT

A report was submitted by the Strategic Lead, Housing and Employability:-

- (1) providing an update on progress with the Council's ambitious New House Building Programme; and
- (2) seeking approval to commence a procurement exercise to enable the delivery of the Council's New Build Housing programme.

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 and the progress made to date, including the identification of future sites for development;
- (2) the commencement of a procurement exercise (tender, direct award or a mini competition) for the appointment of a main contractor to deliver the Council's New Build Housing programme; and
- (3) to note that the outcome and award of the approved procurement exercise will be remitted to at a future meeting of the Tendering Committee.

MORE HOMES BETTER HOMES WEST DUNBARTONSHIRE – WEST DUNBARTONSHIRE HOUSING ASSET MANAGEMENT STRATEGY

A report was submitted by the Strategic Lead, Housing and Employability seeking approval of the draft More Homes Better Homes West Dunbartonshire - West Dunbartonshire Housing Asset Management Strategy.

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

- (1) to approve the draft More Homes Better Homes West Dunbartonshire – West Dunbartonshire Housing Asset Management Strategy as set out within Appendix 1 to the report; and
- (2) to note that an update on progress in implementing the Strategy will be provided on an annual basis to the Committee.

SPECIAL NEEDS ADAPTATIONS - PERFORMANCE REPORT

A report was submitted by the Strategic Lead - Regeneration providing an update on the progress of improving performance in relation to Special Needs Adaptations.

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

- (1) to note the progress made to date;
- (2) that a report be submitted to future meetings of the Committee, providing performance updates; and
- (2) otherwise to note the contents of the report.

RESIDENTIAL HOUSING SUPPORT DIRECT AWARD

A report was submitted by the Strategic Lead - Housing and Employability seeking approval to directly award contracts for the provision of residential housing support services

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 outcome of the Contract Authorisation Report – Residential Housing Support Services presented to the Tendering Committee in December 2017, which authorised the Strategic Lead – Regulatory to conclude the direct award contracts to Blue Triangle (Glasgow) Housing Association Ltd and Action for Children Services Ltd for contract period 1 April 2017 to 31 March 2018; and
- (2) to approve the direct award contracts for a period of 1 year (from 1 April 2018 to 31 March 2019) for Residential Housing Support Services to Blue Triangle (Glasgow) Housing Association Ltd and Action for Children Services Ltd.

HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 31 DECEMBER 2017 (PERIOD 9)

A report was submitted by the Strategic Lead - Housing and Employability providing an update on the financial performance to 31 December 2017 (Period 9) of the HRA revenue and capital budgets.

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

- (1) to note the projected favourable revenue variance of £0.268m (0.6%); and
- (2) to note the position advised in relation to the capital budget which is currently projecting an in-year favourable variance of £10.002m (32.7%), of which £8.615m (28.2%) relates to project re-phasing and an in-year underspend of £1.387m (4.5%).

Note: Councillor Mooney left the meeting during discussion of the above item of business.

FINANCIAL REPORT 2017/18 AS AT PERIOD 9 (31 DECEMBER 2017)

A report was submitted by the Strategic Director - Regeneration, Environment and Growth providing an update on the financial performance to 31 December 2017 (Period 9) of those services under the auspices of this Committee.

The Committee agreed:-

- (1) to note the contents of the report, showing the revenue budget forecast to overspend against budget by £0.156m (6%) at the year-end;
- (2) to note the net projected annual capital underspend of £0.720M (47.7%), of which £0.656M (43.5%) relates to project re-phasing and an in year underspend of £0.064M (4.2%); and
- (3) to note the progress on savings incorporated into budgets for 2017/18.

WORKING WELL TOGETHER - ATTENDANCE MANAGEMENT: QUARTER 3 (1 OCTOBER – 31 DECEMBER 2017)

A report was submitted by the Strategic Lead, People and Technology providing a detailed analysis on the attendance performance for Quarter 3.

The Committee agreed:-

- (1) to note the decrease in Council wide sickness absence of 81.12 FTE days lost (-3.1%) compared to the same period last year as outlined within Appendix 1 of the report; and
- (2) to note the decrease in sickness absence of 23 FTE days lost (-6.4% compared to the same period last year for the service areas outlined within Appendix 2 of the report.

The meeting closed at 11.18 a.m.

DRAFT

HOUSING AND COMMUNITIES COMMITTEE

At a Special Meeting of the Housing and Communities Committee held in the Council Chambers, Clydebank Town Hall, Dumbarton Road, Clydebank on Wednesday 14 March 2018 at 11.00 a.m.

- Present:** Councillors Jim Brown, Gail Casey, Karen Conaghan, Ian Dickson, Diane Docherty, Caroline McAllister, David McBride, Iain McLaren, John Mooney and Sally Page.
- Attending:** Richard Cairns, Strategic Director – Regeneration, Environment and Growth; Peter Barry, Strategic Lead - Housing and Employability; John Kerr, Housing Development and Homelessness Manager; Edward Thomas, Housing Operations Manager; Sally Michael, Section Head - Contracts and Property and Nuala Quinn-Ross, Committee Officer.
- Apologies:** Apologies for absence were intimated on behalf of Councillors Marie McNair and John Millar; and Jim McAloon, Strategic Lead – Regeneration.

Councillor Diane Docherty in the Chair

DECLARATIONS OF INTEREST

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

MORE HOMES WEST DUNBARTONSHIRE – WEST DUNBARTONSHIRE AFFORDABLE HOUSING SUPPLY PROGRAMME

A report was submitted by the Strategic Lead – Housing and Employability seeking approval for the acquisition and disposal of land to support West Dunbartonshire's Affordable Housing Supply Programme (AHSP).

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

- (1) to approve the acquisition of the site at Dumbarton Harbour from Cullross (Dumbarton Harbour) Limited to deliver 45 new Council homes subject to the price being agreed at a level supported by a valuation by the District Valuer in conjunction with the Council's Asset Management Section;

- (2) that the Strategic Lead - Housing and Employability and the Strategic Lead - Regulatory be instructed to negotiate and conclude a development agreement which includes meeting the Council's procurement obligations to facilitate the delivery of the new Council homes by March 2020;
- (3) that authority be delegated to the Strategic Lead - Housing and Employability to draw down the Affordable Housing Supply Programme grant to fund the acquisition;
- (4) to the disposal of the sites at Muir Road, Dumbarton and Talisman Avenue, Dumbarton to Caledonia Housing Association and the Wheatley Group respectively subject to the price being agreed at a level supported by a valuation by the District Valuer in conjunction with the Asset Management Section; and
- (5) that authority be delegated to the Strategic Lead - Regulatory to conclude the transactions subject to such legal conditions that are considered appropriate.

The meeting closed at 11.13 a.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Housing & Employability

Housing & Communities Committee : 9 May 2018

Subject: Housing & Employability Delivery Plan 2018/19

1 Purpose

- 1.1** The purpose of this report is to present to members the 2018/19 Delivery Plan for Housing & Employability and the year end progress report for the 2017/18 Delivery Plan as agreed at Committee on 7 June 2017.

2 Recommendations

- 2.1** It is recommended that the Committee:
- approves the 2018/19 Delivery Plan and
 - Notes progress made on delivery of the 2017/18 plan

3. Background

- 3.1** In line with the strategic planning & performance framework each Strategic Lead has developed an annual delivery plan for 2018/19. This plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

4. Main Issues

Delivery Plan 2018/19

- 4.1** Appendix 1 sets out the Housing & Employability Delivery Plan for 2018/19. This includes appendices detailing the action plan for delivery over 2018/19 and the workforce plan for the service.
- 4.2** Progress towards delivery of the plan is monitored monthly through the management team of the service and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report on actions will be presented to committee in November 2018.
- 4.3** Key issues identified in the strategic assessment section of the plan include: Child Poverty, Welfare Reform, Employability and Learning, City Region Development and Community Capacity Building.

Workforce Planning

- 4.4 Each strategic delivery plan has a supporting annual workforce plan, which is developed to highlight and plan for the management of key workforce issues which are necessary to fully support the delivery of the plan.
- 4.5 These workforce issues are anticipated to have significant implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development and restructuring. The workforce plan sits as appendix 4 to the Delivery Plan 2018/19.

2017/18 Year-end progress

- 4.6 The Delivery Plan for 2017/18 was supported by an action plan of activities to be delivered over the year. Appendix 2 details the progress on delivery of this action plan. Twenty five of the twenty six actions have been completed in year as planned.
- 4.7 The remaining action “Implement Local Housing Strategy 2017-2022, Year 1 (2017-18)” is showing sixty percentage complete and is due to be finalised in May 2018.
- 4.8 Significant achievements delivered through the plan are highlighted in the Delivery Plan for 2018/19. Updates on the linked performance indicators for the delivery plan will be published in line with annual public performance reporting for the organisation.

5. People Implications

- 5.1 There are no direct people implications arising from this report. Any workforce implications arising from the Delivery Plan are detailed in the workforce plan.

6. Financial & Procurement Implications

- 6.1 There are no direct financial or procurement implications arising from this report. All commitments will be delivered through existing resources as described in the financial resources section of the plan.

7. Risk Analysis

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

8. Equalities Impact Assessment

- 8.1 Screening and Impact Assessments will be carried out on specific activities as required.

9. Consultation

- 9.1** The Delivery Plan detailed in this reported was developed through consultation with officers from the strategic service area.

10 Strategic Assessment

- 10.1** The strategic delivery plan sets out actions to support the successful delivery of the strategic priorities of the Council.

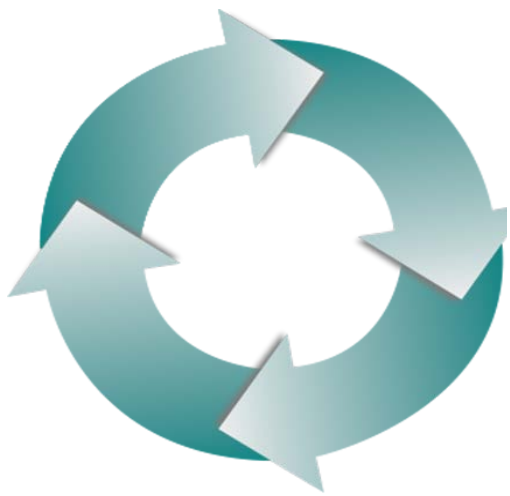
Peter Barry
Service Lead – Housing & Employability
Date: 23 April 2018

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Appendix: Appendix 1: Housing & Employability Delivery Plan 2018/19
Appendix 2: End of year report 2017/18

Background Papers: None

Wards Affected: All



Housing & Employability Delivery Plan 2018-19

Index

1.Objective and Priorities	3
2.Overview & Profile	3
3.Performance Review.....	7
4.Strategic Assessment	13
5.Resources.....	18
6.Risks	19
Appendix 1 – Structure Chart.....	22
Appendix 2 - Action Plan 2018-19.....	Error! Bookmark not defined.
Appendix 3 – Corporate Information	31
Appendix 4: Housing & Employability Annual Workforce Action Plan 2018-19	34

1. Objective and Priorities

The Housing & Employability Delivery Plan details the responsibilities of the strategic area along with a review of key achievements in 2017/18 and sets out priority areas for 2018/19.

The Housing and Employability strategic area includes:

- The statutory and strategic housing authority responsibility
- Homelessness and Homelessness Prevention service including the delivery of housing options
- The housing and community safety remit
- Working4U including employability, adult learning, youth services, Modern Apprenticeships, welfare rights and debt advice
- Your Community, Community Development, support to Community Councils and leading the empowerment agenda.

2. Overview & Profile

There are four distinct functional areas within housing and employability.

Housing Development and Homelessness

The Housing Development and Homelessness service area performs the statutory strategic housing authority role within West Dunbartonshire, ensuring the provision of high quality affordable housing in safe and attractive areas.

It is responsible for the strategic asset management of the Council's housing stock and for meeting the statutory tenant involvement roles and the wider responsibilities under the Scottish Social Housing Charter and homelessness/housing options functions.

As the strategic housing authority, the service area is responsible for the delivery and implementation of the Local Housing Strategy and the Affordable Housing Supply Programme including strategic housing investment. It manages the Council's major housing projects and delivery of the Council new build programme through the More Homes Better Homes West Dunbartonshire approach with a target to build 1000 new homes for social rent in a five year period and investment through our capital programme of over £20m per annum.

The service area also manages the delivery of homelessness and homelessness prevention services and plays a key role in tackling poverty and inequality in West Dunbartonshire through implementing a range of services to prevent and alleviate homelessness and to ensure that every homeless household gets assistance to meet their individual needs.

Housing Operations

This service area delivers the Housing Landlord function and access to housing role within West Dunbartonshire. It provides operational management of a range of integrated services encompassing tenancy and estates management, housing caretaking and environmental services, anti-social behaviour services and housing allocations services.

A recent redesign of this service area aims to:

- Deliver bespoke wrap around housing services at a neighbourhood level
- Bring services closer to our communities
- Increase synergies with Your Community
- Build and maintain positive relationships with Tenant and Resident Organisations (TROs) and community partners

Under the leadership of Area Housing Coordinators, the service operates as three distinct area teams across West Dunbartonshire, encompassing all of the aforementioned services.

As is the case across all areas of housing, performance is measured through our Housing Improvement Board priority work-streams which specifically focus on achieving operational and financial efficiency, relating to:

- Tenancy sustainability
- Improving rent collection rates and reducing rent arrears
- Reducing the number of empty houses and rent loss due to voids
- Tackling anti-social behaviour and domestic abuse

A key aim of our new housing operations service is to give individual housing officers ownership of these key service objectives at a neighbourhood level. Through our priority workstreams and our new service delivery model we aim to develop neighbourhood actions that are focused and effective.

Working4U

Working4U is an integrated service that supports people in West Dunbartonshire to improve their skills, learning and financial situations, assisting them on their journey into work and protecting their rights.

Working4U's main goals centre on:

- (1) the provision of credible information, guidance, education and support to help customers make informed choices and enjoy improved life chances;
- (2) the provision of good quality advice and access to learning opportunities, assisting all to make positive and sustained contributions to our community;
- (3) improving the employability and resilience of residents and making a positive contribution towards increasing employment rates within our community in order to close the gap with Scotland.

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

Learning and Development.

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

Employability

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

Information and Advice

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

Communities Team

The Communities Team is responsible for leading on the implementation of the Community Empowerment (Scotland) Act which includes community empowerment, capacity building and promoting local decision making. This is delivered primarily through an innovative initiative called Your Community, which focuses on improving the coordination and delivery of local services and involving local residents in the design and delivery of those services.

Your Community supports neighbourhoods across West Dunbartonshire to set priorities for their area and develop plans where communities themselves can begin to address these local priorities. The model allows us to ensure public services are more responsive and take account of variations in local need while promoting the social and health/mental health benefits of increased community participation.

Through the Your Community approach the Communities Team work with a range of Council and partner services to engage and involve local residents on discussions about key areas of service change or development at a local community level.

The team supports community empowerment and participation through a range of services including community development and capacity building for local organisations, signposting and support in relation to funding and identification of training needs for new and existing organisations.

In addition to this the Communities team provides ongoing support and development to established Community Councils. This involves working closely with the existing cohort of Community Councils and with communities not represented by a Community Council to build capacity and appetite for this to be put in place.

The Communities team supports the Community Alliance, the strategic community engagement body responsible for advising Community Planning West Dunbartonshire.

