Agenda

West Dunbartonshire COUNCIL

Housing and Communities Committee

Date: Wednesday, 1 May 2019

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Time: 10:00

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Venue: Council Chamber, Clydebank Town Hall,
Dumbarton Road, Clydebank

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Contact: Scott Kelly, Committee Officer
Tel: 01389 737220 Scott.Kelly@west-dunbarton.gov.uk

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

All other Councillors for information

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

Date issued: 16 April 2019

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HOUSING AND COMMUNITIES COMMITTEE

WEDNESDAY, 1 MAY 2019

AGENDA

1   STATEMENT BY CHAIR – AUDIO STREAMING

The Chair will be heard in connection with the above.

2   APOLOGIES

3   DECLARATIONS OF INTEREST

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

4   MINUTES OF PREVIOUS MEETING   5 – 9

Submit for approval as a correct record, the Minutes of Meeting of the Housing and Communities Committee held on 6 February 2019.

5   OPEN FORUM

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

6   HOUSING AND EMPLOYABILITY DELIVERY PLAN 2019/20   11 – 60

Submit report by the Strategic Lead, Housing and Employability presenting the 2019/20 Delivery Plan for Housing and Employability and the year-end progress report for the 2018/19 Delivery Plan which was agreed by the Committee at its meeting on 9 May 2018.

**7   MORE HOMES WEST DUNBARTONSHIRE – WEST   61 – 69
         DUNBARTONSHIRE COUNCIL HOUSE NEW SUPPLY
         PROGRAMME**

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

HOUSING AND COMMUNITIES COMMITTEE

At a Meeting of the Housing and Communities Committee held in the Civic Space, Council Offices, 16 Church Street, Dumbarton on Wednesday, 6 February 2019 at 10.00 a.m.

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

Councillor Diane Docherty in the Chair

CHAIR'S REMARK

The Chair, Councillor Docherty, advised that there had been an error on the agenda. Councillor McColl had replaced Councillor Brown as a Member of this Committee and should have been named on the agenda.

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Housing and Communities Committee held on 7 November 2018 were submitted and approved as a correct record.

Following discussion, the Committee agreed that a briefing note providing an update on the progress of activity in relation to Longcraggs, Bellsmyre be circulated to Members of the Committee.

OPEN FORUM

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

WEST DUNBARTONSHIRE RAPID RE-HOUSING TRANSITION PLAN – HOME AT THE HEART

A report was submitted by the Strategic Lead, Housing and Employability seeking approval for the initial Rapid Re-housing Transition Plan (RRTP) for the period 2019/20 – 2023/24 entitled 'Home at the Heart', as detailed within Appendix 1 to the report.

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

(1)   to note the contents of the report and recognise the partnership working which has been employed to develop our initial RRTP;

(2)   to approve West Dunbartonshire Council's RRPT 2019/20 – 2023/24, detailed within Appendix 1 to the report;

(3)   to approve the use of the initial allocation of Scottish Government funding to extend the temporary post within the Housing Development Team to ensure the effective implementation of our RRTP as outlined within Section 4.15 of the report;

(4)   to approve the use of any future allocation of funding from the Scottish Government to meet the objectives of the West Dunbartonshire RRTP as outlined within Section 4.10 of the report;

(5)   to note that if the Council's funding assumptions are not awarded in full by the Scottish Government, the plan will be reviewed to reflect this;

(6)   to note that an annual update and progress report will be provided to the Committee; and

(7)   that a Members Seminar be arranged in August 2019 to provide detailed information on the implementation of the RRTP.

REVIEW OF WEST DUNBARTONSHIRE AFFORDABLE HOUSING DESIGN STANDARD

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

(a)   advising on the outcome of the review of the West Dunbartonshire Design Standard for Housing Supported by the Affordable Housing Supply Programme; and

(b)   seeking approval of the revised West Dunbartonshire Design Standard 2019, as detailed within Appendix 1 to the report.

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

(1)   to note the contents of the report, outlining the progress in developing the revised Design Standard;

(2)   approved the revised West Dunbartonshire Design Standard 2019, as detailed within the Appendix to the report; and

(3)   to note that the More Homes Project Board will consider any proposed variations to the Design Standard and report back to the Committee.

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

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

After discussion and having heard the 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 in the delivery of the Council's More Homes West Dunbartonshire approach;

(2)   to approve the addition of Queens Quay Site C into the West Dunbartonshire Council House New Supply Programme;

(3)   that the Strategic Lead, Housing and Employability develop a viable housing proposal and provide an update to the next meeting of the Committee;

(4)   to note the increased planned expenditure to deliver the Council's new build housing programme which will result from the increase in target unit costs and an abnormal allowance to be included as outlined within Section 6 of the report, this increased expenditure will be reported to the Council as part of the Housing Revenue Account Estimates and Rent Setting report in February 2019; and

(5)   to note that the report and the delivery of the Council's ambitious plans to deliver new homes to meet housing need will include significant member involvement in its delivery and as such a regular update report will be provided to future meetings of the Committee.

CHAIR'S REMARKS

The Chair, Councillor Docherty, advised that additional documentation had been prepared for the following two items of business Thereafter the Committee agreed for the additional documentation to be distributed to those present and is attached as Appendices 1 and 2 hereto.

HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 31 DECEMBER 2018 (PERIOD 9)

A draft report was submitted by the Strategic Lead, Housing and Employability providing an update on the financial performance to 31 December 2018 (Period 9) of the HRA revenue and capital budgets.

After discussion and having heard the Strategic Director 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 which shows a projected favourable revenue variance of £0.061m (0.1%); and

(2)   to note the net projected annual position in relation to relevant capital projects which highlights a variance of £8.044m (24.6%) due to projected slippage of £8.637m (25.9%) and an overspend of £0.593m (-1.8%).

FINANCIAL REPORT 2018/19 AS AT PERIOD 9 (31 DECEMBER 2018)

A report was submitted by the Strategic Leads, Housing and Employability and Regeneration providing an update on the financial performance to 31 December 2018 (Period 9) of those services under the auspices of the Housing and Communities Committee.

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 contents of the report which shows the revenue budget forecast to underspend against budget by £0.253m (10%) at the year-end;

(2)   to note the net projected annual position in relation to relevant capital projects which highlights a projected variance of £0.340m(38%) due to projected slippage of £0.410m (46%) and an overspend of £0.070m (8%);

(3)   to note the progress on savings incorporated into budgets for 2018/19; and

(4)   that a briefing note providing further information on the pending service restructure within the Anti Social Behaviour Team be issued to Members of the Committee.

The meeting closed at 11:26 a.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Housing & Employability

Housing & Communities Committee: 1 May 2019

Subject: **Housing & Employability Delivery Plan 2019/20**

1 Purpose

1.1 The purpose of this report is to present to members the 2019/20 Delivery Plan for Housing & Employability and the year end progress report for the 2018/19 Delivery Plan as agreed at Committee on 9 May 2018.

2 Recommendations

2.1 It is recommended that the Committee:
- Approves the 2019/20 Delivery Plan
- Notes progress made on delivery of the 2018/19 plan

3. Background

3.1 In line with the strategic planning & performance framework each Strategic Lead has developed an annual delivery plan for 2019/20. This plan sets out actions to add ess 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 2019/20

4.1 Appendix 1 sets out the Housing & Employability Delivery Plan for 2019/20. This includes appendices detailing the action plan for delivery over 2019/20 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 2019.

4.3 Key issues identified in the strategic assessment section of the plan include: Brexit with a particular focus on European funding; Welfare Reform, Employability and Learning; Legislative considerations including new provisions within the Housing (Scotland) Act 2014, Domestic abuse Act 2018, Community Empowerment (Scotland) Act 2015 and the Child Poverty Act; Community Learning & Development Plan; and Review of staffing structures.

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 2019/20.

2018/19 Year-end progress

4.6   The Delivery Plan for 2018/19 was supported by an action plan of activities to be delivered over the year. Append x 2 details the progress on delivery of this action plan. Twenty four of the twenty six actions have been completed in year as planned.

4.7   The remaining two actions have not been completed as planned:

- Analyse causal factors of tenancy failure and resolve by focused assistance systemic chan e; 75% complete. This has one outstanding milestone remaining and will be completed by Q2 in 2019/20.

- Review strategic response to private sector housing; 25% complete. Due to competing service priorities this action has not been achieved and will be continued to the 1/2019/20 delivery plan.

4.8   Significant achievements delivered through the plan are highlighted in the Delivery Plan for 2019/20. 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:

Person to Contact:	Nicola Docherty Business Partner (Performance and Strategy) Tel: 01389 776957 E-mail: Nicola.docherty@west-dunbarton.gov.uk
Appendix:	Appendix 1: Housing & Employability Delivery Plan 2019/20 Appendix 2: End of year report 2018/19 Appendix 3: Workforce Plan 2017-2022 Annual Action Plan 2019-20
Background Papers:	None
Wards Affected:	All

Housing & Employability Delivery Plan 2019/20

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1.   Overview & Profile

Overview

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

The gross general fund housing revenue budget is £9.009m with a net budget of £4.445m The Housing Revenue account has an expenditure and income revenue budget of £43.205M together with a Capital budget of £57.902m. It is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

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

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

Profile

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

Communities

The Communities Team is responsible for community empowerment and capacity building. This is delivered primarily through 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 communities across West Dunbartonshire to set priorities for their area and develop plans where communities themselves can begin to address these local priorities. The model also allows us to ensure public services are more responsive and take account of variations in local need.

Through the Your Community approach the Communities Team support 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 Communities Team also provide a range of wider community support services

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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.

The Communities team has the remit to provide ongoing support and development to 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.

In addition, the Communities team provides support to the Community Alliance, the strategic community engagement body responsible for advising Community Planning West Dunbartonshire, manages public space CCTV and is leading a work stream to define whether there is a local demand / need for a community transport provision.

Housing Development and Homelessness

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

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

It manages the Council's major housing projects and delivery of the Council new build programme through the More Homes 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 is also responsible for the strategic asset management of the Councils housing stock and implementation of our Housing Asset Management Strategy. This work links with extensive capital investment programmes, ensuring housing is of a high standard and our housing stock is maintained effectively for the future. There are also a number of regeneration and energy efficiency projects which significantly benefit West Dunbartonshire tenants and residents, proactively tackling fuel poverty and ensuring tenants live in warm, dry, fuel efficient homes.

The service area also manages the delivery of homelessness and 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. Our approach is detailed in our homelessness strategy "More than a roof" and our Rapid Rehousing Transition Plan "Home at the Heart".

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The service area leads on ensuring compliance with all legislative requirements relating to the housing sector and associated guidance, regulations, policy and procedures and responsibilities under the Scottish Social Housing Charter and the Scottish Housing Regulator's regulatory framework. The service area is also responsible for meeting the statutory tenant involvement roles and the promotion of tenant scrutiny of housing services.

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

Housing Operations
This service area delivers the Housing Landlord function 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 expanded the role of the Housing Officer to incorporate allocations and rent management functions in addition to wider estate management. This was achieved by reducing the number of properties per officer, enabling them to build and maintain a respectful relationship with individual tenants based on local knowledge, mutual trust and provision of early assistance where difficulties arise. This is critical for effective management of rental income in the context of welfare reform, ensuring a wider awareness of tenant circumstances.

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

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

A key 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

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priority work streams and our new service delivery model we aim to develop neighbourhood actions that are focused and effective.

The next phase of service redesign has commenced, with a restructure of anti-social behaviour and estate caretaking services predicated on maintaining our neighbourhoods as clean, safe and vibrant communities for our tenants and residents to live in. This will be underpinned by a new Anti-Social Behaviour Strategy, in partnership with key stakeholders.

Our No Home for Domestic Abuse initiative was launched in June 2018 and has been embedded across service areas. As part of the restructure, we will be refocusing roles to consolidate the required skills and capacity to assist victims to exercise their rights and enforce against perpetrators.

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:

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

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

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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.

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

2.   Performance Review

The Housing & Employability management team completed a detailed performance review of 2018/19, looking at:
- Current and previous performance;
- How our performance compares with other local authorities (known as benchmarking);
- Feedback from service users gathered through our Citizen Panel survey, Consultations; Internal surveys, and Complaints; and
- Self-evaluation

During 2018/19 Housing & Employability delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2019/20.

Key Achievements 2018/19

Communities Team

During 2018/19 the Communities team have progressed the Community Empowerment agenda through the following work-streams:

- A comprehensive review and refresh of the Your Community Initiative (YCI) which enabled a more streamlined and focused model and continues to ensure YC is embedded across all relevant service areas;
- A refreshed neighbourhood approach, as part of YCI, to ensure resources are targeted to support those communities most in need;
- Establishment of a CCTV Steering Group that will oversee a review of all housing and public space CCTV and lead to a spend to save business case being developed to support future investment;
- Development and delivery of the 4th phase of Community Budgeting; and
- Development of a Community Empowerment Steering Group to lead on the emerging Strategy and Action Plan.

Housing Development and Homelessness

- We have implemented Year 1 of our Housing Asset Management Strategy for the period 2018/23 which aims to ensure that we:
  - Manage the housing stock across all relevant departments to a high standard whilst meeting and aiming to exceed all specified standards
  - Identify housing stock that requires intervention and carry out appropriate actions to address this
  - Build quality affordable accommodation of the right size and type that is energy efficient and meets needs, including particular needs
  - Ensure all actions contained in the Housing Asset Management Strategy provide best value for existing tenants and future customers and are affordable to the HRA
- We have implemented Year 2 of our homelessness strategy "More than a Roof" which aims to ensure 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
  - Homeless people get prompt and easy access to help and advice
  - Homeless people are provided with suitable, good quality temporary or emergency accommodation when it is needed
  - Homeless people are offered continuing support to help them get and keep the home they are entitled to
- We have mainstreamed a Youth Homelessness Housing Options pilot programme which is reducing the number of young people presenting as homeless
- We have developed a Rapid Re-housing Transition Plan for the period 2019/24

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- We have reviewed and updated "Help to Rent" our scheme to assist households access the private rented sector

Housing Operations

- Launch of No Home for Domestic Abuse (NHDA) – this is a sector leading 'zero tolerance' approach which is has been shared across Scotland
- Considerably reducing the time to re-let vacant properties and successfully letting over 50 long-term voids
- Successful restructure of housing operations to improve proactive engagement with tenants through increase in housing officers from 25 to 35 resulting in a reduction of housing area patch

Working 4 U

- Foundation Apprenticeships – in partnership with education
- Improving the Cancer Journey (ICJ)
- Family Opportunities Hub
- CLD Plan
- Development of West Dunbartonshire's response to child poverty legislation
- Leaving Care Protocol

Challenges

Rent Collection

The wider housing officer remit now includes pre-tenancy and allocations functions, as well as responsibility for prevention and early intervention for tackling rent arrears. This work has rolled out and is consolidating, however remains our priority focus given the historic level of arrears and the introduction of Universal Credit. Our approach places tenant engagement with a trusted officer at the core of processes to ensure full understanding of tenant circumstances and the impact of poverty that will inform assistance offered or action taken.

European Funding Phase 2

The Employability Pipeline and our Poverty and Social Inclusion projects are partly financed by European Structural Funds. Phase 1 of the funds is due to end in September 2018. As phase 1 was ending there was a need to make progress towards securing phase 2 funding. This has traditionally taken a significant amount of negotiation and dialogue with the Scottish Government. We anticipated that progress would be made by April 2018. This was not the case. The resources for the Employability service and associated staff rely on these funds. Without the funds the

service would be considerably under resourced, with the potential for working on month by month extensions to their contracts.

Match Fund for poverty and social inclusion project
Our poverty and social inclusion project (Family Opportunity Hub) required match funding for the available European Social Fund resources available. This meant we had to identify 'new matchable' resources. Without the match fund we would not gain access to European funding for this project and our Family Opportunity Hub plan would not proceed. We entered into discussions with education services and through the application of education resources to raise attainment among disadvantaged families we were able to develop a joint vision for the project and proceed as planned.

Community Empowerment
While the policy context for community empowerment has never been better, the fiscal context remains challenging. The need for community capacity building is clear however the resources to deliver this are limited therefore key partners must be engaged in supporting this area of work. The emerging Community Empowerment Strategy will consider how this need could be met and how partner organisations could support this need.

Effective Partnership Working
Partnership working for all aspects of the empowerment agenda is essential for success. This will require all services within WDC to be confident with the approach and with a clear understanding of the benefits that can be achieved. CPP and wider third sector partners should also be engaged and working to this agenda.

Delivery of New Housing
The Council has ambitious plans to respond to the housing need identified within the Local Housing Strategy and to contribute significantly to the national target of 50k new supply homes by 2021. Housing Development, by its nature is a complex process and the land conditions within sites provided for social housing are challenging. The Council has increased resource and adopted a partnership approach to ensuring we continue to meet our targets and through our More Homes approach build the right homes in the right places.

Benchmarking

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

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

The most recent comparative data for all councils was published in January 2019 and relates to the period 2017/18. The service assumes organisational responsibility for three of the LGBF performance indicators, set out in appendix 5.

Year on year performance improved for two of the three PIs, whilst the remaining PI performed worse than the previous reporting period. In terms of performance against other LA's, two of the PIs showed improvement in ranked position additionally two of the three PIs compared favourably to the Scotland figure.

The Scottish Housing Regulator (SHR) uses 37 Charter Performance Indicators to monitor the performance of all social landlords against the Charter outcomes and standards; these are set out in appendix 5. Both the ARC submission and the annual submission of performance information to Scotland's Housing Network (SHN) provide opportunities to compare performance against other landlords (all Scottish local authorities and, where appropriate, Glasgow Housing Association) and to identify areas for improvement. In the main, the on-going performance improvement trend among housing services in West Dunbartonshire, showed an improving trend amongst 73% of the indicators.(https://www.scottishhousingregulator.gov.uk/find-and-compare-landlords/west-dunbartonshire-council)

Service User Feedback

Complaints
Between 1 April and 31 December 2018, the Housing & Employability strategic area received a total of fifty five complaints, fifty at Stage 1 and five at Stage 2. During the same period, forty five complaints were closed at Stage 1. Of the forty five complaints closed at Stage 1, thirty three met the 5 working days target for resolving complaints. Of the forty five complaints closed at Stage 1, twelve were upheld.

Between 1 April and 31 December 2018 the Housing & Employability strategic area also recorded five complaints closed at Stage 2 with three complaints being closed within the 20 day deadline. Of the five complaints recorded at Stage 2, one was upheld.

The complaints received were categorised as follows:
- Citizen expectation not met (quality of service) - 31 complaints, 7 upheld;
- Citizen expectation not met (timescales) - 1 complaint, 1 upheld; and
- Employee behaviour – 23 complaints, 5 upheld.

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

Residents' Telephone Survey
A telephone survey of 1200 residents is carried out every year to gauge satisfaction levels with a range of Council services. Within Housing & Employability, spotlight questions were asked during 2018/19 on community safety and provision of anti-social behaviour services.

The 2018 Quarter 4 survey (October – December 2018) saw the introduction of the satisfaction measures around anti-social behaviour services, meaning no comparative data is available. The results showed:

- 91% of respondents stated they felt safe in their local area;
- 35% of respondents felt that antisocial behaviour was an issue in their area;
- 79% of respondents agreed that Community Safety and ASB was dealt with successfully by WDC and the Police; and
- 25% of respondents were aware of the ASB helpline; of those who had used the ASB helpline 70% expressed satisfaction.

Citizens' Panel
Two Citizen Panel surveys were carried out in 2018, with a particular focus on Community & Neighbourhood and Getting Involved, highlighting the following:

- The majority of respondents (78%) were supportive of community budgeting events although only 24% got involved in the voting events;
- 44% were aware of a Community Council operating within their area and half were aware of the Councils commitment to supporting community groups;
- The majority of residents (66%) stated they felt safe in their community, of the 48% who stated they had experienced anti-social behaviour in the last year, 60% did not report it;
- In relation to the Community Empowerment (Scotland) Act, of the 24% of respondents who were aware of the Act, 46% were interested in finding out about Participation Requests;
- Community safety ranked third in the overall WDC top 5 of respondents' priorities, and in two of the geographical areas was the 2nd highest priority;
- Overall awareness of the Council's dedicated ASB teams varied across services; more respondents stated awareness of the Environmental team (56%) whilst ASIST and Mediation returned awareness results of 46% & 44% respectively;
- When asked what topics they would like to see in future Citizens' Panel surveys Housing was ranked the second highest topic area and local environment was ranked 6th.

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

Satisfaction surveys

Housing Development & Homelessness

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

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

Consultation

During 2018/19 consultation was undertaken by the service as follows:

Communities Team
- The barriers faced by local citizens who have a desire to do more to improve their community. This feedback is essential as part of the emerging Community Empowerment Strategy and Action Plan.
- Community budgeting to assist in the development of the 4th phase of CB that launched in October 2018.
- As part of the Your Community neighbourhood approach extensive consultation has taken place within identified neighbourhoods to help identify areas of improvement and local positive people to support delivery of them.
- An extensive engagement exercise has been carried out to help define the need (or otherwise) of a Community Transport provision for West Dunbartonshire. This included the establishment of a CT network that attended three steering group meetings during January to March 2019.

Working 4U

During 2018/19 the team reviewed and refreshed the community learning and development plan. This included consultation with strategic stakeholders and learners who have benefitted from youth learning and adult learning services.

We also undertook a review of the 'Transforming Care after Treatment' Programme. The successful delivery of this project has led to the development of the approach in the form of the 'Improving the Cancer Journey' Project.

Housing Development

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

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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 2018/19 the areas we consulted on included the following:

- Annual rent setting process
- West Dunbartonshire Design Standard for social housing
- Target timescales for resolving cases of anti-social behaviour
- Pre-planning consultation relating to new build programme at the following sites;
  - Aitkenbar
  - Haldane Primary School
  - St. Andrew's

Continuous Improvement

Self evaluation

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

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Within the Housing & Employability service area, two self-evaluations are scheduled to be carried out in the third year (August 2018-July 2019). These covered the Working 4 U – Information & Advice team and the Communities Team. The improvement actions arising from these self-evaluations are currently being developed and once completed will be implemented to be monitored and delivered over the following year.

3. Strategic Assessment

The Housing & Employability management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2019/20. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2019/20:

Key Factors

Financial Context

The entire public sector is facing significant financial challenges. The Council is predicting cumulative funding gaps in 2020/21 and 2021/22 of £9.816m and £16.930m respectively. This means that action has to be taken to balance our budget and protect services for residents.

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

Britain's exit from the European Union throws considerable uncertainty on the availability of this funding. As a result there is uncertainty about future funding. The loss of match funding will reduce the service delivery that is currently responsible for supporting 400 people each year into employment.

We have all but secured phase 2 funding that will ensure the European funds will be available until December 2022. Meanwhile we will establish dialogue at a national and regional level to determine the future plans to replace this source of funding.

Welfare reform

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

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may be implications for West Dunbartonshire residents and West Dunbartonshire Council.

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

Scottish social security agency
Devolution of some welfare benefits will lead to the development of local services to support people to make effective claims for these benefits. This is basically an administrative function, but may pose questions about the responsibility for the provision of benefits support and lead to lack of clarity for residents about the sources of support for access to benefits and support should the process breakdown and lead to underpayment of benefits.

Employability/ Economic

Golden Jubilee expansion
Golden Jubilee Hospital plans to expand and as a result will generate employment opportunities or local people. Access to opportunities will have a positive effect in the local community if local people have the skills and attributes to compete for and secure the emerging jobs.

Digital enablement

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

Increased reliance on technological solutions raises the specter of digital exclusion for some of the marginalised and vulnerable individuals engaging with our services. The rollout of the Integrated Housing Management System (IHMS) will provide enhanced self-serve functionality for our tenants and residents, in addition to enabling more efficient working practices within teams. Paper-based and telephone services will remain available to those who require them and housing officers will provide or sign-post assistance for those struggling to access other services, such as welfare/benefits.

Digital skills is a vital aspect for those people interacting with the benefits system and other public bodies that aim to be 'digital by default'. In addition, action to address poverty and disadvantage includes the need to reduce the cost of living for people affected by poverty. This will include the need to access on-line goods and services

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that often offer discounts not available on the 'High Street'. Furthermore, digital skills are required more and more frequently to apply for employment and to operate effectively in the workplace.