3. Performance Review

During 2017/18 the Housing & Employability service delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements

Housing Development and Homelessness

We have continued to see improvements across the housing service during 2017/18, with a comprehensive survey of tenant satisfaction carried out in Autumn 2017 showing that 84% of tenants are satisfied with the overall service provided (up from 72% in 2014) and satisfaction levels across all main areas improving since 2014. Key achievements during the year included;

- Continued delivery of investment in housing across West Dunbartonshire to provide the homes needed by our communities, resulting in 114 new build homes being available for social rent (WDC 40 homes at Second Ave/Singer St, Clydebank Housing Association 44 homes at Bingo Hall site, Link Housing Association 30 homes at Dalmuir),
- The introduction of an updated Housing Allocations Policy to ensure that people find it easy to apply for the widest choice of housing available and that sustainable solutions are found,
- The development of a sector leading Care Leavers protocol which ensures that young care leavers in West Dunbartonshire are provided with the most appropriate and securest type of accommodation and that no one should find themselves homeless

Housing Operations

In the course of 2017/18, the Housing Operations Service has continued to focus on the implementation of four priority work-stream areas intended to deliver innovation, improvement and value for money. These are Tenancy Sustainment, Rent Collection, Empty Homes and Anti-Social Behaviour. Significant progress has been made in each of these, with particular highlights:

- Following a systematic review of void processes and our focus on fostering an “Every Day Counts” culture, our performance around Empty Homes had improved significantly by the middle of the year, reducing average relet times by 20 days and on target to reach the challenging target by the end of the year.
- 95% of new tenants stating that they are satisfied with the standard of their new home.
- Void rent loss reduced to 0.82%, reduced from 1.05%.
- Significantly reducing the number of abandoned tenancies

In preparation for delivery of our ambition to be amongst best social rented landlords in Scotland within five years, the team has also invested significant work in the course of the year in advance of restructuring the service:

- Piloting a new housing officer role with fewer properties and a wider remit, which will provide a 'wraparound', early intervention service to our applicants and tenants;
- Undertaking a training needs analysis and devising a broad training plan to equip the team to take on future challenges;
- Devising new roles and processes which will better meet service goals;
- Preparing for welfare reform rollout, to better assist affected tenants and limit the impact on rent collection.

Working4U

Working 4U contributes to a full range of West Dunbartonshire Council and Community Planning strategic objectives. This contribution is demonstrated through a number of performance related indicators. The main focus of our activity is around advice, learning and employability.

In the last full operating year, Working 4U assisted more than 5,000 people individuals with learning, work and money services; many people used one or more of these services. As a result:

- Local residents gained access to £9.92million of additional income through benefit maximisation;
- We supported residents to stabilise difficult circumstances by assisting them to manage £2.96 million of debt;
- 4,259 participated in non-vocational training;
- 1,205 people achieved a qualification;
- 488 people secured employment, 113 of whom were apprentices; and
- We assisted 72 people to consider their options for progressing within the workplace.

In addition to the progress indicators that represent 'business as usual' for the teams at Working4U, we are also involved in a number of developments that will add value to our activities. Examples of these developments included:

Family Opportunities Hub

Family Opportunities Hub is a unique internal Council partnership between Working4U, Housing Service and Education Service. Staff provide advice, housing support, training, education and employability for families delivered from a local Secondary School setting.

Support is set around the analysis of challenges using a diagnostic that is based on the Scottish Government's strategy to address child poverty (Pockets, Prosperity and Place). This partnership and our approach is designed to provide residents with a comprehensive and integrated model of engagement with the aim of optimising access to opportunities for training, education and employment.

Education Services Partnership - Pupil Equity Fund partnership

Working4U staff have worked closely with Education Services staff to develop a suite of interventions that are consistent with both the Working4U aim to assist people to make positive and sustained contributions to our community and Education Services aims around the Pupil Equity Fund; allocated directly to schools and targeted at closing the poverty related attainment gap.

Together we have established a suite of interventions set around:

- Youth Learning:
 - Dynamic Youth Awards;
 - Enhanced Experiential Learning;
 - Issue Based Tailored Programmes;
 - Pupil Council/Student Voice.
- Family Learning (Example projects):
 - Pocket Money Challenge (Linnvale Primary School);
 - Fit Families (Our Holy Redeemer Primary School);
 - Family History Project (Linnvale Primary School);
 - Memory Lane (St Peters Primary School);
 - The Very Hungry Caterpillar (Haldane Primary School);
 - Ready Steady Atbakh (Linnvale Primary School); and
 - The Story of Us.
- Work & Money (parental support)
 - Drop in's –Employability support and Money Advice.

Information and Advice Partnership.

As the impact of welfare reform on residents intensifies and contributes further to difficult circumstances faced by some residents in West Dunbartonshire, Working 4U is working closely with key strategic stakeholders who are delivering information and advice services in West Dunbartonshire.

Working with organisations such as West Dunbartonshire Citizen's Advice Bureau and the Clydebank Independent Resource Centre, we have established a West Dunbartonshire Information and Advice Partnership.

The partnership is committed to a strategy that aims: ‘to deliver advice and information services in West Dunbartonshire where anyone who wants to improve their life circumstances, wellbeing, independence and resilience is able to obtain the information and advice and support they need, when they need it and in the way they need it’. The partnership will demonstrate progress towards its vision by contributing to actions designed to:

- Reduce the proportion of children in West Dunbartonshire who are in poverty (after housing costs).
- Increase the proportion of people in West Dunbartonshire with sustained or increased income through debt management and benefit maximisation.
- Reduce the proportion of households in West Dunbartonshire that are considered to be in fuel poverty.

Communities

During 2017/18 the Communities team has progressed the Community Empowerment agenda through the following work-streams: the successful delivery of Community Budgeting phases 2 & 3 which resulted in the remaining allocation of capital and revenue funding being allocated to 62 and 30 community groups respectively.

- development of the Your Community model delivered through enhanced community engagement, community surveys and community walkrounds
- development of the YourPlace Your Plan model of engagement for spatial planning, which is an exemplar project for Scottish Government
- successful delivery of a Community Conference in partnership with the Community Alliance.

Challenges

While the Housing & Employability has achieved significant progress on key areas as outlined above, it is important to recognise the challenges our services faced. Many of these challenges are relevant in 2018/19:-

- In our role as Strategic Housing Authority, addressing complex and varying housing need and demand challenges.
- Responding positively to a new regulatory framework which will place additional emphasis on the role of the tenant voice, homelessness and tenant safety (post Grenfell)
- Ensuring the homelessness and housing options service responds proactively, and is funded appropriately, to meet new expectations and statutory requirements
- Meeting the key housing development ambitions in terms of the provision of the council housing new build programme and the delivery of the overall housing capital programme through effective asset management.
- Developing and leading the Community Empowerment agenda, and working at a pace which suits the needs and abilities of each community while maintaining progress and momentum. As some areas have high levels of apathy this has been significantly challenging for delivery.

- Delivery of the empowerment agenda faces challenges regarding the awareness of legislation and the collective need for the wider Council and its Community Planning Partners to respond and resource appropriately.
- Improving the responsiveness and co-ordination of Council services in resolving issues for local residents in their neighbourhoods, this is being led through the Your Community initiative and wider whole systems approaches.
- Implementing the Integrated Housing Management System
- Significant changes to the welfare benefit system which have been implemented over recent years. The key future challenge centres around the roll out of Universal Credit. The Council will continue to face financial challenges as demand for services grow and the impact of wider changes to benefits entitlements, and other economic pressures, affect our communities.

Feedback

Complaints

Between 1 April and 31 December 2017, the Housing & Employability strategic area received a total of fifty two complaints, forty eight at Stage 1 and four at Stage 2. During the same period, forty five complaints were closed at Stage 1. Of the forty five complaints closed at Stage 1, 82% met the 5 working days target for resolving complaints, while the remaining 18% took longer. Of the forty five complaints closed at Stage 1, seventeen were upheld.

Between 1 April and 31 December 2017 the Housing & Employability strategic area also recorded four complaints closed at Stage 2 with one complaint being closed within the 20 day deadline. Of these four complaints recorded at Stage 2, none were upheld.

Satisfaction survey

Our latest Scottish Social Housing Charter Performance Report found that 84% of tenants are now satisfied with the overall service being provided – 12% higher than in 2014. Other measures of satisfaction have also increased, including:

- 79% of tenants satisfied with the opportunities given to participate in WDC's decision making process (up 27% since 2014)
- 86% satisfied with the quality of their home (up 12% since 2014)
- 75% think the rent they pay represents good value for money (up 8% since 2014)

Consultation

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

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

We have a duty to consult individual tenants and tenants and residents' groups about:

- proposals for managing housing and the standard of service we provide
- proposals to sell, transfer or demolish our housing
- rent and rent policy
- managing housing (allocations policy, repairs and maintenance service, managing estates, managing properties, tenancy agreements, dealing with anti-social behaviour, developing estate-management area action plans)

Our commitment to consultation goes beyond statutory requirements, with our services and policy development being based on a sound knowledge and understanding of what our customers need and want.

We have agreed to give tenants and tenant organisations at least eight weeks to respond to consultation and have developed a toolkit to encourage best practice and to ensure any consultation carried out is effective. Areas covered by the toolkit include:

- the aims and objectives of the consultation
- the methods will be used
- how to promoting the consultation
- how to structure the consultation
- how to provide feedback to those who participate

During 2017/18 the areas we consulted on included the following:

- the review of our Allocations Policy
- the development of our new Housing Asset Management Strategy
- rent setting for 2018/19

Feedback via these consultations helped to shape the preference groups recognized within the Allocation Policy, the points framework that is used, the aims and objectives of our Housing Asset Management Strategy and the rent increase that was recommended for 2018/19.

4. Strategic Assessment

The Housing and Employability management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2018/19. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2018/19:

Financial Challenges

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2018/19, 2019/20 and 2020/21 of £nil, £7.646m and £13.806m respectively. Action is therefore required to balance our budget and protect services for residents.

This will undoubtedly mean that within the Housing & Employability strategic area, available funding will be reduced and we will need to change how we do our jobs, what we do, and where we work. In this context, we will aim to continue to provide a sustainable quality service to internal clients and the public.

Child Poverty

The Child Poverty (Scotland) Act 2017 requires that the Local Child Poverty Action Report must set out any measures taken in the previous reporting year by the local authority and each relevant Health Board for the purpose of contributing to the meeting of the child poverty targets set out in the Act.

The Act further requires that action has been taken or is proposed in support of meeting the child poverty targets. Local authorities and NHS boards must report in particular on:

- income maximisation measures taken in the area of the local authority during the reporting year to provide pregnant women and families with children with:
 - a) information, advice and assistance about eligibility for financial support, and
 - b) assistance to apply for financial support.

Local partners may also wish to set out how they are improving income maximisation support for families with children of all ages.

The Act requires Scottish Ministers to consider measures they should take in relation to a number of areas of work delivered by Housing and Employability Services, including:

- the provision of financial support for children and parents;
- children living in households whose income is adversely affected, or whose expenditure is increased, because a member of the household has one or more protected characteristics;
- supporting local authorities to consider the automatic payment of benefits and support;
- the provision and accessibility of information, advice and assistance to parents in relation to,

- social security matters,
 - income maximization,
 - financial support,
- the availability and affordability of housing;
- the facilitation of the employment and the development of the employment-related skills, of parents;
- children living in single-parent households;
- arrangements for setting the amount of revenue support grant payable to each local authority in order to ensure that resources are directed for the purpose of contributing to the meeting of the child poverty targets.

Welfare Reform

There have been significant changes to the welfare benefit system, which have been implemented over recent years. The negative impact of welfare reform has been felt by many residents in West Dunbartonshire. The Council, like all others in Scotland, will continue to face financial challenges as demand for services grow and the impact of wider changes to benefits entitlements, and other economic pressures, affect our communities.

We will play a major role in helping the Council meet these challenges by continuing to look at new and innovative ways of delivering services, reducing costs and very importantly securing investment in our area. As part of this challenge in 2018/19 we will continue to review service delivery to meet the needs of clients affected by Welfare Reform through all elements of the Working4U Service, our approach to temporary accommodation and take into account additional changes through the Scotland Bill. A key focus will be on the challenges and opportunities from the devolution of the UK Social Security service to Scotland.

Universal Credit

The introduction of Universal Credit is a key element of Welfare Reform. Although accessing the support provided through Universal Credit (UC) is intended to be straightforward compared to the current benefit system some people may need extra help. For example, claimants with more complex requirements, such as those with mental health needs, learning disabilities or addictions, or who are homeless, may need more additional support to meet their obligations.

We will focus on mitigating some of the negative effects of the introduction of the Universal Credit Full Service which will take place in late 2018 (September). Our activity will centre on assisting local residents to understand the Universal Credit system; assist them to submit timely claims; and helping them to understand and meet their responsibilities when maintaining a claim.

Employability and Learning

Working4U meets the employability needs of residents within West Dunbartonshire through the provision of Modern Apprenticeships, Employability Fund placements and support comprising of Youth Employment Initiative, the Strategic Skills Pipeline, EU funded Poverty and Social Inclusion and Working Matters City Deal.

The Working4U learning programme provide confidence building, learning opportunities, training and qualifications to help young people and adults gain the skills and confidence to move into further training and/or employment; literacy and numeracy training; digital inclusion and financial awareness learning opportunities, Duke of Edinburgh, Youth Achievement, Volunteer Awards and a range of SQA qualifications including Core Skills, IT Skills, Personal Development, Employability and Financial Awareness Awards.

We plan to make full use of emerging opportunities from, for example, changes to the National Training Programmes; the devolution of employability programmes; phase two of the 2014- 2020 European Structural Funds and the resources made available within the context of a Fairer Scotland and Inclusive Growth.

Our target group will consist of people who are affected by welfare reform and are in receipt of benefits such as: 'Employment Support Allowance', Universal Credit and/or Jobseekers Allowance. This includes activity around:

- Exploring the potential for providing 'a living wage';
- Intensive preparatory and in-work support to reinforce the 'learner journey'; and
- Providing in-work aftercare to increase sustainability of employment for this group.

Our aim is to identify the barriers that restrict access to more focused support for this group; consolidate that support for older people and support more to secure and remain in employment.

City Region Development

The Glasgow City Region City Deal was established to fund major infrastructure projects; create new jobs; and assist unemployed people back to work. Working4U, as part of the labour market support delivery partnership, will provide targeted support to 16-24 year olds and vulnerable residents who have not benefitted from support through other interventions.

We will do this by testing new ways to support people, address the barriers to opportunity that confront them and assist them to become more resilient.

It is anticipated that the City Region Development will act as the springboard for a range of partnership approaches that are designed to maximise the impact of investment in training and employment initiatives. Working4U will seek to ensure that West Dunbartonshire maximises the benefits of these approaches to local residents.

Local Housing Strategy

The Local Housing Strategy (LHS) is the key strategic housing document and sets out the policies and proposals for housing of all tenures in West Dunbartonshire. We will continue to review and implement the new Local Housing Strategy (LHS) which covers the period 2017-2022 addressing:

- Housing Need and Demand
- Promoting Good Quality Housing
- Homelessness
- Sustainable and Supportive Communities
- Addressing particular housing needs

The 'More Homes, Better Homes West Dunbartonshire' initiative oversees the provision and improvement of social rented housing by the Council. In addition to the new social housing new build already delivered the Council will be a key delivery agent for the 1000 new homes target, building over 300 new council homes over the next 4 years, investing over £40m and providing much needed housing to our communities.

Community Empowerment

The council faces the competing demand of delivering joined-up services to local areas that reflect increased local engagement and decision making, against a backdrop of financial and resourcing challenges. The Communities Team will work across the relevant council services and CPWD to improve ways of delivering the required services, while improving community participation and engagement.

Your Community is the council approach to delivering services to local areas and involving local communities. We are working with local communities to plan for the key issues in local neighbourhoods in West Dunbartonshire and develop local place plans.

In 2018/19 we will undertake a review of Your Community and engage with key delivery partners on areas for improvement. Your Community will continue to support neighbourhoods across West Dunbartonshire through engagement, community development and improved local service delivery. It will require a problem solving approach to be taken by key service providers and capacity building of community organisations and residents to take action on the priority issues they identify.