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

Legislative

Housing (Scotland) Act 2014

Implementation of new provisions within the 2014 act, which are due to be enacted in 2019, will be a focus in the coming year. This introduces a requirement for tenants to notify the Council of changes in household; and requires amendments to be made to the allocations Policy. Tenants have received notification of these changes by letter and through Housing News articles; changes to the allocations policy will be communicated as relevant.

Domestic Abuse (Scotland) Act 2018

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

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

Community Empowerment (Scotland) Act 2015

The Act sets out clear requirements for public bodies in promoting a greater level of local decision making and empowerment of citizens. Within West Dunbartonshire there are communities that are well placed to take advantage of the Act, however others require additional support and capacity building to do so. By targeting our resources to those communities most in need, WDC seeks to deliver equity of opportunity. In addition, WDC will seek opportunities to promote the delivery of community capacity building by key partners.

Child Poverty Act (Scotland) Act 2017

The Bill for The Child Poverty (Scotland) Act 2017 was passed by the Parliament on 8th November 2017 and received Royal Assent on 18th December 2017. The intention of the Child Poverty Bill is to 'set targets relating to the eradication of child poverty' as well as making provision for plans and reporting relating to achievement of these targets.

The Child Poverty (Scotland) Act requires the Scottish Government to meet four income based child poverty targets by 2030 as well as set out and report on the actions

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they will take to meet those targets. In addition the Act places a duty on local authorities and health boards to report annually on what they are doing to contribute to reducing child poverty.

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

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

Community Learning and Development

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

The CLD plan must specify:

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

Housing first / Rapid Rehousing

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

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

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

Where homelessness cannot be prevented, Rapid Rehousing means:

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

- Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better; and

- When temporary accommodation is needed, the optimum type is mainstream, furnished and within a community.

And for people with multiple needs beyond housing:

- Housing First is the first response for people with complex needs and facing multiple disadvantages; and

- Highly specialist provision within small, shared, supported and trauma informed environments if mainstream housing, including Housing First, is not possible or preferable.

Each Local Authority was tasked with developing a 5 year Rapid Rehousing Transition Plan by 31 December 2018 and this plan was approved by the Housing and Communities Committee in February 2019. Year 1 of the plan will be implemented during 2019/20 and the plan will then be reviewed and updated on an annual basis.

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

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

Environmental

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

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

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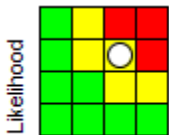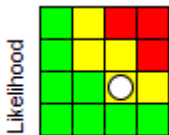
Action Plan

The challenges and issues identified in the performance review and strategic assessment sections have informed Housing & Employability priorities and outcomes for 2019/20. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Committee, at mid-year and year end.

4. Risks

In planning for 2019/20, the Housing & Employability management team identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

Title	Current Risk Matrix	Description	Target Risk Matrix
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.	
Failure to achieve the outcomes of the Scottish Social Housing Charter		The Scottish Social Housing Charter sets out the standards and outcomes that tenants and customers should expect from social landlords, in terms of the quality ad value for the services they receive, ?Failure to continue to meet these could place the Council at risk of the intervention powers of the Scottish Housing regulator	
Failure to deliver on the capacity building of the Community Empowerment (Scotland) Act		The failure to secure sustained buy-in for the CE agenda across council services and partners will hinder the sustainability of the Your Community approach to delivering services, increasing local decision making and participation.	
Failure to secure community and partner buy-in for the emerging Community Empowerment Strategy and Action Plan.		The success of the CE Strategy and Action Plan relies on a network of partners and a sense of community ownership. Without which the key actions may fail to materialise.	
Failure to successfully implement Integrated Housing key outcomes		The failure to deliver the key outcomes of the IHMS within the agreed timescales could delay an element of the transformation across housing service and key efficiency target not being realised	
Failure to respond to child poverty legislation		Failure to respond to child poverty legislation will have a significant impact on the Council's reputation, more importantly an opportunity to raise issues and respond more effectively to child poverty issues will be lost	

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Title	Current Risk Matrix	Description	Target Risk Matrix
Failure to secure funding to invest in WDC's CCTV infrastructure.	Likelihood / Impact	Failure to secure funding presents a significant reputational risk to the Council and partners. Failure to invest would also remove any commercialization opportunity	Likelihood / Impact

Appendix 1 – Structure Chart

REGENERATION, ENVIRONMENT & GROWTH

STRATEGIC LEADS

STRATEGIC LEAD - HOUSING & EMPLOYABILITY

Peter Barry

Leadership Support
Ashley MacIntyre

Communities Manager

Elaine Troup

Community Empowerment Officer
Suzanne Greer

Your Community Team Leader
Sonya Peddie

Your Community Team Leader
Colin Smith

Working4U Manager

Stephen Brooks

Team Coordinators
Gina Gallacher
Clare English

Housing Development & Homelessness Manager
John Kerr

Housing Development Co-ordinator
Stefan Kristmanns

Homeless and Homelessness Prevention Co-ordinator
Joanne Martin

Housing project Co-ordinator
Graham Watters

Housing Operations Manager

Edward Thomas

Co-ordinator Clydebank Central & Kilpatrick
Scott McLelland

Co-ordinator Clydebank Waterfront
Myra Feeney

Co-ordinator Dumbarton & Alexandria
David Lynch

West Dunbartonshire COUNCIL

Appendix 2: Action Plan 2019/20
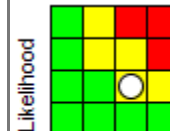
Priority : A strong local economy and improved job opportunities
Outcome : Improve skills for life & learning

Performance Indicator	2017/18	2018/19	2019/20		Assigned To
	Value	Value	Target	Target	
Employment rate	71.5%	72.03%	71.75%	72%	Stephen Brooks
Proportion of people earning less than the living wage	17.2%		tbc	tbc	Stephen Brooks

Performance Indicator	2017/18	2018/19	2018/19	2019/20	Assigned To
	Value	Value	Target	Target	
Percentage of people with increased or sustained income through Benefit Maximisation	94%		90%	90%	Gina Gallacher
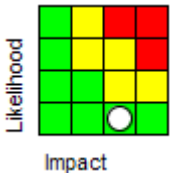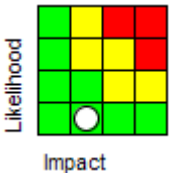
Action	Due Date	Assigned To
Address Barriers to Opportunity ensuring no one left behind by delivery of W4U (Learning) Learning Services and community learning plan.	31-Mar-2020	Stephen Brooks
Address Barriers to Opportunity ensuring no one left behind by delivery of Phase 2 European Funding: 'Poverty and Social Inclusion' Programme.	31-Mar-2020	Stephen Brooks
Address Barriers to Opportunity ensuring no one left behind by delivery of Phase 2 European Funding Employability Pipeline.	31-Mar-2020	Stephen Brooks

Risk	Current Risk Score	Description	Target Risk Score	Assigned To
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.		Stephen Brooks

Outcome: Increase employment and training opportunities

Performance Indicator	2017/18	2018/19		2019/20	Assigned To
	Value	Value	Target	Target	
% of households that are workless	22.2%	22.6%	22%	21.9%	Lorraine MacLeod

Action	Due Date	Assigned To
Ensure no one is left behind by reducing cost of living for West Dunbartonshire residents through debt/money management	31-Mar-2020	Stephen Brooks
Ensure no one is left behind by improving the cancer journey for individuals and families affected	31-Mar-2020	Stephen Brooks
Prepare and compile West Dunbartonshire Child Poverty Report	31-Mar-2020	Stephen Brooks

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to respond to child poverty legislation		Failure to respond to child poverty legislation will have a significant impact on the Council's reputation, more importantly an opportunity to raise issues and respond more effectively to child poverty issues will be lost		Stephen Brooks

Priority: Supported individuals, families and carers living independently and with dignity

Outcome: Enhanced Life Chances

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Action	Due Date	Assigned To
Maximise local residents' participation in family, social and community life through delivery of community learning plan	31-Mar-2020	Stephen Brooks
Maximise service opportunities and outcomes through partnership planning and working with strategic stakeholders in community learning, employability and advice information services	31-Mar-2020	Stephen Brooks

Outcome: Improve Well being

Action	Due Date	Assigned To
Maximise Income for West Dunbartonshire residents by supporting them to secure employment	31-Mar-2020	Stephen Brooks
Maximise Income for West Dunbartonshire residents by supporting them to secure full benefit entitlement	31-Mar-2020	Stephen Brooks
Maximise opportunities for local people from public sector investment and in-work progression (Inclusive Growth)	31-Mar-2020	Stephen Brooks
Reduce cost of living for West Dunbartonshire residents	31-Mar-2020	Stephen Brooks
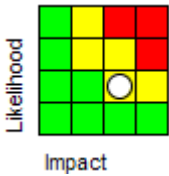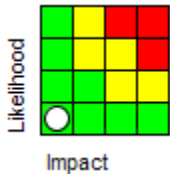
Outcome: More affordable and suitable housing options

Performance Indicator	2017/18	2018/19	2018/19	2019/20	Assigned To
	Value	Value	Target	Target	
Number of new supply social housing for rent	100		80	80	John Kerr
% of all homeless cases re-assessed within 12 months (repeat homelessness)	5%		5%	5%	John Kerr
% of tenants satisfied with the overall service provided by their landlord	84.06%		84.3%	84.35	John Kerr
Average length of time to re-let properties	35.56		25	25	Edward Thomas
% Unemployed People Assisted into work from Council operated / funded Employability Programmes	20.4%		14%	14%	Stephen Brooks

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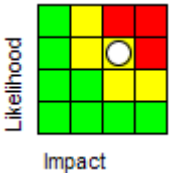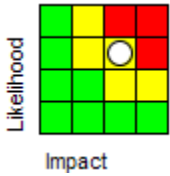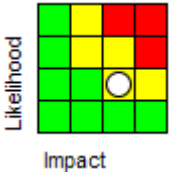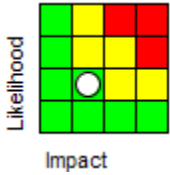|				
% of council rent that was lost due to houses remaining empty	0.9%		0.88%	0.88%	Edward Thomas
Percentage of Households in Fuel Poverty	27%		24.5%	24%	Stephen Brooks
% of children living in poverty (after housing costs)	25%		26%	26%	Stephen Brooks / Gina Gallacher
% of residents who feel safe/very safe in their local community	66.42%		98%	98%	Edward Thomas
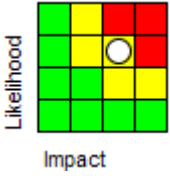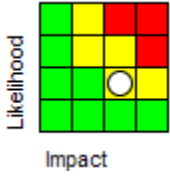
Outcome: More affordable and suitable housing options		
Action	Due Date	Assigned To
Implement Local Housing Strategy 2017-2022 (2019/20)	31-Mar-2020	John Kerr
Maximise the delivery of new affordable housing in West Dunbartonshire through More Homes Better Homes West Dunbartonshire approach	31-Mar-2020	John Kerr
Ensure successful delivery and implementation of the Council's New Build Programme	31-Mar-2020	John Kerr
Refresh HRA 30 year business plan and test against Value for Money principles and HRA guidance	31-Mar-2020	John Kerr
Implement year 2 of our Housing Asset Management Strategy 2018-2023	31-Mar-2020	John Kerr
Analyse current social housing letting activity across West Dunbartonshire to provide greater consistency across all social housing providers	31-Mar-2020	John Kerr
Use Annual Return on the Charter(ARC) to Scottish Housing regulator (SHR) process to drive improvements across housing services.	31-Mar-2020	John Kerr
Carry out robust Rent Consultation with tenants and future tenants, including review of existing timetable	31-Mar-2020	John Kerr
Implement Year 3 of our Tenant Participation Strategy 2017-2020	31-Mar-2020	John Kerr
Implement Year 3 of our Homelessness Strategy 2017-2020, "More than a roof"	31-Mar-2020	John Kerr
Implement Year 1 of our Rapid Rehousing Transition Plan 2019-2024	31-Mar-2020	John Kerr
Deliver whole systems approach to the prevention of homelessness	31-Mar-2020	John Kerr
Introduce new models of affordable housing within West Dunbartonshire	31-Mar-2020	John Kerr
Review strategic response to private sector housing	31-Mar-2020	John Kerr
Continue rollout of No Home for Domestic Abuse and embed specialist resource within teams	31-Mar-2020	Edward Thomas

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Risk	Current Risk Score	Description	Target Risk Score	Assigned To
Failure to achieve the outcomes of the Scottish Social Housing Charter	Likelihood / Impact	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	Likelihood / Impact	Peter Barry; John Kerr

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
Develop a Community Empowerment Strategy and Action Plan to support the continued promotion and awareness of the Community Empowerment Act.	31-Mar-2020	Elaine Troup/Suzanne Greer
Further progression of the roll-out of the neighbourhood approach as part of the Your Community Initiative.	31-Mar-2020	Elaine Troup/Suzanne Greer
Undertake a review of the measures in place to support Community Councils and ensure they operate within the established guidelines.	31-Mar-2020	Elaine Troup/Suzanne Greer
Develop and deliver a successful Community Conference to tackle the silence around Domestic Abuse in communities across West Dunbartonshire.	31-Mar-2020	Elaine Troup/ Suzanne Greer
Promote participation opportunities within communities across WDC	31-Mar-2020	Elaine Troup/ Suzanne Greer
Promote partnership working across WDC to support empowerment agenda	31-Mar-2020	Elaine Troup/ Suzanne Greer

Performance Indicator	2017/18	2018/19	2018/19	2019/20	Assigned To
	Value	Value	Target	Target	
% of residents aware of the community empowerment 2015 Act	n/a	24%	24%	30%	Elaine Troup/Suzanne Greer

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Number of community projects that are supported through your community/improvement fund investment	n/a	n/a	n/a	tbc	Elaine Troup/Suzanne Greer

Risk	Current Risk Score	Description	Target Risk Score	Assigned To
Failure to deliver on the capacity building of the Community Empowerment (Scotland) Act	Likelihood / Impact	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.	Likelihood / Impact	Elaine Troup/Suzanne Greer
Failure to secure community and partner buy-in for the emerging Community Empowerment Strategy and Action Plan.	Likelihood / Impact	The success of the CE Strategy and Action Plan relies on a network of partners and communities. Without which the key actions may fail to materialise.	Likelihood / Impact	Elaine Troup/Suzanne Greer
Failure to secure funding to invest in WDC's CCTV infrastructure.	Likelihood / Impact	Failure to secure funding presents a significant reputational risk to the Council and partners. Failure to invest would also remove any commercialization opportunity	Likelihood / Impact	Elaine Troup
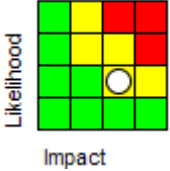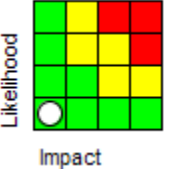
Priority: Open, accountable and accessible local government

Outcome: Equity of access for all residents

Performance Indicator	2017/18 Value	2018/19 Value	2018/19 Target	2019/20 Target	Assigned To

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Performance Indicator	2017/18 Value	2018/19 Value	2018/19 Target	2019/20 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%		45%	50%	Elaine Troup
% of disabled residents who were satisfied or very satisfied with the opportunities for participating in the local decision making process	33%		36%	40%	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
Digital inclusion – carry out review of provision of wifi inclusion into new build properties and priority areas of deprivation	31-Mar 2020	Edward Thomas
Implement Integrated Housing Project	30-Jun 2020	John Kerr

Risk	Current Risk Score	Description	Target Risk Score	Assigned To
Failure to successfully implement Integrated Housing key outcomes		The Failure to deliver the key outcome of the Integrated Housing project namely the delivery of the integrated housing management system could delay an element of the transformation across housing services and key efficiency targets not being realised.		John Kerr

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Outcome: Sustainable & attractive local communities		
Action	Due Date	Assigned To
Implement Integrated Housing Project Go-Live period	31-Mar-2020	John Kerr
Deliver the Scottish Social Housing Charter outcomes	31-Mar-2020	John Kerr
Restructure ASB and Estate Caretaking services to ensure neighbourhoods are clean, safe and vibrant communities for our tenants and residents to live in.	31-Mar-2020	Edward Thomas
Implement improvement actions and strategy from analysis of tenancy failure.	31-Mar-2020	Edward Thomas
Continued improvement of the existing CCTV infrastructure and development of an options appraisal for future investment.	31-Mar-2020	Edward Thomas /Suzanne Greer

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Appendix 3: Quality Standards

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

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

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

Service area	Description	How it will be measured
Housing operations	We will provide all tenants with mobile phone number and email address for their named Housing Officer, as well as details of a colleague should they be unavailable.	% of Tenants that have been provided with housing officer contact details
	We will respond to tenants enquiries on the day whenever possible and otherwise within 3 working days.	% of tenant enquiries responded to on same working day
	We will contact you within 7 working days of receiving a housing application to discuss your needs and provide advice on housing options	% of applications followed up for discussion within 7 working days
	We will follow up reports of Anti-Social Behaviour within 1 working day.	% of ASB reports followed up within 1 working day.
Housing development	We will aim to let you know about the outcome of your homeless application within 28 days of your first interview	% of application outcomes communicated within 28 days
	We will provide good quality temporary or emergency accommodation if you have nowhere to stay.	% satisfied with the quality of temporary or emergency accommodation
Communities	We will acknowledge all participation requests within 5 working days	% of participation request acknowledgements sent within 5 working days of notification
W4U	We will acknowledge receipt of referral within five working days of notification	% of referral acknowledgements sent within 5 working days of notification

Appendix 4: Resources

This section should include core resources information:

- Workforce planning & development (including any identified training programmes / plans)
- Absence
- Workforce profile (headcount, FTE for each service area)
- Annual workforce plan

Finance

The 2019/20 revenue budget for the Housing & Employability strategic area is £9.009M. The resources to deliver on this in 2019/20 action plan for Housing and employability are:-

Service	Gross Expenditure 2019/20	Gross Income 2019/20	Net expenditure/ (Income) 2019/20
Homeless	£3,692,362	-£3,551,919	£140,443
Communities	£991,386	-£124,958	£866,428
W4U	£3,728,671	-£861,621	£2,867,050
Anti- Social Behaviour	£529,273	-£890	£528,383
Private sector Housing	£67,393	-£24,343	£43,050
Total	£9,009,085	-£4,563,731	£4,445,354

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

	Gross Expenditure (Revenue)	Capital
HRA budget 2019/20	£43.205M	£57.902M

Appendix 5: Benchmarking Data

Benchmarking agency	Description	2017/18	RANK	2016/17	RANK	SCOTLAND 2017/18	Directional change in rank
LGBF	Percentage of rent due in the year that was lost due to voids	0.9%	13	1.05%	18	0.89%	⬆
	% Unemployed People Assisted into work from Council operated / funded Employability Programmes	23.52%	4	20.96%	5	14.4%	⬆
	Proportion of people earning less than the living wage	17.2%	8	16.5%	2	18.4%	⬇

Appendix 2
Housing & Employability 2018/19 Delivery Plan year-end Report

Generated on: 11 April 2019

West **Dunbartonshire** C O U N C I L

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

Icon	Name
Ob	Improve skills for life & learning

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

Icon	Name
Ob	Increase employment and training opportunities

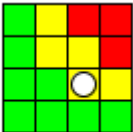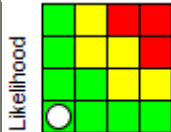| Action	Status	Progress	Due Date	Comments	Assigned To
Develop and maintain Information and Advice partnership	✅	100%	31-Mar-2019	This action has been completed as planned. The Information and Advice Partnership has been established, meets regularly and has agreed a number of priority actions for the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

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

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Universal Credit Full Service changes breadth and depth of demand for services.	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

Icon	Name
P	2. Supported individuals, families and carers living independently and with dignity

Icon	Name
Ob	More affordable and suitable housing options

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

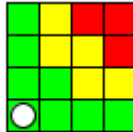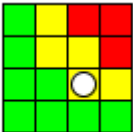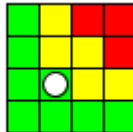| Action	Status	Progress	Due Date	Comments	Assigned To
Rollout wider housing officer role, with key emphasis on prevention and early intervention	✅	100%	31-Mar-2019	The restructure of Housing Operations to create smaller ward teams and widening the role of the Housing Officer was achieved on target,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

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to achieve the outcomes of the Scottish Social Housing Charter		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		Peter Barry; John Kerr

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

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

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

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

Departmental Risk	Current Risk Matrix	Description	Target Risk Matrix	Assigned To
Failure to deliver on ambitions of Community Empowerment Act		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		Suzanne Greer; Elaine Troup
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.		Suzanne Greer; Elaine Troup

Icon	Name
P	4. Open, accountable and accessible local government
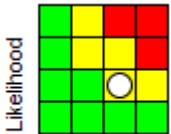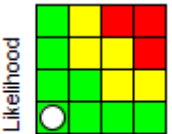
Icon	Name
Ob	Equity of access for all residents

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

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

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

Icon	Name
(Ob)	A continuously improving Council delivering best value

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

Icon	Name
(Ob)	Sustainable & attractive local communities

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

Appendix 3 – Housing & Employability Workforce Plan 2017-2022 – Annual Action Plan 2019-20

1. Addressing the gap between current workforce supply and predicted future demand				
Strategy	<td colspan="4">• 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.</td>
Expected Outcome	<td colspan="4">Gap is addressed, whilst: • 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</td>
Actions	**Person(s) Responsible**	**Resources Needed**	**Complete By**	**Measurement of outcome**
Continue to implement new funding model to support service requirements including new appropriate sourced funding	J Kerr	Staff Resource/Budgetary commitment	???? 31st March 2020	Financial Controls
Complete implementation and evaluate the effectiveness of new service delivery models and identify any improvement actions	J Kerr	Recruitment/ Increased Staff Resource/Succession Planning	31st March 2020	Benefits of new model are being realized.
Continued implementation of training plans to aide succession planning approach for skilled roles	E Thomas/S McLelland	Recruitment and/or training	31st March	Training records, existence of internal talent pool for promoted posts/project

				support
Implement new model of service delivery for Anti Social Behaviour and Estate Caretaking services	E Thomas/S McLelland	Staff resource	July 2020	Improved service offer to residents and roles that have anticipated future service demands. Existing skills and capacity of staff will also be consolidated.
Develop and implement local employability service model using internal redeployment pool where possible.	S Brooks	Staff resource	March 2020	Preferred model of delivery is identified and implemented.

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: • 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**
Training Needs Analysis undertaken and comprehensive	E Thomas/M	Time and	July 2019	Review quarterly

training programme developed in advance of service restructure.	Feeney	budgetary commitment		
Implementation of full Integrated Housing Training Plan	J Kerr	Time/Staff Resource (fully budgeted)	June 2019	Project Board monitoring
Continued implementation of Training Programme for service area to support new ways of delivering services to our communities working	J Kerr/	Time and Budgetary commitment	March 2020	Ongoing review of implementation plan
Continued upskilling staff and supporting implementation of Housing Options Training Toolkit	J Kerr	Time and Budgetary commitment	31st March 2020	Ongoing review of implementation plan
In line with self evaluation outputs carry out skills assessment in Communities team to identify and align skills, including identifying areas for improvement and implementing a training and development plan.	S Greer	Time Commitment	March 2020	Range of services delivered by team widened. Community benefits realized.
Continue to implement development plans for Community Learning & Development, welfare rights/debt and money advice employees equating to 30-35 hours of CPD.	S Brooks	Time commitment	March 2020	Quality of service provided continues to meet required standards in line with regulatory/external body requirements
Training needs analysis to be carried out and actions implemented in order to support the digital transformation agenda; this will include supporting the implementation of development of IHMS.	All	Time Commitment OD & Change	March 2020 and ongoing	Process efficiencies achieved Confidence and capability of employees

				increases Improvement to front line service delivery.