Community Capacity Building

While Your Community is focused on identifying new approaches to delivering services based on resident feedback, it sits within a wider agenda focused on the empowerment of local communities and individuals. A key focus over the coming year will be ensuring the Council is fully delivering in the ambitions of the Community Empowerment Act. This requires strong partnership working across Council Services, Community Planning West Dunbartonshire and importantly with local residents and community organisations.

Work will continue to focus on building resilience in communities and community organisations through support to existing and new Community Councils. Targeted activity will be carried out in areas not currently represented by a Community Council to support their creation. Work will also be delivered jointly with the Regeneration Team and Estates Team to ensure support is given to organisations looking to pursue Community Asset Transfer.

Focus on place

There will also be a strengthened focus on discussions with local residents and groups about the places where they live, using tools such as the Place Standard Tool which is being rolled out by the Improvement Service and Scottish Government across Scotland. The Communities team will continue to work closely with the Forward Planning team to build a bank of information to inform strategic planning across CPWD and also to develop local plans for place in communities across West Dunbartonshire.

People Management

Across the service area, our main resource is our dedicated workforce. To develop a culture of Best Value and continuous improvement within the department it is important to invest time and resources in our employees.

Throughout 2018/19 we will:

- Continue to have Be the Best Conversations with our staff
- Apply in full the Council's Attendance Management Policy
- Monitor our complaint handling process to ensure we are meeting the agreed timescales
- Ensure appropriate training is rolled out across all employees

The challenges identified and the issues raised through the performance review and strategic assessment will inform the work of the strategic area over the coming year influencing the service priorities, outcomes and actions for 2018/19. (Appendix 2)

5. Resources

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Strategic Lead is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage. The Workforce Plan is included in this delivery plan (Appendix 4)

Employees

The headcount and full time equivalent staff in each service area (as of 22 January 2018) is as follows:

Section	Headcount	FTE
Communities Team	14	13.24
Housing Dev&Homelessness	61	58.64
Housing Operations	113	108.27
Working 4U	83	72.25
Total	271	252.39

Finance

The 2018/19 revenue budget for the Housing & Employability strategic area is £9.4m. The resources to deliver on this in 2018/19 action plan for Housing and Employability are:-

Service	Gross Expenditure 2018/19	Gross Income 2018/19	Net Expenditure/ (Income) 2018/19
Homeless Persons	£3,627,988	(£3,525,352)	£102,636
Communities	£876,555	(£108,958)	£767,597
Working 4 U	£3,337,888	(£700,264)	£2,637,624
Anti-Social Behaviour	£640,597	(£280)	£640,317
Private Sector Housing	£66,764	(£21,515)	£45,249
Private Sector Housing Grant	£537,480	(£446,000)	£91,480
TOTAL	£9,087,272	(£4,802,369)	£4,284,903

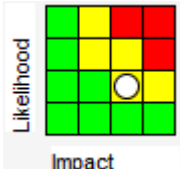
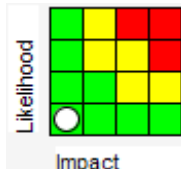
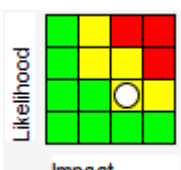
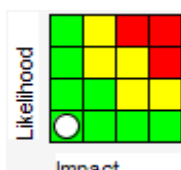
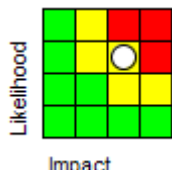
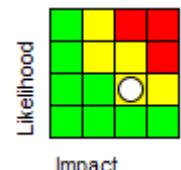
Housing & Employability also have responsibility for a considerable HRA, both revenue and capital.

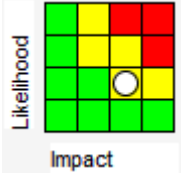
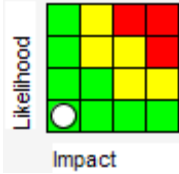
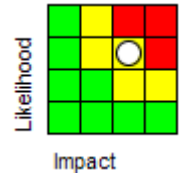
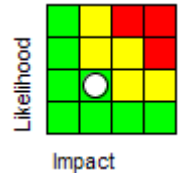
	Gross Expenditure (Revenue)	Capital
HRA budget 2018/19	£42.508m	£31.726m

6. Risks

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers, service users or clients in receipt of the services provided.

In planning for 2018/19, the strategic area considered the Council's strategic risks and identified risks specific to the service, as detailed below. Actions to mitigate these risks are set out in our action plan at Appendix 2 or in our operational plans.

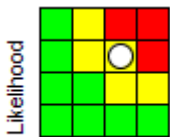
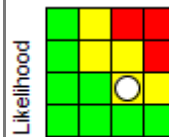
Risk Title	Description	Current Risk Score	Target Risk Score
Service Risk: Failure to achieve the outcomes of the Scottish Social Housing Charter	The Scottish Social Housing Charter sets out the standards and outcomes that tenants and customers should expect from social landlords, in terms of the quality and value for money of the services they receive. Failure to continue to meet these could place the Council at risk of the intervention powers of the Scottish Housing Regulator.		
Service Risk: Failure to deliver on ambitions of Community Empowerment Act	Successful implementation of the Act requires increased levels of community capacity, ambition and resilience. There is a risk to delivery of the Act if this capacity cannot be delivered locally		
Service Risk: Universal Credit Full Service changes breadth and depth of demand for services.	The introduction of Universal Credit may lead to increased service demand from people who would not have used the service otherwise. Including those seeking to maintain their claim through increased employability service requirement and the need to improve IT skills.		

Services Risk: Failure to successfully implement Integrated Housing key outcomes	The failure to deliver the key outcome of the Integrated Housing Project namely the delivery of the Integrated Housing Management System within the agreed timescales could delay an element of the transformation across housing service and key efficiency targets not being realised		
Services Risk: Failure to successfully implement the Community Empowerment (Scotland) Act	The failure to secure sustained buy-in for the CE agenda across council services and partners will hinder the sustainability of the Your Community approach to delivering services, increasing local decision making and participation.		

Appendix 1 – Structure Chart



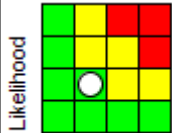
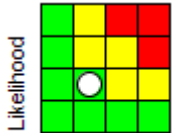
Appendix 2: Action Plan 2018/19



Priority - A strong local economy and improved job opportunities				
Outcome - Improve skills for life & learning				
Action Title		Due Date	Assigned To	
Work with external partners through the Youth Alliance and Adult learning partnership to establish access to a range of learning opportunities for all ages		31-Mar-2019	Stephen Brooks	
Continued development of Working 4U learning services		31-Mar-2019	Stephen Brooks	
Risk	Current Risk Score	Description	Target Risk Score	Assigned To
Universal Credit Full Service changes breadth and depth of demand for services.	 Likelihood Impact	The introduction of Universal Credit may lead to increased service demand from people who would not have used the service otherwise. Including those seeking to maintain their claim through increased employability service requirement and the need to improve IT skills.	 Likelihood Impact	Stephen Brooks

Outcome - Increase employment and training opportunities			
Action Title	Due Date		Assigned To
Develop and maintain Information and Advice partnership	31-Mar-2019		Stephen Brooks
Continued development of Working 4U Information and Advice Services	31-Mar-2019		Stephen Brooks
Work with external partners to establish access to a range of employment, training and learning opportunities	31-Mar-2019		Stephen Brooks
Continued development of Working 4U employability and learning services	31-Mar-2019		Stephen Brooks
Develop the apprenticeship programme that maximises use of available resources.	31-Mar-2019		Stephen Brooks
Performance Indicator	Baseline	2018/19	Assigned To
	Value (year)	Target	
Employment rate	75.4% (2016/17)	76%	Stephen Brooks
Percentage of people with increased or sustained income through Benefit Maximisation	86% (2016/17)	80%	Gina Gallacher

Priority - Supported individuals, families and carers living independently and with dignity		
Outcome - More affordable and suitable housing options		
Action Title	Due Date	Assigned To
Implement Local Housing Strategy 2017-2022 (2018/19)	31-Mar-2019	John Kerr
Maximise the delivery of new affordable housing in West Dunbartonshire through More Homes Better Homes West Dunbartonshire approach	31-Mar-2019	John Kerr
Ensure successful delivery and implementation of the Council's New Build Programme	31-Mar-2019	John Kerr
Refresh HRA 30 year business plan and test against Value for Money principles and HRA guidance	31-Mar-2019	John Kerr
Implement housing Asset Management Strategy 2018-2023, Year 1 (2018-19) including delivery of HRA Capital Programme to meet tenant and service requirements	31-Mar-2019	John Kerr
Review Homelessness and Homelessness Prevention service delivery to ensure we meet service objectives	31-Mar-2019	John Kerr
Carry out robust Rent Consultation with tenants and future tenants, including review of existing timetable	31-Mar-2019	John Kerr
Implement Tenant Participation Strategy 2017-2020 Year 2 (2018-19)	31-Mar-2019	John Kerr
Review strategic response to private sector housing	31-Mar-2019	John Kerr
Continue systemic review of processes to ensure optimum yield of rental income in the most service-efficient and tenant-centric way	31-Mar-2019	Edward Thomas
Rollout wider housing officer role, with key emphasis on prevention and early intervention	31-Mar-2019	Edward Thomas
Analyse casual factors of tenancy failure and resolve by focused assistance systemic change	31-Mar-2019	Edward Thomas

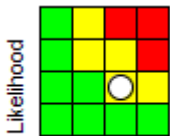
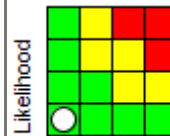
Performance Indicator	Baseline value (year)	2018/19 Target	Assigned To
Number of new supply social housing for rent	100 (2017/18)	80	John Kerr
% of all homeless cases re-assessed within 12 months (repeat homelessness)	5.3% (2017/18)	5%	John Kerr
% of tenants satisfied with the overall service provided by their landlord	84.06% (2017/18)	TBC	John Kerr
Average length of time to re-let properties	46.1 (2016/17)	TBC	Edward Thomas
% Unemployed People Assisted into work from Council operated / funded Employability Programmes	20.96% (2016/17)	14%	Stephen Brooks
% of council rent that was lost due to houses remaining empty	0.9% (2017/18)	1%	Edward Thomas
% of council resources directed by communities	Baseline figure being developed	TBC	Elaine Troup
Percentage of Households in Fuel Poverty	26% (2016/17)	26%	Stephen Brooks
% of residents who feel safe/very safe in their local community	98% (2016/17)	98%	Elaine Troup

Risk	Current Risk Score	Description	Target Risk Score	Assigned To
Council estate and facilities are not fit for purpose	 Likelihood Impact	The Council's assets and facilities though improving are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective services. Included in this assessment is Council's property portfolio, housing stock, roads and lighting, fleet and open space	 Likelihood Impact	Ronnie Dinnie; Craig Jardine; Jim McAloon

Priority - Meaningful engagement with active, empowered and informed citizens who feel safe and engaged				
Outcome - Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act				
Action		Due Date	Assigned To	
Deliver an increased awareness of the Community Empowerment Act 2015 across WDC Services, partners and community.		31-Mar-2019	Elaine Troup	
Take forward a range of improvements focused on securing the continued success of the Your Community initiative.		31-Mar-2019	Elaine Troup	
Work with key partners to establish the demand for and viability of a Community Transport provision in WD.		31-Mar-2019	Elaine Troup	
Performance Indicator		Baseline Value (year)	2018/19	Assigned To
% of community councils/ tenants and residents groups that participated in the development of the CT provision.		New indicator Baseline figure being developed	60%	Elaine Troup
% of community councils/ tenants and residents groups who were satisfied with their opportunity to participate in the development of CT provision.		New indicator Baseline figure being developed	50%	Elaine Troup
Risk	Current Risk Score	Description	Target Risk Score	Assigned To
Failure to successfully implement the Community Empowerment (Scotland) Act	 <p>Likelihood</p> <p>Impact</p>	The failure to secure sustained buy-in for the CE agenda across council services and partners will hinder the sustainability of the Your Community approach to delivering services, increasing local decision making and participation.	 <p>Likelihood</p> <p>Impact</p>	Elaine Troup

Priority - Open, accountable and accessible local government			
Outcome - Equity of access for all residents			
Action		Due Date	Assigned To
Increase awareness of Equalities issues across housing staff		31-Mar-2018	Myra Feeney; Stefan Kristmanns
Link into West Dunbartonshire Equality Forum		31-Mar-2020	Jane Mack
Performance Indicator	Baseline Value (year)	2018/19 Target	Assigned To
% of residents from BME groups who were satisfied or very satisfied with the opportunities for participating in the local decision making process	38% (2017/18)	45%	Elaine Troup
Male Modern Apprenticeship starts in care programmes	17% (2017/18)	28%	Stephen Brooks; Darren Paterson
Female modern apprenticeship in Trade programmes	25% (2017/18)	28%	Stephen Brooks; Darren Paterson
% of disabled people satisfied with the local bus service	44% (2017/18)	45%	Elaine Troup
% of older people (60+) satisfied with the local bus service	72% (2017/18)	75%	Elaine Troup
% of younger people (under30) satisfied with the local bus service.	32% (2017/18)	35%	Elaine Troup
% of residents from BME groups satisfied with the local bus service	25% (2017/18)	30%	Elaine Troup

Priority - Efficient and effective frontline services that improve the everyday lives of residents		
Outcome - A continuously improving Council delivering best value		
Action	Due Date	Assigned To
Explore opportunities focused on making best use of digital enablement and process improvements to enhance the services offered by Housing & employability	31-Mar-2019	Peter Barry

Outcome - Sustainable & attractive local communities				
Action		Due Date	Assigned To	
Implement Integrated Housing Project Go-Live period		31-Mar-2019	John Kerr	
Deliver the Scottish Social Housing Charter outcomes		31-Mar-2019	John Kerr	
Risk	Current Risk Score	Description	Target Risk Score	Assigned To
Failure to achieve the outcomes of the Scottish Social Housing Charter	 <p>Likelihood</p> <p>Impact</p>	The Scottish Social Housing Charter sets out the standards and outcomes that tenants and customers should expect from social landlords, in terms of the quality and value for money of the services they receive. Failure to continue to meet these could place the Council at risk of the intervention powers of the Regulator	 <p>Likelihood</p> <p>Impact</p>	Peter Barry; John Kerr

Appendix 3 – Corporate Information

Staff Absence

Housing & Employability is committed to creating and maintaining a working culture in which optimum attendance at work is the goal. This is facilitated by implementing the Council's Attendance Management policy in a robust and equitable manner.

The strategic area also recognises the importance of getting the right balance between managing absence efficiently and providing support and help to an employee who has health problems or is experiencing personal difficulties.

The Council's Wellbeing Strategy aims to maximise employee wellbeing, recognising the benefits to the organisation and its employees of such an approach. Linked to this, work will be undertaken with managers and trades union partners to embed a 'safety culture', fostering increased ownership and accountability across the organisation as a whole.

The April- February absence statistics for Housing & Employability are listed below along with the Council average for the same periods.

Service	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
H&E Total	0.56	0.66	0.85	1.02	0.94	1.12	1.01	0.77	0.98	0.97	0.79	0.97
Council Wide	0.88	0.94	0.85	0.72	0.75	0.92	0.93	0.98	1.10	1.18	1.05	1.17

The target for the strategic lead area for the year is 6.5 FTE,

Self-Evaluation Programme

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



All housing related services are subject to external evaluation by the Scottish Housing Regulator and Working 4U will carry out a self evaluation in year 2 of the programme (August 2018).

Local Government Benchmarking Framework

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure.

Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

Housing & Employability has responsibility for two of the LGBF performance indicators. The most recent comparative data for all councils was published in February 2018 and relates to the period 2016/17:

Description	2015/16	RANK	2016/17	RANK	SCOTLAND	% Change 2015/16 - 2016/17	Directional change in rank
HSN2: Percentage of rent due in the year that was lost due to voids	1.47%	21/26	1.05%	18/26	0.93	-0.42%p	
Econ 1: % Unemployed People Assisted into work from Council operated / funded Employability Programmes	15.97%	11	20.96%	5	13.96%	4.99%p	

West Dunbartonshire's Benchmarking Programme

As well as participating in the Scotland wide LGBF programme, the Council has embarked on a three year programme to ensure that all services are engaged in benchmarking performance in relation to service delivery, cost and customer satisfaction measures. The first step is to identify any gaps in our current benchmarking activity in relation to service areas and/or measures. Where gaps are identified, we will consider how they might be addressed, working with other councils and organisations to develop this.

Over the period of this plan, Housing & Employability will review and develop their benchmarking approach which is particularly strong around housing and homelessness and any improvement actions that arise from the benchmarking activities that follow will be included in future delivery plans and reported to committee.

Quality Standards

Quality standards help to define what anyone using our services can expect to receive, and remind both the organisation and our employees of the challenge and obligations they face in delivering best value services. The organisation is committed to developing and publishing appropriate quality standards, where they do not already exist, across all service areas. In a number of services these quality standards are being detailed in this way for the first time, and therefore the roll out will be phased to focus on those standards that fit best with strategic priorities or relate most to those areas residents highlight as important.

This will be taken forward as part of the Continuous Improvement activity across the Council and quality standards will be incorporated into delivery plans as developed.

Equalities

To help reduce persistent inequalities, the Council has set out nine equality outcomes for 2017/21 in line with its statutory duty, each led by a relevant strategic lead area. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage.

We will ensure that our planning is informed by our Equality Outcomes, and that plans are robustly equality and human rights impact assessed.

Within the Council's Equality Outcomes 2017-2021, Housing and Employability are the lead strategic area for the following outcomes:-

Outcome 1: Increase participation and voice of under-represented groups

Outcome 6: Improve the accessibility of community transport

These outcomes translate to a number of actions and performance indicators which will be included in Appendix 2.

Appendix 4: Housing & Employability Annual Workforce Action Plan 2018-19

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	<ul style="list-style-type: none"> Planned service review to address gap maximising capacity in relation to front-line service delivery Take cognisance of opportunities to realise savings (where required) through voluntary turnover Source additional funding to support required increase in capacity Recruitment strategy to address capacity gaps, maximising use of lower cost solutions through Modern Apprenticeships or Graduate Internships and via the Council's SWITCH Policy. 			
Expected Outcome	Gap is addressed, whilst: <ul style="list-style-type: none"> Protecting critical roles (and addressing any associated recruitment and retention risks) Ensuring service priorities are met Avoiding or minimising risk of voluntary or compulsory redundancy 			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Source additional fund to replace TCAT funding (Improving the Cancer Journey)	S Brooks	Staff resource	Nov 17	New funding source identified
Sourced funding to replace current resource – SDS employability fund	S Brooks	Staff resource	Jan 18	New funding source identified
Sourced funding to replace current resource – SDS Modern Apprenticeship	S Brooks	Staff resource	Jan 18	New funding source identified
Develop new funding model to support service requirements including new appropriate sourced funding	J Kerr/J Martin	Staff Resource/Budgetary commitment	December 2018	Financial Controls
Embed new structure and implement recruitment strategy	J Kerr	Recruitment/ Increased Staff Resource/Succession Planning	December 2018	Implementation Plan Staff Training Records
Succession Planning approach for skilled roles and recruitment strategy	E Thomas/S McLelland	Recruitment and/or training	April 2019	Training records

2. Addressing the gap between current and required additional workforce capabilities				
Strategy	Development and implementation of associated training plans to enable capabilities to be developed within existing workforce			
Expected Outcome	Gap is addressed, whilst: <ul style="list-style-type: none"> • Ensuring value for money in terms of training solutions • Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy) • Ensuring service priorities are met as a result of application of those new capabilities 			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Upskilling frontline staff to understand the impact of universal Credit and welfare reform	S Brooks	Training costs	Jan 18	No of staff completing training
Training Needs Analysis undertaken and comprehensive training programme developed in advance of service restructure.	E Thomas/M Feeney	Time and budgetary commitment	April 2018	Review quarterly
Implementation of full Integrated Housing Training Plan	J Kerr/G Watters	Time/Staff Resource (fully budgeted)	December 2018	Project Board monitoring
Implementation of Training Programme for service area to support new ways of delivering services to our communities working and	J Kerr/J Sutherland	Time and Budgetary commitment	December 2018	Ongoing review of implementation plan
Upskilling staff and supporting implementation of Housing Options Training Toolkit	J Kerr/J Sutherland	Time and Budgetary commitment	March 2019	Ongoing review of implementation plan

3. Improve integration across teams					
Strategy	Undertake an OD diagnostic exercise to establish synergies between teams and development of resulting new ways of working, which may in turn inform any required service review				
Expected Outcome	Service priorities are delivered in a more seamless, holistic and efficient way				
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome	
Developing Family Opportunity Hubs drawing on input for W4U, Housing, Homeless and Education services	S Brooks	European Social Funding and match – Poverty and social inclusion	August 2017	Additional project resources	
Development and Delivery of Housing Options Approach	J Kerr/J Sutherland	Service Redesign/Budgetary and Staff commitment	December 2019	Project Board	

4. Improve resilience within teams					
Strategy	Develop and implement training plan in relation to critical roles				
Expected Outcome	Improved resilience across teams and retention of knowledge and skills associated with critical roles				
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome	
Review succession planning to identify single dependency and business critical posts within the service.	E Thomas/D Lynch	Time commitment	April 2019	Ongoing review at Management meetings	
Review and develop resilience plans across all service business critical areas	J Kerr	Time	April 2019	Ongoing review at Management meetings	

5. Addressing the gap in relation to capability in sourcing funding and project management in the use of the same				
Strategy	Undertake training needs assessment and develop and implement individual/collective training plans as appropriate			
Expected Outcome	Enhanced delivery of service priorities resulting from maximised funding availability and best value use of same			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Including broader group in development of funding applications- for example summer programme	C English	Staff support	Oct 2017	No of bids submitted
Supporting key staff to apply for and secure external funding – using National programmes proposal to develop these skills	C English	Staff support	Jan 2018	No of bids submitted
New homeless funding model	J Kerr/J Sutherland	Reallocation of budgetary	April 2018	Existing financial monitoring processes

6. Addressing the gap in relation to relationship management skills in managing contracts delivered by external organisations				
Strategy	Undertake training needs assessment and develop and implement individual/collective training plans as appropriate			
Expected Outcome	Enhanced delivery of service priorities resulting from effective contract management			
Actions	Person(s) Responsible	Resources Needed	Complete By	Measurement of outcome
Establishing role for W4U compliance team in the development of service agreements with external rgs	S Brooks	Staff resources	Ongoing	Service agreements compiled
New relationship with external service providers	J Kerr	Staff resource	March 2019	Contract management

Appendix 2: End of Year Report 2017-18



Priority 1. Social Mission					
Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Develop a commission framework for support services to victims of domestic abuse	✓	100%	31-Mar-2018	Worked with Police Scotland and legal profession to develop a commission framework. Draft framework is complete and the overall target has been met.	Scott McLelland
Support local implementation of Community Empowerment (Scotland) Act	✓	100%	31-Mar-2018	All milestones within this action completed as planned. Work on further embedding Community Empowerment will continue in future action plans.	Amanda Coulthard
Implement Local Housing Strategy 2017-2022, Year 1 (2017-18)	⬮	66%	31-Mar-2018	Good progress being made and Annual Report which represents the final milestone will be presented to the Housing and Communities Committee in May 2018- slightly delayed on the 31 March target date.	John Kerr
More Homes Better Homes West Dunbartonshire - Maximise the delivery of new affordable housing in West Dunbartonshire	✓	100%	31-Mar-2018	Successful implementation of West Dunbartonshire's Affordable Housing Delivery Programme through our More Homes West Dunbartonshire strategic approach	John Kerr
More Homes Better Homes West Dunbartonshire – successfully manage the implementation of Council's New Build Programme	✓	100%	31-Mar-2018	Successful implementation of the Council's own new build programme as part of the overall More Homes approach. Progress is reported to each Housing and Communities Committee	John Kerr
Implement HRA Capital Plan 2017-2022 Year 1 (2017-18)	✓	100%	31-Mar-2018	Successful delivery of programme overseen through Better Homes West Dunbartonshire strategic approach	John Kerr
Refresh HRA 30 Year Business Plan to ensure it continues to support Council New Build and Regeneration	✓	100%	31-Mar-2018	Annual refresh concluded in 2017/18 and outcomes reported as part of rent consultation.	John Kerr
Maintain and reinforce WD employability pipeline	✓	100%	31-Mar-2018	Working with housing and education to become more proactive in engaging with those that wouldn't normally seek employability support.	Stephen Brooks
Maintain and reinforce delivery of community learning and development	✓	100%	31-Mar-2018	Working through the Youth Alliance and Adult learning Partnership to reinforce work with Education service attainment challenges. This	Stephen Brooks

Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
plan				includes additional work on family learning and support in primary and secondary schools.	
Maintain and develop the Advice And Information Service	✓	100%	31-Mar-2018	While focussing on service delivery we are reinforcing advice services and support for vulnerable groups through projects like TCAT (Transforming Care after Cancer) and the 'Improving the Cancer Journey' programme.	Stephen Brooks
Tackle and reduce the levels of youth homelessness in West Dunbartonshire	✓	100%	31-Mar-2018	Demonstration project re Youth Homelessness has delivered successful outcomes and will be rolled out across West Dunbartonshire in 2018/19	Jennifer MacMahon
Produce a report outlining future funding options for provision of Homelessness Services	✓	100%	31-Mar-2018	Funding Report will be incorporated and provide context to a full service redesign in terms of ending homelessness within West Dunbartonshire as part of our More Than a Roof approach	John Kerr
Carry out annual review of supported and temporary accommodation provision and ensure provision of appropriate supported accommodation	✓	100%	31-Mar-2018	Review completed with temporary/supported accommodation modelling future commitments	Joanne Sutherland
Carry out a review of the housing Support Service and make recommendations to best delivery service requirements	✓	100%	31-Mar-2018	Review completed and will inform service improvements	Joanne Sutherland
Through effective service delivery minimise incidences of repeat homelessness	✓	100%	31-Mar-2018	Successful approach and further reduced repeat homelessness levels within West Dunbartonshire.	Joanne Sutherland
Introduce a housing options approach	✓	100%	31-Mar-2018	The delivery of housing options as part of the Homelessness and Homelessness Prevention service will continue to be refined and improved	Joanne Sutherland





Priority 1. Social Mission; 2. Organisational Capabilities





Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Deliver new Housing asset Management Strategy		<div><div>100%</div></div>	28-Feb-2018	New strategy approved by Housing and Communities Committee in February 2018 and is currently being successfully implemented.	John Kerr

Priority 2. Organisational Capabilities

Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Implement Integrated Housing Project Year 3 (2017-18)		<div><div>100%</div></div>	31-Mar-2018	The key milestones within the 2017/18 period were successfully delivered.	John Kerr
Develop, implement and evaluate a local action plan, in line with the Council's employee wellbeing strategy		<div><div>100%</div></div>	31-Mar-2018	Our local plan will support the implementation of the Council's Employee Wellbeing Strategy	Peter Barry
Support of BE The Best Conversations		<div><div>100%</div></div>	31-Mar-2018	We will continue to support managers and employees to embed the Council's new Be The Best Conversations within Housing & Employability.	Peter Barry

Priority 3. Legitimacy and Support

Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Implement campaign to challenge domestic abuse in Council homes		<div><div>100%</div></div>	31-Mar-2018	Corporate comms plan has been identified and will be implemented end of April – Various meeting have been convened and actions implemented. Working group has also been established.	Scott McLelland
Implement campaign to tackle ASB		<div><div>100%</div></div>	31-Mar-2018	New awareness materials had been identified and new service information will be distributed in 18/19.	Scott McLelland
Deliver Your Community across West Dunbartonshire		<div><div>100%</div></div>	31-Mar-2018	Action delivered as planned. Further your community activity will continue in 2018/19	Amanda Coulthard
Ensure the success of the Community Budgeting process		<div><div>100%</div></div>	31-Mar-2018	Final phase of community budgeting delivered in February 2018.	Amanda Coulthard

Action Title	Status Icon	Status Progress Bar	Dates Due Date	Notes & History Latest Note	Ownership Assigned To
Implement Tenant Participation Strategy 2017-2020 Year 1 (2017-18)			31-Mar-2018	Positive progress identified in terms of new models of engagement with tenants around service improvement and scrutiny	John Kerr
Ensure a consistent and robust approach to customer service improvement across the strategic area			31-Mar-2018	We review all management information to ensure continuously improvement to the services delivered to our tenants and users.	Peter Barry

WEST DUNBARTONSHIRE COUNCIL**Report by the Strategic Lead, Housing and Employability****Housing and Communities Committee: 9 May 2018**

Subject: Enhanced Standard for High Rise Flats**1. Purpose**

- 1.1** This report updates the Housing and Communities Committee on the Council's work to develop an enhanced standard for high rise flats in the aftermath of the tragic fire in the Grenfell Tower in London; work to provide reassurance to our tenants; and our commitment to ensure these properties are as safe and desirable as conventional dwellings.

2. Recommendations

- 2.1** It is recommended that the Housing and Communities Committee:
- (i) Notes the content of the report and the reassurance work done to date;
 - (ii) Approves Housing Management, Tenant Welfare and Budgetary Components (Phase One) of the West Dunbartonshire Enhanced Standard for High Rise Flats; and
 - (iii) Notes the Terms of Reference for Phase Two: Becoming a Tenure & Property Type of Choice, which will be developed by the Better Homes group and subsequently reported to Housing and Communities Committee for approval.

3. Background

- 3.1** The fire at Grenfell Tower, on the Lancaster West Estate in North Kensington, on 14 June 2017 was unprecedented in scale and impact and is one of the worst residential fires in UK history. Understandably, it has led to questions about fire safety in high rise blocks across the UK, which is presently the focus of a public inquiry and a Scottish Government ministerial working group to examine building and fire safety regulatory frameworks.
- 3.2** West Dunbartonshire Council currently has 22 high rise blocks (the Scottish Government defines a high rise building as those that have a floor which is more than 18 metres above ground level), 3 in Dumbarton and 19 in Clydebank. Three of the blocks in Clydebank East have been declared surplus and are scheduled for demolition, with thirteen remaining tenants in the process of being rehoused. The 19 remaining blocks constitute a total of 1,400 flats.

4. Main Issues

Risk Assessment and Reassurance

- 4.1 The Council instructed enhanced Fire Safety Risk Assessments to be undertaken for each of our high rise blocks, in order to provide additional assurance to tenants and other stakeholders. An external fire safety specialist commenced work on Thursday 29 June 2017 and the final report was received on 09 October 2017.
- 4.2 On completion of the reports, we arranged for the consultant to present findings of the enhanced Fire Safety Risk Assessments to elected members on 16 November 2017 and four local briefings for tenants took place on 20-21 November 2017, with a summary report issued to tenants for their own block.
- 4.3 Having initially convened on 30 June 2017, the *Multi-Disciplinary Working Group for Fire Safety in Multi-Storey Flats* met again on 13 April 2018 to consider the recommendations arising from the assessments and have developed a comprehensive action plan for implementation.
- 4.4 Incorporated within the action plan is the recommendation to remove and replace 'spandrel panels' within 11 of the 19 remaining blocks in order to reassure tenants and further reduce the 'tolerable' risk assessed by the consultant. Work commenced on this when the recommendation was made in October 2017 and is taking longer than anticipated owing to the complex nature of the work and the necessity of finding a specification which achieves the optimum rating for fire safety, whilst also affording adequate insulation. This work remains a key priority and will be concluded as early as practicable.