3. Improve integration across teams

Strategy	Continue 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**
Delivery of Housing Options Approach	J Kerr/	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 and develop resilience plans across all service business critical areas	J Kerr	Time	April 2020	Ongoing review at Management meetings
Support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing	All	Time	March 2020 and ongoing	Improved employee

Group.				engagement, lower sickness absence rates

5. Addressing the gap in relation to capability in sourcing funding and project management in the use of the same

Strategy	Continue to 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**
Continue supporting key staff to apply for and secure external funding – using National programmes proposal to develop these skills	C English	Staff support	March 2020 and ongoing	No of bids submitted
Further upskill staff on project management and reporting, particularly on output based projects where progress targets have to be achieved and the need to provide funders with appropriate progress reports.	S Brooks	Time commitment	March 2020 and ongoing	No of bids submitted

6. Addressing the gap in relation to relationship management skills in managing contracts delivered by external organisations

Strategy	Continue to 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 4U 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/J Sutherland	Staff resource	October 2019	Contract management

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 1 May 2019

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Subject: More Homes West Dunbartonshire – West Dunbartonshire Council House New 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 Council House New Supply 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 in the delivery of the Council's More Homes West Dunbartonshire approach;

(ii)   Note that the report and the delivery of the Council's ambitious plans to deliver new homes to meet housing need will include significant member involvement in its delivery and as such a regular update report will be provided to each Housing and Communities Committee

(iii)   Agree to the increased spend on security at Clydebank East as noted at 6.10 which takes the spend to date above Procurement limits

3.   Background

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

3.2   As part of the Council's More Homes West Dunbartonshire programme a target has been set for 1000 new affordable homes to be built within a 5 year period up to March 2021 between the Council and developing partner Housing Associations. To assist in meeting this target, the Council has ambitious plans which were approved by Council in February 2018 to build around 400 new homes for social rent from 2018–2021, the first of which were delivered in Spring 2018 in Second Avenue, Clydebank.

3.3   The Council have now delivered 161 new council homes as outlined in table 1:

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	**161**	

3.4   The Strategic Housing Investment Plan (SHIP) 2018-2023, outlining West Dunbartonshire's Affordable Housing Supply Programme through the More Homes West Dunbartonshire approach was approved by the Housing and Communities Committee in November 2018.

3.5   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.

3.6   As part of the Council's More Homes West Dunbartonshire programme a target has been set for 1000 new affordable homes to be built up to March 2021in 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 around 400 new council homes for rent (this figure is inclusive of buyback properties). Partner Housing Associations have a combined target of over 800.

3.7   The Council's Tendering Committee approved the appointment of a Strategic Delivery Partner on 29 August 2018. The reaching of this key milestone will see CCG Scotland Ltd work with the Council to deliver five of our new build development inclusive of enabling and construction works.

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 2021in 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 supports such an aim. This has been strengthened through the formation of a More Homes West Dunbartonshire Project Board chaired by the Strategic Lead for Housing and Employability which will provide strong governance and leadership to ensure the ambitions are achieved.

4.3   The HRA Capital Plan and SHIP both approved in 2018 outlined the plans the Council have for meeting their targets. These revised targets for Council new build are outlined below:

Table 2: Council New Build

Site/Developer	Number of Units
St Andrews High School, Clydebank	126
Dumbarton Harbour	45
Creveul Court, Alexandria	20
Haldane Primary School	64
Aitkenbar Primary, Bellsmyre	52
Clydebank East ex MSF site	54
Queens Quay, Site B, Clydebank	29
	390 units

4.4   The Housing and Communities Committee in February 2019 approved the addition of Queens Quay, Site C to the Council's new build programme, although it should be noted that this site would not necessarily contribute to the 2021 target; rather it may be included as a future development site post 2021 and consistent with the Council's stated intention to develop beyond 2021. The site would only be taken forward if a financially viable project that meets housing need can be developed.

4.5   The More Homes, Better Homes West Dunbartonshire programme would see an estimated investment of over £70m in council house building to deliver the current programme; this would be supported through initial estimated grant funding of around £25m (table 3, 6.3 below).

4.6   All the new build Council Programme is managed and delivered by our Housing Development Team supported by Consultancy Services, this includes the design which is undertaken by our own architectural officers, with the exception of Dumbarton Harbour, Creveul Court and Clydebank East which is being developed through a design and build arrangement, with the design arrangements in accordance with WDC requirements.

4.7   Progress on each of the Council new build projects is outlined below:-

<u>St Andrews School Update</u>
This development will provide 126 units in total. This site will now fully be developed and all units used for council housing. The Wheatley Group who were involved as a partner have now withdrawn from the project.

A PAN pre-planning public consultation event was held on Tuesday 13th June 2018 in Clydebank Town Hall and evidenced strong support for the proposed development. Planning Consent was granted by the Planning Committee in November 2018.

Works are ongoing to prepare the site. Demolition of the former Janitors house and the removal of a number of trees has been carried out. A ground remediation strategy is in preparation which will inform the proposed site start expected to be May 2019, with completion anticipated around March 2021.

Dumbarton Harbour
The Housing Development Team are engaged with Turner Townsend and have agreed the design specification for the delivery of the 45 units. An element of enabling works has already commenced and full planning permission is already secured.   A recent issue with site levels across this site and neighbouring projects was identified and work is ongoing to resolve this which will benefit the entire harbour area. This has had the effect of slightly delaying the site start which will now be May 2019.

Creveul Court, Alexandria Town Centre
A design brief is being developed which will see this development deliver around 20 new homes for social rent. A key principle for the design is to build on the housing need already satisfied through the adjacent Caledonia/Dunbritton Housing Association's Kippen Dairy development and meet any unmet need particularly in relation to older persons accommodation.

The site was discussed at the Design Panel in March and was welcomed and any changes following this have been made.

The planning application has been made and the outcome is awaited.

The demolition of the existing Creveul Court building is underway and will be complete by summer 2019. It is expected that the new build development will get underway before the end of 2019.

Haldane Development
The demolition of Haldane Primary School is now complete and work is underway to carry out post demolition site investigations. The planning application has been made and the outcome is awaited. We anticipate a site start by the end of 2019.

A PAN consultation event took place on 3 October 2018 at Mill Park. Draft plans were on display for residents to come along and help influence the design before a planning application is made. Members of staff from Consultancy Services, Housing Development and Housing Operations were in attendance to answer questions. The event was well attended and received positive feedback to the initial plans.

Bellsmyre Regeneration (Aitkenbar)
A Planning Application for 52 properties has been made in December 2018 and is on the agenda for the March 2019 Planning Committee.
A PAN consultation event took place on 18 September 2018 at the Cutty Sark Centre. Draft plans were on display for residents to come along and help influence the design before a planning application is made. Members of staff from Consultancy Services, Housing Development and Homelessness and Housing Operations were in attendance to answer questions. The event was well attended and received positive feedback to the initial plans.

In advance of the site start the demolition of the site will conclude to allow the site to be fully transferred to the Housing Revenue Account. The Council has served notice on the existing community groups who are still utilising the Longcrags facility and are supporting them to investigate alternative accommodation solutions.

A site start has been programmed for Summer 2019 with completion towards early Autumn 2020.

Clydebank East
A design brief is being developed which will see this development deliver around 50/60 new homes for social rent, as part of a wider regeneration masterplanning approach being considered for this site.

Work to prepare for the demolition of the properties on this site is underway. Due to the volume and type of properties the demolition is complex. The Council has increased security on the site which has minimised trespassing and any associated issues.

Queens Quay, Site B, Clydebank
A Planning Application for Site A and B comprising of a total of 149 flatted units was made in December 2018 and planning approval was received from the March 2019 Planning Committee. As highlighted in 4.5 of this report it is proposed that the Council develop a new scheme for Site C within the Queens Quay development which would seek to provide more family type homes to complement the housing mix within Site A and Site B.

4.8   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.

4.9   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.

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

5. People Implications

5.1 There are no people implications from this report.

6. Financial and Procurement Implications

Financial

6.2 The impacts and ambition of the Council's New Build Programme has been reviewed and assessed together with the revised target cost, increased abnormal element and inclusion of the development of Queens Quay Site C approved at the previous Housing And Communities Committee in February 2019,through the Council's HRA Business Plan Model and is affordable with no negative impact to the future viability of the HRA.

6.3 Taking into consideration the increased costs and more refined unit numbers as designs become more developed the spend and minimum grant requirements have been revised in table 3 below:

Table 3: Council New Build Spend

Project	No. of New Houses	Total Cost Est	Abnormal Allowance	Grant Required
St Andrews School, Clydebank	126	£20.16m	£500k	£7.534m
Dumbarton Harbour	45	£6.235m	£0k	£2.655m
Alexandria Town Centre, Alexandria	22*	£3.2m	£400k	£1.298m
Bellsmyre Regeneration (Aitkenbar), Dumbarton	52*	£8.32m	£1.8m	£3.068m
Haldane PS, Alexandria	64*	£10.24m	£1m	£3.78m
Clydebank East, Clydebank	54*	£8.64m	£750k	£3.186m
Queens Quay Site B	29*	£4.64m	£750k	£1.711m
Queens Quay Site C	30*	£4.8m	£750k	£1.77m
TOTALS	422	£66.235m	£5.95m	£25.002m

*figures are subject to change

6.4 In February 2019 Council approved the Housing Capital Programme 2019-2024 which has gross profile spend of £95.775m on council new build housing over that 5 year period year period.

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

6.6 In addition, to the current benchmark grant levels highlighted in 6.5, the Council continues to lobby Scottish Government and sector bodies for parity with RSLs in terms of grant funding.

6.7 The future Council new build plan outlined at Table 3 will see over £66million of investment to deliver the Affordable Housing Supply Programme with a minimum of £25m of this being Affordable Housing Supply Funding from the Scottish Government.

Procurement

6.8 As highlighted in section 3.7 of this report, a robust contract strategy resulted in the appointment of CCG Scotland Ltd to deliver five of our new build development sites inclusive of enabling and construction works.

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

6.10 Following concerns raised by the community, security measures in place at Clydebank East have been increased. While this has ensured trespassing and vandalism are kept to a minimum, it has increased spend for this service. The Housing Operations Manager discussed this with Procurement, which led to the recommendation contained within this report.

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

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

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: 16 April 2019

Person to Contact:	John Kerr – Housing Development and Homelessness Manager, Housing and Employability, 16 Church Street, Dumbarton, G82 3PU, telephone: 01389 737889, email: john.kerr@west-dunbarton.gov.uk
Appendices:	None
Background Papers:	West Dunbartonshire Council's Local Housing Strategy 2017-2022 http://www.west-dunbarton.gov.uk/media/4311723/housing-strategy-2017-2022-final.pdf
	Local Housing Strategy, Equalities Impact Assessment, November 2016 http://www.west-dunbarton.gov.uk/media/716927/lhs_eia_sept_2011-revised.pdf

More Homes, Better Homes West Dunbartonshire Strategic Housing Investment Plan, Housing Development, November 2017

Affordable Housing in West Dunbartonshire, Housing Strategy and Development, July 2015
http://www.west-dunbarton.gov.uk/media/4308583/brochure-final-website-version.pdf

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 1 May 2019

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

1.   Purpose

1.1   This report provides the requested 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 second year of the Strategy's action plan, including the key role
        played by tenant representatives; and

(ii)   note and celebrate the Council's Gold Accreditation award from TPAS
        (Tenant Participation Advisory Service) Scotland highlighted in section 3.5
        of this report.

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 was approved by the Housing and Communities
           Committee in February 2017. This 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 be the exemplar organisation in
           supporting tenant participation activities and has been nationally recognised in
           the past three years, being the winner of Tenant Participation Advisory

Service Scotland (TPAS Scotland) Good Practice Awards for Communicating Performance Information to Tenants (2016, 2017) and Involving Tenants in Rents (2018).

3.5   In March 2019, the Council was awarded Gold Accreditation by TPAS (Tenant Participation Advisory Service). This followed a robust scrutiny of our tenant participation provision and included TPAS examining our practices and interviewing tenants and staff. The service scored an overall grade of 6 which equates to 'an excellent provision of tenant participation with outstanding sector leading strengths in the majority of standards. '

4.   Main issues

4.1   "Involving You" has the following 8 key strategic aims:

- Improve the culture and practise of involving tenants across housing services;

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

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

- Encourage involvement of under-represented groups;

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

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

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

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

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 2	10	31	0	0	0	**41**

Action Status	
❌	Cancelled
⬤	Overdue; Neglected
⚠	Unassigned; Check Progress
▶	Not Started; In Progress; Assigned
✅	Completed

<u>Improve the culture and practise of involving tenants across housing services</u>

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 2018/19 include:

- Development of a Tenant Priority Budget which facilitates tenants to engage directly with financial decisions regarding environmental and housing improvements to their neighbourhoods;
- Improved communication with our tenants on and offline;
- The production of a quarterly TP update for tenant representatives, elected members and staff to maximise awareness of tenant participation activities;
- Creation of a new Tenant Participation Leaflet, which promotes the options for participating. This is an easy to read leaflet which will be included in the new tenant pack and circulated to Housing and Homelessness staff and tenant groups for distribution; and
- Developed a walkabout process with tenants and housing staff.

<u>Improve feedback to tenants to show where they have influenced or shaped the housing service</u>

4.4   The Consultation Toolkit continues to be used to facilitate effective feedback to tenants when reviewing policies or practices. In 2018/19 it was used in the review of the Design Standard and Rent Setting process and consultation summaries were provided as part of the background papers provided to the Housing and Communities Committee. This can be viewed as positive practice.

4.5   Housing News is used to publicise outcomes from consultations to help encourage more tenants get involved and demonstrate that they can influence decisions and policies. Direct feedback to those giving contact details was also given to all tenants attending the public meeting or completing the rent option survey.

4.6   A consultation calendar is provided annually which aims to ensure that tenants are aware of when they can give their views. We have also developed a consultation outcome section to emphasise the impact tenants views have had.

4.7   Tenants and Residents Associations are also supported to demonstrate their achievements at a more local level as well as using the Housing News to promote their activities.

<u>Promote and provide a wide range of options for tenants to get involved</u>

4.8   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.

4.9   We have developed a "walkabout" process for tenants to inspect their local area and produce actions plans for improvements along with housing staff. This has worked well especially in the multi storey flats.

<u>Encourage involvement of under-represented groups</u>

4.10   We have continued to facilitate a forum for homeless people in temporary/supported accommodation and are an active member of the West Dunbartonshire Equality Forum. We have carried out some initial scoping work in terms of developing a youth housing forum to involve tenants aged 16-25 . This will be further developed in 2019 in partnership with our Housing Development Intern.

<u>Ensure that tenants are aware of the options available to shape housing services</u>

4.11   To ensure tenants are aware of the options available to shape housing services and budgets, we continue to promote these widely through Housing News, our TP Updates and online.

4.12   Our annual rent setting consultation process continues to develop transparency around the HRA which tenants and the Housing Regulator are looking for. 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.

<u>Improve involvement in monitoring performance through our Scrutiny Panel and encourage tenant scrutiny activities</u>

4.13   In line with the Scottish Social Housing Charter we continue to develop tenant involvement in monitoring our performance and becoming involved in scrutiny activities. During 2018/19, our Scrutiny Panel completed their fourth scrutiny exercise looking at the Council's compliance with the Scottish Housing Quality Standard and the number of properties we have held in abeyance and the reasons for this. A report was provided to the Housing Improvement Board in November 2018 and all the Panel's recommendations were accepted and will be implemented throughout 2019. We are also supporting the Panel to recruit

more members to assist them in monitoring existing action plans and carrying out new scrutiny activities.

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

4.14 We continue to review the resources required to improve tenant participation and tenant scrutiny. During 2018/19 we have continued to support TRAs, the WDTRO, Sheltered Housing Forum, pre-HACC Forum and Scrutiny Panel to help them function effectively. We have also encouraged tenants to take advantage of many training opportunities which have included:

- funding four tenants to go to the TPAS tenant conference;

- provided independent HRA training to members of the WDTRO;

- funded 2 Scrutiny Panel members to attend a TPAS Participation Bootcamp relating to Tenant Scrutiny; and

- providing in-house treasurer training for new office bearer.

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

4.15 We continue to ensure that we communicate effectively and provide good quality accessible information that tenants want, primarily through our quarterly newsletter Housing News which is delivered to all tenants. As part of the Accreditation process, TPAS commended us on the quality of our communication with tenants and in particular our Tenant Participation Strategy and summary documents.

4.16 Our Tenant Handbook, produced in partnership with tenants, was refreshed during 2018/19 to include updated information following the introduction of the Housing (Scotland) Act 2014. 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.

4.17 During 2019/20 the following key actions from the strategy will be delivered:

- Review and update service standards;
- Publish an Annual 'Involving You' Tenant Report;
- Support TRAs to demonstrate their achievements locally;
- The development of a Youth Housing Forum;
- Develop tenant involvement in the decision making process of rent setting, Capital programmes and agreeing Business Plans; and
- Agree with tenants what Charter Indicators they want in the Tenant Report.

4.18 In addition to the key actions highlighted above, as a direct impact of the Scottish Housing Regulator's new statutory regulatory framework we will be involving our tenants, homeless people and other who use housing services in ensuring that we comply with all regulatory standards.

5. People Implications

5.1 There are no people implications from this progress report. The Housing Development team has undertaken a service redesign which has ensured additional resource to support tenant engagement activities and to meet the requirements of the new statutory regulatory framework.

6. Financial Implications

6.1 Actions required to take the Strategy forward in 2019/20 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. This does not require to be updated in respect of this progress report.

9. Consultation

9.1 As a progress report, there is no requirement to consult on the progress of the Strategy. We do however give regular Tenant Participation updates at the quarterly WDC/WDTRO Liaison meetings and the minutes of these meetings are circulated to our Tenant & Resident Associations, WDTRO members, as well as being publicly available on the Council's webpage.

10. Strategic Assessment

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

Peter Barry
Strategic Lead, Housing and Employability
Date: 15 April 2019

Person to Contact: John Kerr – Housing Development and Homelessness
                           Manager, Housing Development and Homelessness
                           Team, Housing and Employability, 16 Church Street,
                           Dumbarton, G82 1QL, 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
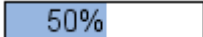
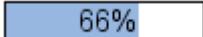| Outcome	✅	▶	⚠	🛑	❌	Total
Outcome 1 – We will improve the culture and practice of tenant participation across housing services	2	4	0	0	0	6
Outcome 2 - We will improve our feedback to tenants so that we can demonstrate where our tenants and other service users have influenced or shaped the housing service	0	6	0	0	0	6
Outcome 3 - We will promote and provide a wide range of options for tenants to get involved with us	2	6	0	0	0	8
Outcome 4 - We will encourage involvement of under-represented groups such as young people, homeless people, people with disabilities and minority ethnic groups	1	4	0	0	0	5
Outcome 5 - We will ensure tenants are aware of the options available to them to shape housing service plans and budgets	1	3	0	0	0	4
Outcome 6 - We will assess our performance in line with the Scottish Social Housing Charter and involve tenants in our annual report	1	3	0	0	0	4
Outcome 7 - We will ensure that the resources we out in and practices we carry out are adequate to support and develop tenant participation activity	2	2	0	0	0	4
Outcome 8 – We will ensure we communicate effectively with tenants and provide good quality, accessible information that tenants want	1	3	0	0	0	4
Total	**10**	**31**	**0**	**0**	**0**	**41**

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

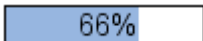| Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
Continue to deliver tenant participation training for all housing services staff	▶	33%	31-Mar-2020	Deliver TP training to housing staff during Year 1 of strategy	31-Mar-2018	Yes	Training was delivered 6th, 13th and 20th February 2018	Jane Mack
				Deliver TP training to housing staff during Year 2 of strategy	31-Mar-2019	No	Training offer included in Spring TP Update	
				Deliver TP training to housing staff during Year 3	31-Mar-2020	No		

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
Monitor tenant participation service standards to ensure that tenant participation practice is built into all parts of the housing service	▶	25%	31-Mar-2020	Asses what service standards are used by other landlords relating to tenant participation.	31-Dec-2017	Yes	via query on TPAS members forum and discussion at various networking opportunities it is apparent that there is little example of best practice existing in terms of measurable standards. Most service standards across the sector reflect what we have currently in place.	Dawn Conner
				Review and update service standards in place to measure TP performance	31-Jul-2019	No	There was some suggestion that TP performance indicators may be introduced by SHN as part of the wider Charter review process - this did not happen. 11/01/19 Research now being undertaken in terms of developing meaningful service standards that can be reported regularly.	
				Put in place mechanism to monitor performance against service standards	31-Aug-2019	No		
				Report performance against reviewed service standards as part of wider PMF	31-Mar-2020	No		
Target achieving Gold TPAS accreditation	✓	100%	31-Mar-2020	Begin self-assessment process relating to TPAS Gold Accreditation	01-Apr-2018	Yes	Quotation from TPAS acquired	Jane Mack
				Carry-out out self-assessment relating to TPAS Gold Accreditation	31-Jul-2018	Yes	Assessment has been carried out and evidence folder complied to support submission.	
				Apply to TPAS for Gold Accreditation	31-Aug-2018	Yes	Application for Gold Accreditation has been submitted to TPAS and is now being assessed.	
				Undertake accreditation process for TPAS Gold award.	30-Nov-2018	Yes	Staff and tenant focus groups conducted with TPAS on 21/11/18. Focus groups and submission reviewed by independent panel with outcome confirmed in Jan2019.	
				Report outcome of accreditation to Housing Improvement Board and other bodies as appropriate.	28-Feb-2019	Yes	Complete - Confirmation received from TPAS 21/2/19 that Gold accreditation been awarded. Update provided to Housing Improvement Board 25 March 2019	
Produce quarterly TP updates for elected members, housing	✓	100%	31-Mar-2020	Produce template for proposed TP update.	30-Apr-2017	Yes		Jane Mack
				Introduce TP update based on	31-May-	Yes		
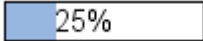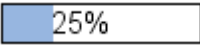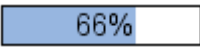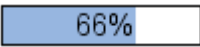
Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
and related services staff with input from all housing service areas				agreed template.	2017			
				Put in place process to ensure TP update gets produced and distributed at agreed intervals.	12-Sep-2017	Yes		
Record outcomes from involving tenants	▶	50%	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	Toolkit provided to all lead officers carrying out Consultation and completed toolkits held in central drive for peer learning and as a record of tenant impact on service delivery.	Jane Mack
				Include article in Summer 2018 edition of Housing News highlighting impact that tenant consultation has had on service delivery.	30-Jun-2018	Yes	Source for article / impact of consultations will be the toolkits used throughout the year by officers (HAMS, Rent Setting, and Allocations Policy).	
				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	▶	66%	31-Mar-2020	Develop template for annual report (in terms on content, and layout)	31-May-2018	Yes	Annual "Involving You" progress report due to Housing and Communities Committee in May of each year. This will include a narrative and update on implementation of action plan. Report will be discussed with tenants at pre-HACC meeting and following Committee at WDTRO liaison meeting. Understanding that format of report will improve / evolve over time based on feedback.	Jane Mack
				Populate and publish Involving You annual report based on Year 1 of strategy	31-Jul-2018	Yes	Annual progress report provided to Housing and Communities Committee in May 2018.	

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
				Populate and publish Involving You annual report based on Year 2 of strategy	31-Jul-2019	No	Plan to provide annual update to Housing and Communities Committee in May 2019 and also a version for tenants.	