West Dunbartonshire Standard for High Rise Flats

Background

- 4.5 West Dunbartonshire Council established a sector leading *Design Standard for Housing Supported by the Affordable Housing Supply Programme* in November 2015. This seeks to elevate social housing to a tenure of choice in West Dunbartonshire, exceeding typical private sector standards in many respects.
- 4.6 In parallel with the *More Homes* initiative to construct new properties for social rent, *Better Homes* provides direction for capital investment in the Council's existing 10,500 properties, to both similarly enhance all Council housing.
- 4.7 Whereas in recent years many local authorities, including West Dunbartonshire Council, have demolished or scheduled for demolition multi-storey flats, West Dunbartonshire has invested circa £20m to upgrade our remaining 19 blocks. Developing an enhanced standard will secure that capital investment by maintaining demand for these properties in the decades to come.

Oversight

- 4.8 The enhanced standard will be developed under the Better Homes Group and will be implemented in conjunction with the enhanced Fire Safety Risk Assessment action plan.

Phase One – Implemented from July 2018

- 4.9 Housing Management Components

- Annual Tenancy Visit
- Enhanced Daily Inspection Regime
- Responsible Property Officer Engaged

Tenant Welfare Components

- Promotion of SFRS Home Fire Safety Check & recording of uptake
- Offer of PAT testing for domestic appliances
- Underwriting of Scottish Welfare Fund scheme to replace faulty appliances
- Right to request installation of additional sockets

Budgetary Component

- Establishment of Fire Safety Budget for high rise flats

Phase Two – Becoming a Tenure & Property Type of Choice

- 4.10 In order to become a tenure and property type of choice, the Council will revisit the ideals of high rise living which have been successfully realised in the UK and worldwide, why these have failed to be realised in many social housing developments but have become premium choices in the private sector. In doing so we will look at sector leading specification in adopting new technology.

Terms of Reference for Better Homes sub-group

- 4.11 For each of the individual terms, the sub-group will consider the available options and develop proposals to incorporate within the enhanced standard, subject to a cost/benefit analysis under the capital programme.

1. **Security:** residents of multi-storey flats feel safer in their homes.
2. **Utilities:** residents of multi-storey flats benefit from lower household bills.
3. **Facilities & Environment:** residents of multi-storey flats have access to good facilities and services within their block and local area, increasing health and wellbeing, reducing isolation by fostering a sense of community.
4. **Fire Safety:** residents of multi-storey flats will be as safe as those in conventional dwellings.

- 4.12 The enhanced standard is being developed for high rise properties in the first instance, however based on the success of individual elements the Better Homes Group will consider a future rollout to other property types.

5. People Implications

- 5.1** There are no direct people implications arising from this report, however the review of caretaking roles cited in 4.11.1 will be undertaken in accordance with relevant Council procedures.

6. Financial and Procurement Implications

Financial

- 6.1** The enhanced fire risk assessments, including elected member and tenant reports and briefings, cost £43,000 which was met within the existing housing revenue budget for 2017/18. The modest cost arising from Phase One implementation of the enhanced standard as detailed in 4.8 will be absorbed within existing revenue budget. It is also anticipated that the capital work will be absorbed within the existing capital programme, however if the cost proves to be higher than anticipated it will be considered as part of a refresh of the capital plan. Full details of the financial implications of implementing Phase Two of the standard will be reported to a future meeting of the Housing and Communities Committee, as will any new requirements emanating from the ministerial working group and/or Grenfell inquiry.

Procurement

- 6.2** There will be further procurement requirements arising from the enhanced Fire Safety Risk Assessment action plan, which will be procured in accordance with relevant Council procedures as they arise.

7. Risk Analysis

- 7.1** Implementing the action plan arising from the enhanced fire risk assessments will ensure the Council has assurance that the fire risk for each high rise property is low and any immediate actions to maintain this are scheduled. Developing and implementing the West Dunbartonshire Enhanced Standard for High Rise Flats will secure the Council's recent investment by maintaining demand for these properties in the decades to come.

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. Once the enhanced standard has been developed and EIA will be undertaken.

9. Consultation

- 9.1** Regular updates on fire safety have continued to be provided to the West Dunbartonshire Tenants and Residents Organisation as a standing agenda item at the bi-monthly liaison meetings and as described in 4.2 there have been briefings for stakeholders.

10. Strategic Assessment

- 10.1** The Local Housing Strategy is the overarching document setting out the strategic direction for housing across West Dunbartonshire.
- 10.2** Having considered all the Council's strategic priorities, this report contributes greatly to all five strategic priorities and significantly to improving local housing.

Peter Barry
Strategic Lead, Housing and Employability
Date: 23 April 2018

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Appendices: None

Background Papers: None

Wards Affected: Ward 3 – Dumbarton
Ward 5 – Clydebank Central
Ward 6 – Clydebank Waterfront

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 9 May 2018

**Subject: More Homes Better Homes West Dunbartonshire -
Local Housing Strategy 2017 – 2022 First Annual Progress Report**

1. Purpose

- 1.1** This report provides the Housing and Communities Committee with a progress report on the More Homes Better Homes West Dunbartonshire Local Housing Strategy which covers the period 2017 - 2022.

2. Recommendations

- 2.1** It is recommended that the Housing and Communities Committee:-
- (i) acknowledges the progress made in meeting the aims and objectives of the More Homes Better Homes West Dunbartonshire Local Housing Strategy 2017 – 2022
 - (ii) notes the contents of the Local Housing Strategy Progress Report - December 2017 attached as appendix 1 to this report.

3. Background

- 3.1** Under the Housing (Scotland) Act 2001 Local Authorities are required to carry out a comprehensive assessment of housing needs and conditions and to produce a Local Housing Strategy (LHS) to address the issues identified.
- 3.2** The West Dunbartonshire LHS was approved by Housing and Communities Committee and submitted to the Scottish Government in November 2016 and covers the period 2017– 2022.

4. Main Issues

- 4.1** This annual Progress Report provides an update on progress on the five key themes contained in the Local Housing Strategy, namely:
- Housing Need and Demand;
 - Promoting Good Quality Housing;
 - Homelessness and Housing Options;
 - Sustainable and Supportive Communities; and
 - Addressing Particular Housing Needs.

4.2 A new performance management report has been drawn up to monitor progress on the delivery of the key actions arising from the LHS and this is attached to this report as Appendix 1: LHS 2017 -2022 Progress Report. Key elements of the report are described below.

4.3 Housing Need and Demand

4.3.1 A key aim of the LHS is to maximise the delivery of new affordable housing in West Dunbartonshire including increasing the Council's own new build programme. Overall it is proposed to deliver 1000 new affordable homes through the More Homes West Dunbartonshire approach within the lifespan of the plan in support of the Scottish Government's target of 50,000 new homes by 2021

4.3.2 The LHS has informed the development of the West Dunbartonshire Local Development Plan 2 (LDP 2) and set the Housing Supply Targets to be met. The LDP 2 sets out the land use strategy, policies and proposals for the period and identifies opportunities for housing development to meet the targets. The LDP aims to achieve a satisfactory tenure balance and sufficient land supply for all required housing provision. Consultation on the new LDP 2 Main Issues Report closed in September 2017. It is aimed to consult on the Proposed Plan between May and June 2018 with a view to submission to Scottish Ministers in November 2018.

4.3.3 The Clydeplan Strategic Development Plan (SDP) was approved by the Scottish Government as robust and credible in July 2017. Key findings of the Housing Need and Demand Assessment (HNDA) which formed part of the SDP include:

- WDC continues to have a reducing and ageing population
- Household numbers are rising but not as quickly as across Scotland generally

Planning reform going through the Scottish Parliament will see the removal of the Strategic Development Plan process from the planning system and introduction of an arrangement of LDPs within a National Planning Framework.

4.3.4 WDC has set annual Housing Supply Targets of 150 for the private sector and 80 for the affordable sector, figures which are higher than the housing estimates shown in the SDP. This reflects the Council's ambition to grow the population of West Dunbartonshire.

4.3.5 West Dunbartonshire's Affordable Housing Supply Programme is determined by the priorities established within the LHS, since 2013 the West Dunbartonshire Affordable Housing Supply Programme has delivered 424 new homes (263 RSL homes, 161 Council homes). These completions are highlighted in the table below:

Affordable Housing Supply Programme – New Build Completions 2013/14 -2017/18			
Project	Developer	Units	Completion Date
Miller Road, Haldane	WDC	15	October 2013
Granville Street, Clydebank	WDC	33	February 2014
Central Bellsmyre, Dumbarton	WDC	36	December 2014
Brucehill, Dumbarton	WDC	37	August 2015
The Scholars, Clydebank	Cube HA	33	June 2014
Glenfinnan Gardens, Dumbarton	Bield HA	33	February 2015
Beardmore Place, Clydebank	Cube HA	54	August 2015
Central Alexandria	Caledonia/Dunbritton HA	69 (63/6)	February 2017
Dalmuir Phase 3	Link HA	30	October 2017
Bingo Hall Site Clydebank	Clydebank HA	44	April 2018
Second Ave/Singer St, Clydebank	WDC	40	April 2018
Total		424	

4.3.6 The LHS highlights the Council's main strategic housing regeneration projects at Dumbarton Harbour and Queens Quay, Clydebank. Dumbarton Harbour is now on site with first units to be completed in 2019 while work on Queens Quay is scheduled to start in early 2019.

4.3.7 The West Dunbartonshire Council Strategic *More Homes Better Homes Housing Investment Plan 2018/ 19 – 2022/23*, which augments the LHS by setting out the funding priorities for affordable housing, was approved by Council and published in November 2017.

4.3.8 The Council has secured a Grant Planning Target from the Scottish Government's AHSP of almost £29M for the 3 years to 2020/21, rising to around £50M by 2022/23.

4.4 Promoting Good Quality Housing

4.4.1 The Council maintains compliance of its stock with the SHQS and continues to reduce the number of abeyances.

4.4.2 The Council has strengthened its asset based approach to managing, maintaining investing in its housing portfolio through:

- managing the stock across all relevant departments to a high standard whilst meeting and aiming to exceed all specified standards
- identifying housing stock that requires intervention and carrying out appropriate actions to address this
- building quality affordable accommodation of the right size and type that is energy efficient and meets needs, including particular needs
- ensuring all actions contained in the Housing Asset Management Strategy provide best value for existing tenants and future customers and are affordable to the HRA.

4.4.3 The Council continues to contribute to meeting the Scottish Government's vision for lower carbon consumption, reducing the impacts of climate change and improving energy efficiency standards across all housing sectors. We are on target to meet the December 2020 deadline for compliance with the Energy Efficiency Standard for Social Housing (EESH).

4.4.4 The LHS notes the growing importance of the Private Rented Sector and its role in meeting housing need and has committed to adopting a more holistic approach to the issues in this sector. It is the intention that this will be delivered throughout the life of the LHS

4.4.5 WDC published its Empty Homes Strategy in February 2017. In November 2017, the Scottish Government announced a significant increase in the funds available to support work around Empty Homes. WDC has a target to bring back into use 25 empty homes each year. This target will be reviewed in view of the additional funding. The Empty Homes work seeks to support the Town Centre Regeneration Strategy by bringing back into use vacant flats above shops where possible.

4.5 Homelessness and Housing Options

4.5.1 The *More Than A Roof* West Dunbartonshire Homelessness, Prevention and Temporary Accommodation Strategy was adopted by West Dunbartonshire Council in February 2017. Its vision is that:

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

4.5.2 The 5 key objectives of *More than a Roof* are that:

- People at risk of losing their homes get advice on preventing homelessness;
- People looking for housing get information that helps them make informed choices and about the range of housing options available to them;

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

4.5.3 The Council has undertaken a review of supported and temporary accommodation and determined future need and ensure there is an adequate supply to meet demand.

4.5.4 Joint work streams with the West Dunbartonshire Health and Social Care Partnership and Employability Services have strengthened partnership working in areas such as Community Justice to deliver the new Criminal Justice National Outcomes.

4.5.5 Work has started in enhancing a housing options approach to ease access to appropriate housing and help prevent homelessness. This will have a particular focus on reducing repeat and youth homelessness.

4.5.6 Welfare Reform has continued to be rolled out across all our communities and the Homelessness Service has been engaged with partners in mitigating its effects. The planned introduction of Universal Credit in October 2018 will provide new challenges in the years ahead.

4.6 Sustainable and Supportive Communities

4.6.1 Tenancy sustainment within the social rented sector has been a key area of work for all landlord services during 2017/18; the Annual Return on the Charter (ARC) will hopefully demonstrate higher levels of tenancy sustainment across all social landlords.

4.6.2 A comprehensive action plan to reduce rent arrears and increase rent collection was introduced in August 2017. This includes developing pre-tenancy work, improved early intervention, enhancing procedures for vulnerable tenants in conjunction with Health & Social Care colleagues and reviewing provisions for households in severe hardship.

4.6.3 Targeted local letting initiatives have been implemented in particular areas to achieve individual tenancy and broader community sustainment and to generate demand. Areas where this measure has been introduced include South Drumry, Tullichewan, Rosshead and Whitecrook. The performance of these initiatives is being monitored to assess whether the project objectives are being met.

4.6.4 West Dunbartonshire has the highest incidence of domestic abuse in Scotland. In partnership with Police Scotland and the legal profession Housing Services are developing a commission framework for support services to those experiencing domestic abuse. A Working Group has been identified to deliver a new collective campaign on domestic abuse.

4.7. Addressing Particular Housing Needs

- 4.7.1** Significant progress has been made in joint working with the WDHSCP in West Dunbartonshire in support of the principle of shifting the balance of care from institutional settings to tenancy based support in the community.
- 4.7.2** Colleagues from the HSCP were involved throughout in the preparation of the LHS and the SHIP. Each new affordable housing project contained in the programme now includes a minimum of 10% specialist provision, the nature of which is agreed with the HSCP. The HSCP is a key participant in the review of the West Dunbartonshire Design Standard, with a particular interest in areas around accessibility and adaptability.
- 4.7.3** Work was completed on the Council's new older people's care home at Crosslet House, Dumbarton in May 2017 while preparatory work is ongoing at the second care home site at Queens' Quay, Clydebank with an estimated completion date of mid 2019.
- 4.7.4** Housing and HSCP have worked together over the past two years to improve understanding of each agencies roles and the needs of our looked after young people. This improvement is having a direct impact on the outcomes experienced by our young people. There is now greater consideration to what type of accommodation a young person requires, the location and what supports are needed to enable the young person to successfully sustain their accommodation.
- 4.7.5** Work is ongoing to develop a property in Clydebank for a care and support placement for younger service users with Learning Disabilities who require flexible and tailored housing support. Also, a project for service users with more complex needs forms part of the new WDC housing development at St Andrew's school. This development is particularly relevant for those service users currently living out with West Dunbartonshire, enabling them to return to their local community and support networks.
- 4.7.6** During 2017, improvements were made to hard-standing and the utilities blocks of the Gypsy/Travellers site at Dennystoun Forge, Dumbarton and discussions are progressing on a developing site service agreement with site residents and also to complete the relevant works to meeting compliance with new site standards.

5. People Implications

- 5.1** There are no direct implications associated with this report.

6. Financial Implications

- 6.1** There are no direct financial implications in relation to this report, although the delivery of the LHS will require the bringing together of a number of resource streams from the Council and partner organisations.

7. Risk Analysis

- 7.1** Despite recent mitigation efforts, Welfare Reform and in particular the Universal Credit element remains a concern. These, together with the ongoing prevalence of fuel poverty, pose a significant risk to the delivery of a number of the outcomes.
- 7.2** The Scottish Government has set a date of 31st March 2021 as the deadline for delivery of the 50,000 new affordable homes and project funding may be at risk if they cannot be completed by this date.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities, Health and Human Rights Impact Assessment was carried out on the Local Housing Strategy and found no substantive negative impacts. The assessment is available on the Council's website.