Icon	Name
Th	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

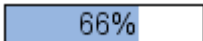| Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
When consulting with tenants we will tell them how their views will be used and when decisions are likely	▶	66%	31-Mar-2020	Ensure annual consultation calendar is developed for 2017/18 and that Consultation toolkit is completed for each consultation exercise (which ensures tenants are advised how their views will be used and when decisions are likely).	31-Mar-2018	Yes	Consultation toolkit completed for HAMS, Rent Setting and Allocations Policy review. Feedback has been provided to those who participated.	Jane Mack
				Ensure annual consultation calendar is developed for 2018/19 and that Consultation toolkit is completed for each consultation exercise (which ensures tenants are advised how their views will be used and when decisions are likely).	31-Mar-2019	Yes	Consultation toolkit completed for Review of WD Design Standard and Rent Setting consultation.	
				Ensure annual consultation calendar is developed for 2019/20 and that Consultation toolkit is completed for each consultation exercise (which ensures tenants are advised how their views will be used and when decisions are likely).	31-Mar-2020	No		
Changes made to proposals as a result of consultation will be communicated to participants and will	▶	33%	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	25-May-2018	Yes	article included in the summer edition of Housing News	Jane Mack
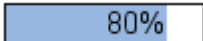
Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
be publicised via the Housing News, webpages and social media				more widely via housing news, webpage and social media, for all consultations during 2017/18				
				Ensure completed Consultation Toolkit is used to provide feedback 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	▶	25%	31-Mar-2020	Collate information about the activities of all TRA's across West Dunbartonshire.	31-Mar-2018	Yes	This knowledge will inform template due by end of April 2018.	Dawn Conner
				Develop template to record the activities and achievements of TRA's and use as source for sharing internally and for TRA's to demonstrate their achievements locally.	31-Mar-2019	No	Currently developing template which can be used by TRS's	
				Update template for each TRA to demonstrate achievements during 2018/19	31-Jul-2019	No		
				Update template for each TRA to demonstrate achievements during 2019/20	31-Mar-2020	No		

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
Publish annual tenant involvement outcomes as part of TP performance report	▶	25%	31-Mar-2020	Use templates outlining tenant achievements to inform outcomes of annual tenant involvement included in annual TP performance report for 2018/19	31-May-2019	No	Formal discussions commenced with tenant representatives.	Jane Mack
				Use templates outlining tenant achievements to inform outcomes of annual tenant involvement included in annual TP performance report for 2019/20	31-Jul-2019	No	Action will become an annual report which will be published in partnership.	
Demonstrate the outcome(s) of tenant involvement in tenant scrutiny activities	▶	66%	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	Complete - report from Scrutiny Panel relating to new tenant visits was approved by HIB, action plan is being implemented and report is available online.	Jane Mack
				Post Scrutiny Panel reports from activities carried out during 2018/19 on the website alongside up to date action plan.	31-Mar-2019	Yes	Complete - report from Scrutiny Panel relating to SHQS compliance was approved by HIB October 2018, action plan is being implemented and report is available online.	
				Post Scrutiny Panel reports from activities carried out during 2019/20 on the website alongside up to date action plan.	31-Mar-2020	No		
Support tenants and TRA representatives to review papers going to the HAC Committee and encourage them to participate in the Pre-HACC Forum	▶	66%	31-Mar-2020	During 2017/18 take actions to: Advertise and promote quarterly Pre-HACC Forums, Monitor numbers attending Pre-HACC Forum, Keep Pre-HACC Forum section on TP website up to date.	31-Mar-2018	Yes	Complete	Jane Mack
				During 2018/19 take actions to: Advertise and promote quarterly Pre-HACC Forums, Monitor numbers attending	31-Mar-2019	Yes	Complete - numbers attending pre-HACC have increased during 2018/19.	

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
				Pre-HACC Forum, Keep Pre-HACC Forum section on TP website up to date.				
				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	Comment	Assigned To
Promote the menu of options and support in place to encourage tenants to get involved	▶	75%	31-Mar-2020	Use Housing News during 2017/18 to promote opportunities to get involved	31-Mar-2018	Yes	TRA meeting dates promoted in each edition, articles on Joint Rent Group and Scrutiny Panel, regular WDTRO column.	Dawn Conner
				Develop a user friendly "menu of options" to get involved and use this menu widely to encourage tenants to get involved.	28-Feb-2019	Yes	Complete - leaflet list opportunities available to get involved and what kind of activities, time commitment involved and support available and liaise with comms will make this user friendly and shared widely. Will be printed and given to all new tenants and also available via website.	
				Use Housing News during 2018/19 to promote opportunities to get involved	31-Mar-2019	Yes	Complete - opportunities to get involved are now highlighted in each edition of Housing News.	
				Use Housing News during 2019/20 to promote opportunities to get involved	31-Mar-2020	No		
Produce a leaflet version of the TP Strategy 2017-2020 to make the TP Strategy more accessible and user-friendly	✔	100%	31-Mar-2020					Dawn Conner
Support TRAs to produce leaflets and or websites promoting the work that they do and how to get involved	▶	33%	31-Mar-2020	Provide relevant support 2017/18 (Year 1)	31-Mar-2018	Yes	Complete - numerous leaflets produced during 2017/18 (including Risk Street and Westbridgend)	Dawn Conner
				Provide relevant support 2018/19 (Year 2)	31-Mar-2019	No		
				Provide relevant support 2019/20 (Year 3)	31-Mar-2020	No		
Develop training and support provided to TRAs, Sheltered Housing	▶	66%	31-Mar-2020	Provide appropriate training and support during 2017/18	31-Mar-2018	Yes	Complete - training throughout the year included HRA training and Stepping Up to Scrutiny training for new members of the Scrutiny Panel.	Jane Mack

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
Forum and tenants on the Interested Tenants Register				Provide appropriate training and support during 2018/19	31-Mar-2019	Yes	Complete - training throughout 2018/19 included treasurer training and advert in TP spring 2019 update encouraging TRA's and staff to participate in available training.	
				Provide appropriate training and support during 2019/20	31-Mar-2020	No		
Continue to deliver an annual tenant conference or event	▶	33%	31-Mar-2020	Develop and deliver annual tenant conference / event 2018	24-Apr-2018	Yes	Clydebank Town Hall booked for tenant event Tuesday 24/4/18.	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)	▶	66%	31-Mar-2020	Explore and implement new methods to provide information and obtain tenant views - 2017/18	31-Mar-2018	Yes	Complete - increased use of website and introduction of Facebook account	Dawn Conner
				Explore and implement new methods to provide information and obtain tenant views - 2018/19	31-Mar-2019	Yes	Complete - Facebook account remains in operation, workshops have been provided to WDTRO in terms of self serve portal planned for QL	
				Explore and implement new methods to provide information and obtain tenant views - 2019/20	31-Mar-2020	No		
Provide character references to tenant volunteers to reflect the impact volunteers have in their community and as an incentive to get involved	✓	100%	31-Mar-2018	Produce briefing note for TRAs so they know how people involved can ask for a reference.	30-Jun-2017	Yes	Briefing note issued to TRAs and included in Autumn TP update. TP webpage updated to promote references - Nov 2017	Jane Mack
Develop a walkabout process for tenants to	▶	80%	31-Mar-2020	Develop template to be used for area walkabouts.	31-Mar-2018	Yes	Template has been developed based on research around best practice. Awareness that template will evolve as it is used and	Jane Mack
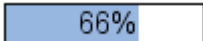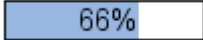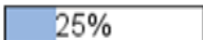
Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
inspect their local area and produce action plans for improvements along with Housing staff							improved.	
				Research best practice to inform development of template for walk-about inspections	31-Mar-2018	Yes	Complete	
				Launch walk-about inspections in conjunction with appropriate TRA's / interested tenants and housing staff.	31-Oct-2018	Yes	Development of walkabout process been delayed due restructure of HOs and patch sizes changing so HO's to settle into new areas. Walkabouts being carried out in Littleholm and Westbridgend and process developed from them.	
				Carry-out quarterly walk-about in participating areas during 2018/19, develop action plan based on findings and publicise as appropriate.	31-Mar-2019	Yes	Complete - Estate Walkabouts continue to be carried out regularly in Westbrigend and Littleholm and continue to be promoted with Housing Operations with aim of rolling out in other areas.	
				Carry-out quarterly walk-about in participating areas during 2019/20, develop action plan based on findings and publicise as appropriate.	31-Mar-2020	No		

Icon	Name
Th	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	Comment	Assigned To
Explore opportunities to develop a youth housing forum to involve tenants aged 16-25	▶	25%	31-Mar-2020	Research best practice to inform the development of a Youth Housing Forum	31-Oct-2018	Yes	Complete - research has been carried and findings include the fact there seem to be few examples of Youth Housing Forum that operate well and provide opportunities for young people to influence housing services. East Dunbartonshire has an established forum and a key element for any successful forum should include effective use of social media and potentially provide opportunities for young people to develop skills which they can add to a CV.	Dawn Conner
				Recruit participants for Youth Housing Forum	30-Sep-2019	No	This is currently on-going. Initial discussions around good practice have taken place with partner agencies including HSCP, Action for Children, our Young Person's Housing Options Service and Y-Sort-It and a meeting has been arranged for late April to agree plans to take this action forward.	
				Develop and gain approval for Term of Reference for Youth Housing Forum	31-Dec-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	▶	25%	31-Mar-2020	Link into established groups to find out how they would like to get involved and what topics interest them	31-Mar-2020	No	Mapping exercise commenced and action plan will be developed to ensure success.	Jane Mack
Continue to work with Support Officers to develop	▶	25%	31-Mar-2020	Continue to work with Support Officers to develop a forum for people in	31-Mar-2020	No	Positive discussions have already taken place and will be developed within new homelessness service.	Dawn Conner

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
a forum for people in temporary/supported accommodation				temporary/supported accommodation				
Explore opportunities to develop a forum that our Dennystoun Forge tenants are comfortable with	▶	25%	31-Mar-2020	Explore opportunities to develop a forum that our Dennystoun Forge tenants are comfortable with	31-Mar-2020	No	Action progressing well and there are already a number of positive examples of the residents engaging	Jane Mack
Link into West Dunbartonshire Equality Forum	✓	100%	31-Mar-2020	Agree mechanism for Tenant Participation team to link in with West Dunbartonshire Equality Forum	30-Aug-2017	Yes	Tenant Participation Officer has arranged to attend quarterly meetings of Equality Forum. Aim is to increase awareness of each others areas of work, to improve consultation processes and include views and Equality Forum in Equality Impact Assessments being carried out.	Jane Mack
				Attend Equality Forum 13th September 2017	15-Sep-2017	Yes	Strategic Policy Officer (Kathryn Kelly) attended this forum meeting and discussed the review of the Allocations Policy and how Equality Forum could contribute to the consultation process and Equality Impact Assessment that carried out.	
				Attend Equality Forum 14th March 2018	14-Mar-2018	Yes	Apologies had to be submitted for March meeting, TP Officer attended meeting 20 June 2018 (main focus of meeting was on transport issues). Will continue to engage with forum as appropriate.	
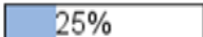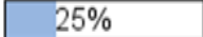
Icon	Name
Th	5. We will ensure tenants are aware of the options available to them to shape housing service plans and budgets

Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
Produce and promote an annual consultation calendar	▶	66%	31-Mar-2020	Develop, publish and implement annual consultation calendar 2017/18	31-Mar-2018	Yes	Complete - calendar was published on TP webpage	Jane Mack
				Develop, publish and implement annual consultation calendar 2018/19	31-Mar-2019	Yes	2018/19 consultation has been developed and published on WDC Internet - will be updated on a quarterly basis.	
				Develop, publish and implement annual consultation calendar 2019/20	31-Mar-2020	No		
Carry out an annual consultation on rent increases and provide clear information for tenants to be able to make informed choices	▶	66%	31-Mar-2020	Carry out robust rent setting consultation with tenants for period 2018/19	31-Mar-2018	Yes	Increase in participation levels with 303 tenants giving views on their preferred rent option.	Jane Mack
				Carry out robust rent setting consultation with tenants for period 2019/20	31-Mar-2019	Yes	Complete - annual rent consultation carried out and toolkit outlining detail of participation and influence has been completed. Detail also included in Spring edition of Housing News.	
				Carry out robust rent setting consultation with tenants for period 2020/21	31-Mar-2020	No		
Develop tenant involvement in Housing Revenue Account scrutiny	✔	100%	31-Mar-2020	Carry out annual assessment of HRA compliance and produce workplan for Joint Rent Group.	30-Mar-2018	Yes	Re-assessment has been completed, discussed with tenants at meeting on 12 March 2018 and work plan agreed at Joint Rent Group meeting 5 April 2018. This assessment is now embedded as an annual exercise to inform JRG activities.	Jane Mack
Develop tenant involvement in the decision making process of setting rents, Capital programmes and agreeing Business plans	▶	25%	31-Mar-2020	Develop tenant involvement in the decision making process of setting rents, Capital programmes and agreeing Business plans	31-Mar-2020	No	Progress has been positive and we will work over the next few months to formalise good practice. The next tenant event will look at ways to improve the tenant role in capital investment planning.	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
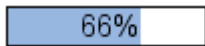
Action	Status	Progress	Due Date	Milestone	Due Date	Done	Comment	Assigned To
Agree with tenants what Charter indicators they want included in the Tenant Report	▶	25%	31-Mar-2020	Following review of Charter Indicators by the Scottish Social Housing Regulator, establish a short-term working group to review performance indicators included within Annual Charter Performance Report	31-Oct-2019	No	Annual action will be progressed within agreed timescales.	Jane Mack
Review the best style to use to ensure the report is accessible and easy to understand	▶	25%	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	Annual action will be progressed within agreed timescales.	Jane Mack
Support scrutiny activity by offering formal training for staff and tenants taking part	✔	100%	31-Mar-2020	Advertise and recruit new Scrutiny Panel members Stepping up to Scrutiny training completed with 2 new recruits.	29-Sep-2017	Yes	Article in Summer Housing News, advert on OSS TV screens and flyer sent to 300 random tenants.	Jane Mack
Recruit new members onto the WD Scrutiny Panel	▶	66%	31-Mar-2020	Carry out appropriate activities during 2017/18 to recruit new members to West Dunbartonshire Scrutiny Panel	31-Mar-2018	Yes	list activities and number of new members recruited. Stepping up to Scrutiny Training completed for 2 new Panel members.	Jane Mack
				Carry out appropriate activities during 2018/19 to recruit new members to West Dunbartonshire Scrutiny Panel	31-Mar-2019	Yes	Complete - activities during 2018/19 included additional adverts within libraries and article by Chair of Scrutiny Panel included in Spring edition of Housing News.	
				Carry out appropriate activities during 2019/20 to recruit new members to West Dunbartonshire Scrutiny Panel	31-Mar-2020	No		