9.1 Consultation

- 9.1** The West Dunbartonshire Local Housing Strategy 2017 – 2022 was the subject of a widespread consultation exercise which is summarised in a report on the Council's website.

10. Strategic Assessment

- 10.1** The ongoing implementation of the West Dunbartonshire Local Housing Strategy contributes greatly to all five strategic priorities but particularly to the priority to improve local housing and environmentally sustainable infrastructure.

Peter Barry
Strategic Lead, Housing and Employability
Date: 24 April 2018

Person to Contact: John Kerr – Housing Development and Homelessness Manager, Housing and Employability, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737889, email: john.kerr@west-dunbarton.gov.uk

Appendices: 1. Annual Progress Report Summary

Background Papers: [West Dunbartonshire Local Housing Strategy 2017 2022](#)

Wards Affected: All

Local Housing Strategy 2017-22 Annual Progress Summary Report



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Icon	Name
	1. Housing Need and Demand










Icon	Name
	Ensuring people have access to affordable housing of all tenures, which is in the right location and is suitable for their needs

Performance Indicator	2017/18			Assigned To
	Value	Target	Status	
Number of new supply social housing for rent	100	80		John Kerr

Action	Status	Progress	Due Date	Assigned To
Exceed the annual Housing Supply Target of delivering 80 Social Rented homes and 150 new Private Sector homes		<div><div>33%</div></div>	31-Mar-2022	John Kerr; Antony McGuinness
Deliver 1000 new affordable homes within the lifespan of the strategy by delivering on the More Homes initiative with an emphasis on promoting accessibility		<div><div>33%</div></div>	31-Mar-2022	John Kerr
Ensure a generous supply of suitable housing sites		<div><div>100%</div></div>	16-Mar-2022	Antony McGuinness
Deliver on the Council's main strategic housing regeneration priorities at Dumbarton Harbour and Queens' Quay		<div><div>33%</div></div>	31-Mar-2021	John Kerr
Make best use of resources including the Scottish Government's new Infrastructure Fund to help meet the More Homes Scotland targets		<div><div>50%</div></div>	31-Mar-2022	John Kerr
Carry out an update of the 2014 Affordability Review.		<div><div>25%</div></div>	31-Mar-2019	John Kerr

Icon	Name
	2. Promoting Good Quality Housing

Icon	Name
	All residents live in good quality housing regardless of tenure







Action	Status	Progress	Due Date	Assigned To
Ensure the Council's housing is fit for the future through the Better Homes initiative		<div><div></div>25%</div>	31-Mar-2022	John Kerr
Maintain SHQS compliance and minimise abeyances		<div><div></div>25%</div>	31-Mar-2022	Alan Young
Comply with EESSH by December 2020		<div><div></div>33%</div>	31-Dec-2020	Alan Young
Contribute to meeting the vision for lower carbon consumption and improving energy efficiency		<div><div></div>0%</div>	31-Mar-2022	Alan Young
Target HRA funding at improving energy efficiency of Council Homes		<div><div></div>33%</div>	31-Mar-2022	Alan Young
Continue to provide the home energy advice and information service		<div><div></div>25%</div>	31-Mar-2022	John McKenna
Adopt a holistic approach to addressing issues in the Private Rented Sector		<div><div></div>0%</div>	31-Mar-2019	John Kerr
Continue to engage with owners in mixed tenure blocks and ensure all measures available are utilised in these areas		<div><div></div>0%</div>	31-Mar-2019	Alan Young
Refresh the Council's Housing Asset Management Strategy		<div><div></div>100%</div>	31-Mar-2022	John Kerr


Icon	Name
Th	3. Homelessness and Housing Options


Icon	Name
Ob	Homelessness is minimised through prevention and early intervention methods






Performance Indicator	2017/18			Assigned To
	Value	Target	Status	
% of all homeless cases re-assessed within 12 months (repeat homelessness)	5%	5%	✓	John Kerr
The number of incidences of homelessness in West Dunbartonshire is reduced - presentations	1,048	1,099	✓	John Kerr
The number of incidences of youth homelessness in West Dunbartonshire is reduced	290	292	✓	John Kerr

Action	Status	Progress	Due Date	Assigned To
Review approach to ensuring that children are not adversely affected by homelessness	✓	100%	31-Mar-2020	Jennifer MacMahon
Work with Community Justice Partners to deliver the new Criminal Justice National Outcomes	▶	33%	31-Mar-2020	Jennifer MacMahon
Tackle and reduce the levels of youth homelessness in West Dunbartonshire	✓	100%	31-Mar-2018	Joanne Sutherland
Roll out the new Housing, Homelessness, Addiction, Partners Referral Pathway	✓	100%	31-Mar-2018	Joanne Sutherland

Action	Status	Progress	Due Date	Assigned To
Carry out annual review of supported and temporary accommodation provision and ensure provision of appropriate supported accommodation		<div><div>100%</div></div>	31-Mar-2018	Jennifer MacMahon
Carry out a review of the housing Support Service and make recommendations to best delivery service requirements		<div><div>100%</div></div>	31-Mar-2018	Joanne Sutherland
Mitigate the effects of aspects of welfare reform where this is appropriate		<div><div>33%</div></div>	31-Mar-2020	John Kerr
Identify and implement appropriate actions to increase the tenancy sustainment rate of homeless households		<div><div>50%</div></div>	31-Mar-2019	Joanne Sutherland
Develop / Implement a new West Dunbartonshire Homelessness Strategy 2017-2020		<div><div>100%</div></div>	31-Mar-2018	John Kerr
Strengthen HSCP / Employability Service partnership		<div><div>33%</div></div>	31-Mar-2022	John Kerr








Icon	Name
	4. Sustainable and Supportive Communities

Icon	Name
	We provide good quality neighbourhoods and housing services where all people feel safe and secure

Action	Status	Progress	Due Date	Assigned To
Reduce the number of empty homes in the social rented sector		<div><div>33%</div></div>	31-Mar-2022	Edward Thomas
Improve tenancy sustainability, including improving pre-tenancy advice e.g. on income maximisation, to achieve sustainment		<div><div>33%</div></div>	31-Mar-2022	Edward Thomas
Improve rent collection and set targets for income maximisation and recovery of arrears		<div><div>25%</div></div>	31-Mar-2022	Ryan Chalmers
Work within a multi-agency partnership to tackle domestic abuse		<div><div>25%</div></div>	31-Mar-2022	Edward Thomas
Contribute to the development and implementation of the Community Justice Outcome Improvement Plan		<div><div>33%</div></div>	31-Mar-2020	John Kerr

Icon	Name
Th	5. Addressing Particular Housing Needs

Icon	Name
Ob	People with particular needs have access to suitable housing withn any necessary support, to optimise their independence and well-being

Action	Status	Progress	Due Date	Assigned To
Develop housing support service to enable long term clients to be supported within West Dunbartonshire		<div><div>33%</div></div>	31-Mar-2022	Jo Gibson
Develop plans for new and refurbished housing		<div><div>33%</div></div>	31-Mar-2022	Jo Gibson
Develop Services at Points of Transition		<div><div>33%</div></div>	31-Mar-2022	Jo Gibson
Provide preventative interventions and supports		<div><div>50%</div></div>	31-Mar-2022	Jo Gibson
Ensure rapid access to assessment, and provision of aids and adaptations		<div><div>50%</div></div>	31-Mar-2022	Jo Gibson
Seek to develop supported housing solutions for younger adults with complex needs		<div><div>50%</div></div>	31-Mar-2022	Jo Gibson
Supporting the housing sector to sustain the tenancies of vulnerable households through early social work interventions, promoting payment of rent, signing up for benefits and other assistance.		<div><div>50%</div></div>	31-Mar-2022	Jo Gibson

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 9 May 2018

Subject: Involving You - West Dunbartonshire Council's Tenant Participation Strategy 2017/2020 Annual Progress Report

1. Purpose

- 1.1** This report provides the annual progress report to the Housing and Communities Committee on the implementation of West Dunbartonshire Council's Tenant Participation Strategy 'Involving You' which covers 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 relation to the implementation of the first year of the Strategy's action plan including the key role played by tenant representatives; and
 - (ii) note the Strategic Lead for Housing and Employability will provide a further annual report in May 2019 to the Housing and Communities Committee

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 to evidence a strong 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 and was approved by the Housing and Communities Committee in February 2017, the new strategy builds 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 an exemplar organisation in supporting tenant participation activities and has been nationally recognised in





the past two years as being the winner of the Tenant Participation Advisory Service Scotland (TPAS Scotland) Good Practice Awards.

4. Main issues

4.1 “Involving You” has the following 8 key 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.

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 1 (2017/18)	9	32	0	0	41

Improve the culture and practise of involving tenants across housing services

4.2 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.

4.3 Key achievements during 2017/18 include:-

- the full roll out of a Consultation Toolkit to ensure our consultation processes are robust;
- the introduction of a peer learning programme;
- The production of a quarterly TP update for tenant representatives, elected members and staff to maximise awareness of tenant participation activities.

- 4.4** Staff training sessions have also been carried out, providing an opportunity to remind staff of their role in engaging with tenants and of the participation options available. A tenant volunteer participated in these sessions, helping to put across a tenant's perspective.

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

- 4.5** The introduction of the Consultation Toolkit, during 2017/18 facilitates effective feedback to tenants in terms of how they influenced the Housing Asset Management Strategy, the review of our Allocations Policy and the rent setting process.
- 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.
- 4.7** A consultation calendar is now developed annually, which aims to ensure that tenants continue to be advised how their views will be used and the impact they have had.
- 4.8** Tenants and Residents Associations are also being supported to demonstrate their achievements at a more local level and it is hoped that when a template has been fully agreed this will be updated on a quarterly basis.

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

- 4.9** 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 WDTRO also have a regular column, called Tenants Voice which they use to promote their activities. Tenant involvement in scrutinising Housing Services is also supported and the Scrutiny Panel's reports are shared with the WDTRO as well as being publicised in Housing News and on TP webpages.
- 4.10** We are currently in the process of finalising the development of a "walkabout" process for tenants to inspect their local area and produce actions plans for improvements along with housing staff.

Encourage involvement of under-represented groups

- 4.11** We have continued to facilitate a forum for homeless people in temporary/supported accommodation, agreed and implemented a mechanism to link in with the West Dunbartonshire Equality Forum and have carried out some initial work in terms of exploring opportunities to develop a youth housing forum to involve tenants aged 16-25 which will be further developed in 2018.

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. Our annual rent consultation process continues to improve and there was increased participation this year. Our Joint Rent Group continues to meet monthly with tenant volunteers and key housing and finance staff jointly working on improving the Council's compliance with HRA Guidance, as well as making budget processes more transparent.

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

- 4.13** In line with the Scottish Social Housing Charter we continue to increase and improve tenant involvement in monitoring our performance and becoming involved in scrutiny activities. During 2017/18, our Scrutiny Panel successfully recruited two new members with the "Stepping up to scrutiny" training programme being provided to help these new members assess our performance annually against the Scottish Social Housing Charter outcomes.

- 4.14** The Panel are currently in the middle of their fourth scrutiny exercise looking at the Scottish Housing Quality Standard and the number of properties we have held in abeyance and the reasons for this. A report will be provided to the Housing Improvement Board in Summer 2018 and any recommendations implemented throughout 2018/19.

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

- 4.16** We continue to review the resources required to improve tenant participation and tenant scrutiny. During 2017/18 we have encouraged TRAs and the WDTR to use action planning to organise their activities and help them demonstrate achievements. We have also encouraged tenants to take advantage of many training opportunities which have included:

- funding four tenants to go to the TPAS conference;
- provided social media training to a number of tenant representatives;
- taking advantage of free training from Home Energy Scotland – relating to tackling fuel poverty; and
- Attendance at briefing/training sessions by the Tenants Information Service relating to the Housing (Scotland) Act 2014 session.

- 4.17** We plan to carry out a review of the grant system and resources provided to Tenants and Residents Associations, including the resource requirements for community premises.

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

- 4.18** 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. A 2017 Housing News survey confirmed positive feedback from readers and the majority of responses indicated that the Housing News was popular and well read.
- 4.19** During 2017/18, we reviewed our Tenant Handbook in partnership with tenants to produce a more user friendly booklet, with a separate booklet for repair information. 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.
- 4.20** In addition to the ongoing actions carried out in the delivery of the 'Involving You' strategy, during 2018/19 the following key actions from the strategy will also be delivered:-
- Achieve Gold Standard TPAS Accreditation for Tenant Participation
 - Review and update service standards
 - Publish an Annual 'Involving You' Tenant Report
 - Develop an area inspection process to support tenants in the inspect and action planning to improve areas
 - The development of a Youth Housing Forum

5. People Implications

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

6. Financial Implications

- 6.1** Actions required to take the Strategy forward in 2018/19 will be delivered from within current budgetary provision.
- 6.2** There are no procurement implications.

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, 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 the Strategy is therefore essential in demonstrating the Council's commitment to continuous improvement across Housing Services and putting tenants at the centre of our activities.

8. Equalities Impact Assessment

- 8.1** An Equality, Health and Human Rights Impact Assessment was carried out as part of the Strategy's development and found no substantive negative impacts.

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: 23 April 2018

Person to Contact: John Kerr – Housing Development and Homelessness Manager, Housing Development and Homelessness, Housing and Employability, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737889, email: john.kerr@west-dunbarton.gov.uk

Appendices: 1. Tenant Participation Strategy 2017-2020 action plan annual progress report.

Background Papers: Tenant Participation Strategy 2017-2020 Involving You

Wards Affected: All



Appendix 1 - Tenant Participation Strategy 2017/20 action plan


Annual Report Summary 2017/18









Icon	Name
Th	1. We will improve the culture and practice of tenant participation across housing services

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
Continue to deliver tenant participation training for all housing services staff		<div><div>33%</div></div>	31-Mar-2020	Deliver TP training to housing staff during Year 1 of strategy	31-Mar-2018	Yes	Jane Mack
				Deliver TP training to housing staff during Year 2 of strategy	31-Mar-2019	No	
				Deliver TP training to housing staff during Year 3	31-Mar-2020	No	
Monitor tenant participation service standards to ensure that tenant participation practice is built into all parts of the housing service		<div><div>25%</div></div>	31-Mar-2019	Asses what service standards are used by other landlords relating to tenant participation.	31-Dec-2017	Yes	Dawn Conner
				Review and update service standards in place to measure TP performance	31-Dec-2018	No	
				Put in place mechanism to monitor performance against service standards	31-Jan-2019	No	
				Report performance against reviewed service standards as part of wider PMF	31-Mar-2019	No	
Target achieving Gold TPAS accreditation		<div><div>25%</div></div>	31-Mar-2020	Begin self-assessment process relating to TPAS Gold Accreditation	01-Apr-2018	Yes	Jane Mack
				Carry-out out self-assessment relating to TPAS Gold Accreditation	31-Jul-2018	No	
				Apply to TPAS for Gold Accreditation	31-Aug-2018	No	
				Undertake accreditation process for TPAS Gold award.	30-Nov-2018	No	
Produce quarterly TP updates for elected members, housing and related services staff with		<div><div>100%</div></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	

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
input from all housing service areas							
Record outcomes from involving tenants		<div><div>25%</div></div>	31-Mar-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	Jane Mack
				Include article in Summer 2018 edition of Housing News highlighting impact that tenant consultation has had on service delivery.	30-Jun-2018	No	
				Include article in Summer 2019 edition of Housing News highlighting impact that tenant consultation has had on service delivery.	30-Jun-2019	No	
				Include article in Spring 2020 edition of Housing News highlighting impact that tenant consultation has had on service delivery.	31-Mar-2020	No	
Publish an Involving You annual report each year		<div><div>33%</div></div>	31-Mar-2020	Develop template for annual report (in terms on content, and layout)	31-May-2018	Yes	Jane Mack
				Populate and publish Involving You annual report based on Year 1 of strategy	31-Jul-2018	No	
				Populate and publish Involving You annual report based on Year 2 of strategy	31-Jul-2019	No	




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	Milestone	Due Date	Done	Assigned To
When consulting with tenants we will tell them how their views will be used and when decisions are likely		<div><div>33%</div></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	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	No	
				Ensure annual consultation calendar is developed for 2019/20 and that Consultation toolkit is completed for each consultation	31-Mar-2020	No	


Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
				exercise (which ensures tenants are advised how their views will be used and when decisions are likely).			
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><div></div></div> 0%	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	30-Jun-2018	No	Jane Mack
				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 2018/19	30-Jun-2019	No	
				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	No	
Support TRAs to demonstrate their achievements locally		<div><div></div></div> 25%	31-Mar-2020	Collate information about the activities of all TRA's across West Dunbartonshire.	31-Mar-2018	Yes	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.	30-Apr-2018	No	
				Update template for each TRA on a quarterly basis through-out 2018/19 and share as appropriate	31-Mar-2019	No	
				Update template for each TRA on a quarterly basis through-out 2019/20 and share as appropriate	31-Mar-2020	No	
Publish annual tenant involvement outcomes as part of TP performance report		<div><div></div></div> 0%	31-Mar-2020	Use templates outlining tenant achievements to inform outcomes of annual tenant involvement included in annual TP performance report - Year 1 2017/18	31-Jul-2018	No	Jane Mack
				Use templates outlining tenant achievements to inform outcomes of annual tenant involvement included in annual TP performance report - Year 2 2018/19	31-Jul-2019	No	
Demonstrate the outcome(s) of tenant involvement in tenant scrutiny activities		<div><div></div></div> 33%	31-Mar-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	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	No	
				Post Scrutiny Panel reports from activities carried out during 2019/20 on the website alongside up to date action plan.	31-Mar-2020	No	
Support tenants and TRA		<div><div></div></div> 33%	31-Mar-2020	During 2017/18 take actions to: Advertise and promote quarterly Pre-HACC Forums,	31-Mar-2018	Yes	Jane Mack






Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
representatives to review papers going to the HAC Committee and encourage them to participate in the Pre-HACC Forum				Monitor numbers attending Pre-HACC Forum, Keep Pre-HACC Forum section on TP website up to date.			
				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	No	
				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	No	

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



Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
Promote the menu of options and support in place to encourage tenants to get involved		<div><div>50%</div></div>	31-Mar-2020	Use Housing News during 2017/18 to promote opportunities to get involved	31-Mar-2018	Yes	Dawn Conner
				Develop a user friendly "menu of options" to get involved and use this menu widely to encourage tenants to get involved.	30-May-2018	Yes	
				Use Housing News during 2018/19 to promote opportunities to get involved	31-Mar-2019	No	
				Use Housing News during 2019/20 to promote opportunities to get involved	31-Mar-2020	No	
Produce a leaflet version of the TP Strategy 2017-2020 to make the TP Strategy more accessible and user-friendly		<div><div>100%</div></div>	31-Mar-2020				Dawn Conner
Support TRAs to produce leaflets and or websites promoting the work that they do and how to get involved		<div><div>33%</div></div>	31-Mar-2020	Provide relevant support 2017/18 (Year 1)	31-Mar-2018	Yes	Dawn Conner
				Provide relevant support 2018/19 (Year 2)	31-Mar-2019	No	
				Provide relevant support 2019/20 (Year 3)	31-Mar-2020	No	

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
Develop training and support provided to TRAs, Sheltered Housing Forum and tenants on the Interested Tenants Register		<div><div>0%</div></div>	31-Mar-2020	Ongoing action will be reviewed after Year 3 of the strategy	31-Mar-2020	No	Jane Mack
Continue to deliver an annual tenant conference or event		<div><div>0%</div></div>	31-Mar-2020	Develop and deliver annual tenant conference / event 2018	30-Jun-2018	No	Jane Mack
				Develop and deliver annual tenant conference / event 2019	30-Jun-2019	No	
				Develop and deliver annual tenant conference / event 2020	31-Mar-2020	No	
Explore new methods to provide information and obtain tenants views (social media, IHMS)		<div><div>0%</div></div>	31-Mar-2020	Ongoing development and effective use of new technologies	31-Mar-2020	No	Dawn Conner
Provide character references to tenant volunteers to reflect the impact volunteers have in their community and as an incentive to get involved		<div><div>100%</div></div>	31-Mar-2018	Produce briefing note for TRAs so they know how people involved can ask for a reference.	30-Jun-2017	Yes	Jane Mack
Develop a walkabout process for tenants to inspect their local area and produce action plans for improvements along with Housing staff		<div><div>40%</div></div>	31-Mar-2020	Develop template to be used for area walkabouts.	31-Mar-2018	Yes	Jane Mack
				Research best practice to inform development of template for walk-about inspections	31-Mar-2018	Yes	
				Launch walk-about inspections in conjunction with appropriate TRA's / interested tenants and housing staff.	30-Apr-2018	No	
				Carry-out quarterly walk-about in participating areas during 2018/19, develop action plan based on findings and publicise as appropriate.	31-Mar-2019	No	
				Carry-out quarterly walk-about in participating areas during 2019/20, develop action plan based on findings and publicise as appropriate.	31-Mar-2020	No	



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	Milestone	Due Date	Done	Assigned To
Explore opportunities to develop a youth housing forum to involve tenants aged 16-25		<div><div>0%</div></div>	31-Mar-2020	Research best practice to inform the development of a Youth Housing Forum	31-Oct-2018	No	Dawn Conner
				Recruit participants for Youth Housing Forum	31-Dec-2018	No	
				Develop and gain approval for Term of Reference for Youth Housing Forum	31-Mar-2019	No	
				Support Youth Housing Forum in agreed activities.	31-Mar-2020	No	
Link into established groups to find out how they would like to get involved and what topics interest them		<div><div>0%</div></div>	31-Mar-2020	Ongoing action and clear priority for TP Officers	31-Mar-2020	No	Jane Mack
Continue to work with Support Officers to develop a forum for people in temporary/supportive accommodation		<div><div>0%</div></div>	31-Mar-2020	Ongoing action and link to national campaigns	31-Mar-2020		Dawn Conner
Explore opportunities to develop a forum that our Dennystoun Forge tenants are comfortable with		<div><div>0%</div></div>	31-Mar-2020	Establish Forum and ensure ongoing engagement with community on housing/tenant issues	31-Mar-2020		Jane Mack
Link into West Dunbartonshire Equality Forum		<div><div>100%</div></div>	31-Mar-2020	Agree mechanism for Tenant Participation team to link in with West Dunbartonshire Equality Forum	30-Aug-2017	Yes	Jane Mack
				Attend Equality Forum 13th September 2017	15-Sep-2017	Yes	
				Attend Equality Forum 14th March 2018	14-Mar-2018	Yes	


Icon	Name
Th	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	Milestone	Due Date	Done	Assigned To
Produce and promote an annual consultation calendar		<div><div>33%</div></div>	31-Mar-2020	Develop, publish and implement annual consultation calendar 2017/18	31-Mar-2018	Yes	Jane Mack
				Develop, publish and implement annual consultation calendar 2018/19	31-Mar-2019	No	
				Develop, publish and implement annual consultation calendar 2019/20	31-Mar-2020	No	
Carry out an annual consultation on rent increases and provide clear information for tenants to be able to make informed choices		<div><div>33%</div></div>	31-Mar-2020	Carry out robust rent setting consultation with tenants for period 2018/19	31-Mar-2018	Yes	Jane Mack
				Carry out robust rent setting consultation with tenants for period 2019/20	31-Mar-2019	No	
				Carry out robust rent setting consultation with tenants for period 2020/21	31-Mar-2020	No	
Develop tenant involvement in Housing Revenue Account scrutiny		<div><div>100%</div></div>	31-Mar-2020	Carry out annual assessment of HRA compliance and produce workplan for Joint Rent Group.	30-Mar-2018	Yes	Jane Mack


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	Milestone	Due Date	Done	Assigned To
Agree with tenants what Charter indicators they want included in the Tenant Report		<div><div>0%</div></div>	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-Mar-2019	No	Jane Mack
Review the best style to use to ensure the report is accessible and easy to understand		<div><div>0%</div></div>	31-Mar-2020	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	31-Mar-2019	No	Jane Mack





Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
Support scrutiny activity by offering formal training for staff and tenants taking part		<div><div>100%</div></div>	31-Mar-2020	Advertise and recruit new Scrutiny Panel members Stepping up to Scrutiny training completed with 2 new recruits.	29-Sep-2017	Yes	Jane Mack
Recruit new members onto the WD Scrutiny Panel		<div><div>33%</div></div>	31-Mar-2020	Carry out appropriate activities during 2017/18 to recruit new members to West Dunbartonshire Scrutiny Panel	31-Mar-2018	Yes	Jane Mack
				Carry out appropriate activities during 2018/19 to recruit new members to West Dunbartonshire Scrutiny Panel	31-Mar-2019	No	
				Carry out appropriate activities during 2019/20 to recruit new members to West Dunbartonshire Scrutiny Panel	31-Mar-2020	No	

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	Milestone	Due Date	Done	Assigned To
Review resources required to deliver tenant participation and tenant scrutiny requirements		<div><div>100%</div></div>	31-Mar-2020	Review current performance and resources to inform any proposals	31-Oct-2017	Yes	Jane Mack
				Produce report with proposals for management team.	31-Dec-2017	Yes	
Review grant system and resources provided to TRAs, including resource requirements for community premises		<div><div>0%</div></div>	31-Mar-2020	Carry out comprehensive review in partnership with tenants	31-Mar-2020	No	Jane Mack
Support TRAs and the WDTR to use action planning to organise their activities and to demonstrate their achievements		<div><div>100%</div></div>	31-Mar-2020	Promote use of action planning to TRAs and WDTR.	22-Mar-2018	Yes	Jane Mack

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
Develop training section on TP webpage and promote training opportunities		<div><div>0%</div></div>	31-Mar-2020	Existing web content to be updated and improved	31-Mar-2020	No	Jane Mack

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

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
Review and improve the content on the TP web pages and use of social media		<div><div>33%</div></div>	31-Mar-2020	Review and improve content on TP web pages and use of social media throughout 2017/18	31-Mar-2018	Yes	Jane Mack
				Review and improve content on TP web pages and use of social media throughout 2018/19	31-Mar-2019	No	
				Review and improve content on TP web pages and use of social media throughout 2019/20	31-Mar-2020	No	
Review the tenant handbook		<div><div>100%</div></div>	31-Mar-2018	Carry out consultation to inform content and style of tenants handbook	30-Jun-2017	Yes	Jane Mack
				Produce draft tenant handbook for wider consultation	31-Jul-2017	Yes	
				Produce agreed tenant handbook and print and arrange appropriate distribution	31-Oct-2017	Yes	
Continue to produce regular editions of the Housing News to all tenants keeping them up to date with housing investment and developments		<div><div>33%</div></div>	31-Mar-2020	Ongoing action	31-Mar-2020	No	Jane Mack
Encourage TRA's, WDTR0 and active tenants to contribute articles and suggest material to be covered in Housing		<div><div>33%</div></div>	31-Mar-2020	Ongoing action	31-Mar-2020	No	Jane Mack

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Assigned To
News							

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

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 9 May 2018

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

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 including the delivery of the Council's latest new build project at Second Avenue, Clydebank

3. Background

- 3.1 As part of the Council's More Homes West Dunbartonshire programme a target has been set for 1000 new affordable homes to be built over the next five years in West Dunbartonshire between the Council and developing partner Housing Associations. To assist in meeting this target, the Council has ambitious plans which were approved by Council in February 2018 to build over 400 new homes for social rent from 2018–2021.
- 3.2 In addition to the 121 new Council homes delivered to date, the Council's latest development of 40 new homes in Second Avenue/Singer Street, Clydebank will be completed in late April bringing the total new build homes delivered by the Council up to 161. An event to commemorate the opening of the development is currently in preparation and will be a joint event with Clydebank Housing Association who are close to completing the adjacent La Scala development.

Table 1:

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
Totals	121	

- 3.3** The Strategic Housing Investment Plan (SHIP) 2018-2023, outlining West Dunbartonshire's Affordable Housing Supply Programme was approved by the Housing and Communities Committee in November 2017.
- 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** As part of the Council's More Homes West Dunbartonshire programme a target has been set for 1000 new affordable homes to be built over the next 5 years in West Dunbartonshire between the Council and developing partner Housing Associations. To assist in meeting this target, the Council has ambitious plans which were approved by the Housing and Communities Committee in February 2017 and March 2018 to develop over 400 new council homes for rent. Partner Housing Associations have a target of over 800.

4. Main Issues

- 4.1** The Scottish Government has 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. All local authorities have a significant role in terms of the delivery of Strategic Housing Investment Plans (SHIPs) to assist in meeting the 50,000 target. In West Dunbartonshire, our More Homes Better Homes West Dunbartonshire approach outlines the local target for a minimum 1000 new affordable homes to be built by 2021 in West Dunbartonshire between the Council and developing strategic partnering Housing Associations.
- 4.2** On February 19th 2018, the Minister for Local Government and Housing wrote to all Scottish Local Authorities reminding them of their responsibilities to accelerate and ensure the delivery of the Affordable Housing Supply Programme; the Council's More Homes West Dunbartonshire approach strongly support such an aim.
- 4.3** The approved HRA Capital Plan and SHIP 2018-2023 outlined the plans the Council and its partnering Housing Associations have for meeting their targets and this can be seen in the following tables:

Table 2: Future Council New Build

Project	No. of New Houses	Total Cost Est	Grant Required
St Andrews School, Clydebank	126 (68 WDC/Cube HA 58)	£18.412m	£12.442m
Dumbarton Harbour	45	£6.235m	£2.655m

Alexandria Town Centre, Alexandria	15*	£3m	£1.18m
Bellsmyre Regeneration (Aitkenbar), Dumbarton	60*	£9m	£3.54m
Haldane PS, Alexandria	81*	£12.15m	£4.779m
Clydebank East, Clydebank	50*	£6.5m	£2.95m

*Planning figure subject to change

Table 3: Future Housing Association New Build

Wheatley Group/Cube Housing Association	
St Andrew's High School, Clydebank	60
Westcliff, Dumbarton	50
Stirling Road, Bonhill	8 (off the shelf)
Dumbain Road/Carrochan Road, Haldane (2 sites)	35
Queens Quay, Clydebank	139
292 units	
Clydebank Housing Association	
Queens Quay, Clydebank	50
50 units	
Link Housing Association	
Littlemill, Dumbarton Road, Bowling	33
33 units	
Dunbritton Housing Association	
Dumbarton Harbour	150
Golfhill Drive, Dalmonach	7
Cottage Hospital, Dumbarton	10
167 units	
Caledonia Housing Association	
Bellsmyre Regeneration Phase 1&2	60
Bellsmyre Regeneration Phase 1&2	20 Shared Equity
Dalquhurn, Renton Phase 4	20
Dalquhurn, Renton Phase 5	10
Dalquhurn, Renton Phase 5	10 Shared Equity
Dalquhurn, Renton Phase 6	20
Dalquhurn, Renton Phase 6	10 Shared Equity
Mitchell Way, Alexandria	24
Muir Road, Bellsmyre	25
Hill Street, Alexandria	18
Highdykes, Alexandria	25
242 units	

- 4.4** The More Homes, Better Homes West Dunbartonshire programme would see an estimated investment of £60m in council house building over the next 5 year period; this would be supported through estimated grant funding of around £24.6m.

- 4.5** All the new build Council Programme is managed by our Housing Development Team and is designed in house by our Consultancy Services officers, with the exception of Dumbarton Harbour which is being developed through a design and build arrangement, with the design arrangements in accordance with WDC requirements.
- 4.6** Table 2 includes the forthcoming developments at St Andrews School site and Queens Quay in Clydebank:

St Andrews School Update

This development will provide 126 units in total. The Council will lead this development and work in partnership with the Wheatley Group through Cube Housing Association. On completion, the 126 units will be shared between the Council (68) and Cube Housing Association (58). The Council will manage the delivery of this project. A PAN pre-planning public consultation event was held on Tuesday 13th June in Clydebank Town Hall and evidenced strong support for the proposed development.

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

Queens Quay Update

On 31 March 2017, the Council through the Affordable Housing Supply Programme funding purchased 3 sites of land in the Queens Quay development. A range of Council departments, together with the developing organisations Clydebank Housing Association and the Wheatley Group have been working towards developing a suitable affordable housing project over these 3 sites and it is anticipated that a planning application for the development will be submitted in June 2018.

Regeneration

- 4.8** All new build Council projects to date have taken place in one of the Council's 10 Priority Regeneration Areas as outlined in the West Dunbartonshire Local Housing Strategy (LHS) 2011-2016.
- 4.9** The LHS 2017-2022 was presented to the Housing and Communities Committee in November 2016. It identified the 10 regeneration areas going forward and these will be continued to be prioritised in affordable new build planning.
- 4.10** The provision of new housing that is the right type and size and that which is needed in accordance with our housing demand lists has contributed to positively regenerating these areas. In addition, the provision of new council housing for rent, along with other housing service led initiatives 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.

- 4.11** 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 Housing Improvement Board, as part of the Housing Services Performance Management Framework.
- 4.12** 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.

Delivery Approach

- 4.13** In order to assist the Council to deliver their ambitious new build council housing programme, the Housing and Communities Committee at their February meeting authorised the commencement of a procurement exercise to appoint a main contractor to deliver the complete programme. This exercise is due to complete in early May and the Housing and Communities Committee will be provided with an update at the meeting on 9th May 2018.

5. People Implications

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

6. Financial and Procurement Implications

Financial

- 6.1** The impacts and ambition of the Council's New Build Programme of this report has been reviewed and assessed through the Council's HRA Business Plan Model and is affordable with no negative impact to the future viability of the HRA. In February 2018 Council approved the Housing Capital Programme 2018-2023 which has net profile spend of £52.145m on council new build housing over the 5 year period.
- 6.2** An announcement was made in January 2016 that the benchmark grant subsidy would be increased. In summary, for the greener standard Councils could receive £50,000 per unit in subsidy. This has now increased by £9,000 to £59,000 per unit. The table below outlines the subsidy available to strategic local programmes in Scotland. It demonstrates that there is still a significant difference between the subsidy levels available for Councils and Housing Associations. Representative bodies for local authorities such as ALACHO (Association for Chief Housing Officers) and COSLA (Convention for Scottish Local Authorities) are in communication with Scottish Government officials on this difference in subsidy.

	West Highland, Island Authorities and remote and/ or	Other rural	City and urban

	rural Argyll		
RSL social rent – greener*	£84,000 (3 person equivalent, benchmark)	£74,000 (3 person equivalent, benchmark)	£72,000 (3 person equivalent, benchmark)
RSL social rent – other	£82,000 (3 person equivalent, benchmark)	£72,000 (3 person equivalent, benchmark)	£70,000 (3 person equivalent, benchmark)
RSL mid-market rent – greener*	£46,000 (3 person equivalent, benchmark)		
RSL mid-market rent – other	£44,000 (3 person equivalent, benchmark)		
Council social rent – greener*	£59,000 (flat rate benchmark for council projects)		
Council social rent – other	£57,000 (flat rate benchmark for council projects)		

6.3 The introduction of the West Dunbartonshire Affordable Housing Design Standard approved by the Housing and Communities Committee in November 2015 will ensure all new affordable housing developments in West Dunbartonshire will be eligible for the higher ‘greener’ subsidy levels of £72k (RSL) and £59k (Council). This enables the leverage of an additional £2k of grant funding per unit of affordable housing in West Dunbartonshire. The Design Standard is currently being reviewed.

6.4 The future Council new build plan outlined at Table 2 will see over £60million of investment to deliver the Affordable Housing Supply Programme Funding.

Procurement

6.6 All procurement activity carried out by the Council in excess of £50,000 is subject to a contract strategy. The contract strategy for the Councils New Build Housing programme is developed by the Corporate Procurement Unit in conjunction with Housing Development. The contract strategy will include, but is not limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management.

6.7 The Council's New Build Housing programme will contribute to delivery of the Council strategic priorities through the development of a robust contract strategy which will explore the inclusion of possible community benefits which improve economic growth and employability or life chances for children and young people.

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

7. Risk Analysis

- 7.1** All Council new build projects have their own Risk Register which highlights the risk within and out-with the project team's control. These are maintained and adjusted on an on-going basis.
- 7.2** With any new build project there is a risk that as the projects develop the cost increases beyond the estimated contract cost. Any additional borrowing requirements, or conversely, cost savings will be reported to future meetings of the Housing and Communities Committee. However, this is mitigated through a target cost model approach.
- 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 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.
- 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: 23rd April 2018

Person to Contact: John Kerr – Housing Development and Homelessness Manager, Housing and Employability, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737889, email: john.kerr@west-dunbarton.gov.uk

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Appendices:	None
Background Papers:	<p>West Dunbartonshire Council's Local Housing Strategy 2017-2022 http://www.west-dunbarton.gov.uk/media/4311723/housing-strategy-2017-2022-final.pdf</p> <p>Local Housing Strategy, Equalities Impact Assessment, November 2016 http://www.west-dunbarton.gov.uk/media/716927/lhs_eia_sept_2011-revised.pdf</p> <p>More Homes, Better Homes West Dunbartonshire Strategic Housing Investment Plan, Housing Development, November 2017</p> <p>Affordable Housing in West Dunbartonshire, Housing Strategy and Development, July 2015 http://www.west-dunbarton.gov.uk/media/4308583/brochure-final-website-version.pdf</p>
Wards Affected:	All

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 9 May 2018

Subject: Review of Council's Open Market Housing Acquisition Scheme (Buyback Scheme)

1. Purpose

- 1.1** The purpose of this report to seek approval to the extended scope of the Council's Open Market Housing Acquisition Scheme (Buyback Scheme).

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
 - (ii) Approve the extended scope of the Scheme as detailed at 4.9 of this report

3. Background

- 3.1** On 8 May 2013, the Council's Housing Environment and Economic Development Committee approved that a Buy Back Scheme be implemented and supported by an annual budget of £250,000. The Scheme came into operation in October 2013 with the following key aims: -
- The acquisition of social housing units of the right size and type
 - Help maintain or create viable sustainable communities
 - Assist with managing the effects of Welfare Reform
 - Assist the Council with SHQS obligations
 - Assist with Empty Homes
- 3.2** West Dunbartonshire Council sold over 10,000 properties through the Right to Buy Policy since records began. The Right to Buy Policy ended in Scotland on 1 August 2016.
- 3.3** Since 2013, the Council has purchased over 20 former Right to Buy properties these have been brought back into use as social housing in West Dunbartonshire meeting housing need and providing an ongoing rent income to the Housing Revenue Account.
- #### **4. Main Issues**
- 4.1** The Local Housing Strategy (LHS) and the Strategic Housing Investment Plan (SHIP) are the frameworks which plan an adequate supply of good quality

housing of the appropriate sizes and types to meet housing need in West Dunbartonshire and increase the range of affordable housing options in West Dunbartonshire.

- 4.2** The current Local Housing Strategy and its associated Housing Needs Demand Assessment identified the need particularly for larger family housing, smaller single person accommodation (1 bedroom) and fully accessible housing within the social rented sector. To assist in tackling the evidenced need we have included provision to support open market acquisitions (buybacks) within the SHIP with the purpose of securing Affordable Housing Supply Programme Funding; however this has not been possible to date largely due to the Council's ambitious new build plans maximising the current resource allocation. Officers will continue to pursue this as this would provide additional funding to bring in new supply through the Buy Back scheme.
- 4.3** Since the introduction of the scheme the number of applications/enquiries and potentially suitable purchases have significantly exceeded the budget availability and on average it has only been possible to purchase around 4 properties each financial year.
- 4.4** In order to ensure best value for existing tenants and the Housing Revenue Account the scheme has been extremely targeted to what properties are purchased. This has ensured that the Council has only to date purchased properties that scored the highest through the assessment process in meeting key housing need objectives.
- 4.5** However, with the end of the Right to Buy policy in Scotland, the opportunity now exists to expand both the scale and scope of the Buy Back Scheme in West Dunbartonshire to achieve key strategic housing objectives. This will assist in bringing in new supply to the Council's housing stock supporting and complementing the Council's ambitious new build programme without the concern of any more stock being lost through the Right to Buy policy.
- 4.6** The proposed expansion of the Council's buy back scheme was supported through the development of West Dunbartonshire Council's Housing Asset Management Strategy which was approved by the Housing and Communities Committee in February 2018.
- 4.7** In addition to the above the proposed expansion was also supported through the development and consultative process around the HRA Capital Programme which was approved by Council on 5th March 2018. This increased the current funding provision from £250k per annum to the following
- 2018/19 £750k
 - 2019/20 £1m
 - 2020/21 £1m
- 4.8** The proposed increased scale of the scheme will enable officers within the Housing Development Team to continue to meet the following key objectives:-

- The acquisition of social housing units of the right size and type which will support the Council's ongoing new build programme
- Help maintain or create viable sustainable communities
- Assist with managing the effects of Welfare Reform
- Assist the Council with Scottish Housing Quality Standard (SHQS) obligations
- Assist with combatting Empty Homes

4.9 The key proposed amendments to the policy will be in addition to increasing the number of purchases which will allow the Council to respond to our housing need challenges, these proposed amendments are outlined below:-

- The introduction of a strategic housing acquisition category through the scheme to support regeneration activity including the delivery of housing improvement programmes (for example - securing full ownership of a tenemental/four in a block type property)
- Extending the scheme and the open market acquisitions to include properties not previously owned by the Council, these would be in exceptional circumstances where housing need cannot be met through existing stock or planned new build development.

4.10 In addition to the Open Market Acquisition Scheme (Buyback Scheme) the budget will also continue to support the Council's ongoing commitment to support the Scottish Government Mortgage to Rent scheme.

5. People Implications

5.1 The delivery of this Policy involves officers from Housing, Legal, Asset Management and Finance and while the scheme has been managed well between these services, we will review the resource impacts through the enhancements to the scheme.

6. Financial and Procurement Implications

Financial

6.1 The impacts and ambition of this report has been reviewed and assessed through the Council's HRA Business Plan Model and is affordable with no negative impact to the future viability of the HRA. In addition, it will provide additional rental income revenue.

6.2 As outlined in section 4.7 of this report, the following sums have been approved at the Council meeting on 5 March 2018 in the HRA Capital Programme under the 'Projects to Deliver Housing Policies/Strategies until 2020/21:

- 2018/19 £750k
- 2019/20 £1m
- 2020/21 £1m

Procurement

6.3 There are no Procurement issues within this Report

7. Risk Analysis

7.1 There are no perceived risks at this time.

8. Equalities Impact Assessment (EIA)

8.1 This report has been screened for any policy implications in respect of Equality Impact and there are no major issues identified.

9. Consultation

9.1 In February 2018 the Housing and Communities Committee approved the updated Housing Asset Management Strategy 2018-2023. Increasing the scope of the Buy Back Scheme is one of the key actions within the Strategy. Consultation on the Strategy and on this action took place over an 8 week period including a survey and a focus group session. All participants were supportive of extending the Buy Back Scheme.

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: 23 April 2018

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Appendices: None

Background Papers: Housing, Environment and Economic Development Committee Report 8 May 2013: Buying Back Right to Buy Properties

Housing, Environment and Economic Development
Committee Report 7 May 2014: Buying Back Right to Buy
Properties – Update

West Dunbartonshire Council Report 5 March 2018:
Housing Revenue Account Estimates 2018/19

[West Dunbartonshire Local Housing Strategy 2017-2022](#)

[West Dunbartonshire Strategic Housing Investment Plan](#)

Wards Affected:

All

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead - Regulatory****Housing and Communities Committee: 9 May 2018**

Subject: Prohibition of the Consumption of Alcohol in Designated Public Places

1. Purpose

- 1.1** The purpose of this report is to update the Committee on the position with regard to the current Byelaw prohibiting the consumption of alcohol in designated public places within the West Dunbartonshire Council area.

2. Recommendations

- 2.1** It is recommended that the current Byelaw remains unchanged.

3. Background

- 3.1** The current Byelaw prohibiting drinking alcohol in designated public places is contained within the West Dunbartonshire Council's Prohibition of the Consumption of Alcohol in Designated Public Places Byelaw 2007. This Byelaw prevents alcohol being consumed in designated public places. Currently, it is an offence to consume alcohol in a public place and, also, to be in possession of an open container containing alcohol in a public place.
- 3.2** In terms of the Local Government (Scotland) Act 1973 s202A, the Council is required to review any Byelaws it has made within ten years. As such a review was carried out with Council Officers and representatives of Police Scotland and the Procurator Fiscal Service on 21 March 2017 to discuss the operation of the current Byelaw and whether any changes would be required. The parties consulted were satisfied with the terms of the existing Byelaw and its operation and proposed no changes to the Byelaw, as the existing Byelaw seems to be working well in practice.
- 3.3** On 9 August 2017 a Report was submitted by the Strategic Lead – Regulatory to obtain the Committee's approval to continue with the current Byelaw unchanged following the review of the Byelaw. There would be no requirement for any public consultation as there were no changes proposed to the existing Byelaw. At the time Committee Members requested that there was consultation with Community Councillors to make them aware of the terms of the review and seek any comments that they may have with regard to the terms of the current Byelaw.

4. Main Issues

- 4.1** Following consultation with the Community Councils two responses were received. Old Kilpatrick Community Council agreed to the current Byelaw and confirmed that the Byelaw should remain unchanged. Balloch & Haldane Community Council requested clarification regarding the exclusion of Monkey Island from the Byelaw. It was reported back to the Community Councillor for Balloch & Haldane Community Council that consideration was given to inclusion of Monkey Island at the revision of the Byelaw in 2007, however, at that time, it was agreed to exclude the island from the geographical coverage. Monkey Island is a privately owned small stretch of land which stands in the River Leven close to Balloch Bridge. It is not a public place, therefore, making it difficult for the relevant bodies to enforce. Furthermore, both Police Scotland and the local Procurator Fiscal are satisfied with the existing Byelaw and are content with its operation.
- 4.2** The existing Byelaw seems to be working well in practice, will be continually monitored by officers and reviewed as required should there be any changes to national guidance on byelaws for prohibition of alcohol in designated public places and, in any event, on a ten year basis as required by the Act.

5. People Implications

- 5.1** There are no personnel issues.

6. Financial and Procurement Implications

- 6.1** There are no financial and/or procurement implications.

7. Risk Analysis

- 7.1** The current Byelaw is in force, and continues in force, by operation of law. Accordingly, there are no current risks associated with the terms of this report.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment was not required for the terms of this report.

9. Consultation

- 9.1** There has been consultation, as required, with Police Scotland and the Procurator Fiscal Service for the West Dunbartonshire area. They are supportive of the terms of the current Byelaw and have made no recommendation and/or proposal for change. The Scottish Government has also been made aware of the terms of the current review of the Byelaw. As no changes are recommended and/or proposed to the terms of the Byelaw, it is suggested that no further consultation is required in this instance. The Community Councils have also been consulted.

10. Strategic Assessment

- 10.1** The proposals of the report support the Council's priority of meaningful community engagement.

Peter Hessett
Strategic Lead - Regulatory
Date: 12 April 2018

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Appendices: None

Background Papers: West Dunbartonshire Council's Byelaw on the
Prohibition of the Consumption of Alcohol in
Designated Public Places

Wards Affected: All