Icon	Name
Th	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	Comment	Assigned To
Review resources required to deliver tenant participation and tenant scrutiny requirements	✓	100%	31-Mar-2020	Review current performance and resources to inform any proposals	31-Oct-2017	Yes	Complete	Jane Mack
				Produce report with proposals for management team.	31-Dec-2017	Yes	Complete - paper provided to management team.	
Review grant system and resources provided to TRAs, including resource requirements for community premises	▶	25%	31-Mar-2020	Review grant system and resources provided to TRAs, including resource requirements for community premises	31-Mar-2020	No	Parameters have been discussed with tenant representatives and task will be programmed and completed during 2019/20	Jane Mack
Support TRAs and the WDTRO to use action planning to organise their activities and to demonstrate their achievements	✓	100%	31-Mar-2020	Promote use of action planning to TRAs and WDTRO.	22-Mar-2018	Yes	Presentation on action planning given to WDTRO AGM on 22/3/18.	Jane Mack
Develop training section on TP webpage and promote training opportunities	▶	25%	31-Mar-2020	Develop training section on TP webpage and promote training opportunities	31-Mar-2020	No	Parameters have been discussed with tenant representatives and task will be programmed and completed during 2019/20	Jane Mack

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

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Review and improve the content on the TP web pages and use of social media	▶	66%	31-Mar-2020		Review and improve content on TP web pages and use of social media throughout 2017/18	31-Mar-2018	Yes	Complete - this is an on-going process.	Jane Mack
					Review and improve content on TP web pages and use of social media throughout 2018/19	31-Mar-2019	Yes	Complete. Webpages updated as an ongoing process.	
					Review and improve content on TP web pages and use of social media throughout 2019/20	31-Mar-2020	No		
Review the tenant handbook	✓	100%	31-Mar-2018		Carry out consultation to inform content and style of tenants handbook	30-Jun-2017	Yes	Complete	Jane Mack
					Produce draft tenant handbook for wider consultation	31-Jul-2017	Yes	Complete	
					Produce agreed tenant handbook and print and arrange appropriate distribution	31-Oct-2017	Yes	Complete	
Continue to produce regular editions of the Housing News to all tenants keeping them up to date with housing investment and developments	▶	66%	31-Mar-2020		Produce and deliver 4 editions of Housing News during 2017/18	31-Mar-2018	Yes	Complete - all 4 editions produced and delivered to all tenants.	Jane Mack
					Produce and deliver 4 editions of Housing News during 2018/19.	31-Mar-2019	Yes	Complete - all 4 editions produced and delivered to all tenants	
					Produce and deliver 4 editions of Housing News during 2019/20	31-Mar-2020	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Encourage TRA's, WDTRO and active tenants to contribute articles and suggest material to be covered in Housing News	▶	66%	31-Mar-2020		Identify and implement various initiatives during 2017/18 to increase tenant involvement in content of Housing News.	31-Mar-2018	Yes	Complete - initiatives during year included regular WDTRO article	
					Identify and implement various initiatives during 2018/19 to increase tenant involvement in content of Housing News.	31-Mar-2019	Yes	Complete - initiatives during year included regular WDTRO article, Winter edition featured Tulliechewan community events and CATRA improvements.	Jane Mack
					Identify and implement various initiatives during 2019/20 to increase tenant involvement in content of Housing News.	31-Mar-2020	No		

WEST DUNBARTONSHIRE COUNCIL

Report by the Strategic Lead, Housing and Employability

Housing and Communities Committee: 1 May 2019

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Subject: More than a Roof – West Dunbartonshire Council's Homelessness Prevention and Temporary Accommodation Strategy 2017 – 2020: Annual Report

1.   Purpose

1.1   This purpose of this report is to provide members with an annual progress report in relation to achieving the aims and objectives of our Homelessness Prevention and Temporary Accommodation Strategy entitled 'More than a Roof'.

2.   Recommendations

2.1   It is recommended that the Housing and Communities Committee:

(i)   Note the progress and achievements made in implementing the second year of the 'More Than A Roof' strategy; and

(ii)   Note the direction of travel which is set within the context of an ongoing re-design of housing access and homelessness services and influenced by the Scottish Government's desire to move towards Rapid Rehousing and Housing First Models as part of their Ending Homelessness Together agenda.

3.   Background

3.1   The West Dunbartonshire Homelessness, Prevention and Temporary Accommodation Strategy-More than a Roof - 2017-2022 was approved by the Housing and Communities Committee on 1 February 2017. It details the actions the Council and its partners intended to take to tackle homelessness, including preventing homelessness and providing good quality temporary accommodation.

3.2   "More than a Roof" is West Dunbartonshire Council's fourth strategy relating to homelessness and is designed to deliver one of the key outcomes of the Local Housing Strategy 2017-22 that, _Homelessness is minimised through prevention and early intervention measures_ and builds on the progress delivered by previous homelessness strategies. The strategy reflects the latest statutory framework and recent developments in the housing sector such as the introduction of the Scottish Social Housing Charter and the development of Housing Options Hubs.

3.3 More than a Roof is structured around the following strategic aims:

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

- Homeless people get prompt and easy access to help and advice

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

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

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

3.4 Since More than a Roof was approved the Scottish Government has established the short-term Homelessness and Rough Sleeping Action Group (HARSAG) to identify the actions needed to achieve Ending Homelessness Together. HARSAG made 70 recommendations, all of which were accepted in principle by the Scottish Government.

3.5 Key recommendations related to Rapid Rehousing and Housing First and all local authorities were tasked with submitting a Rapid Rehousing Transition Plan with full costings to the Scottish Government by 31st December 2018. West Dunbartonshire Council's plan was approved by the Housing and Communities Committee on 6th February 2019.

4.   Main Issues

4.1 The strategic direction set by 'More Than a Roof' in terms of tackling homelessness is consistent with the key themes from the work of HARSAG. One of the key actions within the 'More Than a Roof' strategy is to carry a review of our supported and temporary accommodation provision and ensure provision of appropriate supported accommodation. This has coincided with development of West Dunbartonshire's Rapid Rehousing Transition Plan which was approved by the Housing and Communities Committee in February 2019.

4.2 We continue to make good progress in terms of delivering on the strategic aims of 'More than a Roof'. Since the strategy was approved in February 2017 a number of performance and service improvements have been achieved. A summary is provided in the table below and a full progress report against the actions contained within 'More than a Roof' is attached in Appendix 1.

More than a roof 2017/20	✅	▶	⚠	🛑	❌	Total
Progress at end of Year 2	10	15	0	0	0	**25**

Action Status	
❌	Cancelled
🛑	Overdue; Neglected
⚠	Unassigned; Check Progress

▶	Not Started; In Progress; Assigned
✅	Completed

4.3 Homelessness and Homelessness Prevention Performance Summary 2018/19

The main strategic and operational focus of the service area is to provide sustainable housing solutions for all West Dunbartonshire citizens, as can be seen below this has had a positive impact in improving or maintaining performance in the key performance indicators highlighted below which demonstrate a reduction in the overall levels of homelessness and youth homelessness in West Dunbartonshire.

Performance Indicator	2016/17	2017/18	2018/19	Target Achieved
The number of incidences of homelessness in West Dunbartonshire is reduced - presentations	1,135	1,048	1,037	✅
The incidences of youth homelessness in West Dunbartonshire is reduced	360	290	280	✅
% of households requiring temporary accommodation to whom an offer was made	100%	100%	100%	✅
% of all homeless cases issued with a decision within 28 days of initial presentation	99%	100%	100%	✅

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

Key achievements so far:

- Year 1 of the strategy saw the introduction of a young persons housing options service. This service was established to target a Housing Options service dedicated to helping young people 16-21 identify and realise their full potential and plan for a successful housing future;
- The service continued to be monitored during Year 2 and is now being extended to include Dumbarton and Vale of Leven following the success of the pilot in Clydebank.

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

Achievements in Year 2:

- The 'Help to Rent' scheme was launched in order to aid access to the private rented market for those who may not have the necessary deposits required to access this market;
- A housing options approach is continues to be embedded as a key element of the Homelessness and Homelessness Prevention service area;
- A programme of conversions from temporary accommodation to settled accommodation was identified and continues to be implemented allowing homeless applications to remain in a tenancy where they have already began to settle.

4.3.3 <u>Aim 3: Homeless people get prompt and easy access to help and advice</u>

Achievements in Year 2:

- Training needs analysis of staff was carried out in Year 2 to develop training plans, identify gaps and ensure our staff are appropriately trained and equipped to provide help and advice to homeless people;
- Recruitment of specialist housing support workers for our Housing First initiative has been completed and will be implemented from Year 3;
- A reviewed and updated 'Help to Rent' scheme has been developed and implemented to assist with access to the private rented sector.

4.3.4 <u>Aim 4: Homeless people are provided with suitable, good-quality temporary or emergency accommodation when this is needed</u>

Achievements in Year 2:

- We have reviewed and assessed our temporary and supported provision, this coincided with the development of West Dunbartonshire's Rapid Rehousing Transition Plan and changes to the use of temporary and supported accommodation will commence in Year 3 of this strategy;
- We have developed a 5 year Rapid Rehousing Transition Plan which complements our 'More than a Roof' approach and which will be implemented from April 2019.

4.3.5 <u>Aim 5: Homeless people are offered continuing support to help them get and keep the home they are entitled to</u>

Achievements in Year 2:

- We continue to take actions to mitigate against the impacts of welfare reform. Year 2 saw the full roll out of Universal Credit in West Dunbartonshire and staff from Homeless Services and Housing Operations received relevant training to enable them to provide appropriate advice to tenants and those accessing housing,
- Analysis around the high number of applicants losing contact with the service was carried out and actions identified to reduce this going forward.

4.5 The delivery of the 'More Than a Roof' strategy continues to be overseen by the Homelessness and Housing Options Strategic Implementation Group which is chaired by the Housing and Communities Committee Convener. During the course of this year it is planned that this group will evolve into a Homelessness Prevention Partnership.

4.6 In Year 2 a Temporary Accommodation Modelling exercise was carried out to establish a realistic income profile for temporary accommodation this was informed by:

- the profile of current and projected demand for temporary accommodation in West Dunbartonshire, including a detailed assessment of support requirements;

- the sufficiency and suitability of existing temporary accommodation relative to the extent and nature of needs identified; and

- changes to the Housing Benefit subsidy framework, particularly given the Department for Work & Pensions' definition of "exempt accommodation".

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

4.8 Our Rapid Rehousing Transition Plan identifies 4 key objectives to ensure that a transition to rapid rehousing in West Dunbartonshire is achieved. These objectives are noted below and compliment the More than a Roof strategic approach:

- Implement a Whole System approach to the prevention of homelessness

- Enable service users with no/low support needs to access settled housing quickly

- Develop interim housing options which enable independent living and tenancy sustainment

- Implement a Housing First model which enables the most excluded service users to access and sustain a tenancy.

4.9 Initial feedback received from the Scottish Government has been positive and a meeting with government officials has been arranged to discuss our plans in more detail and will inform the funding that is awarded.

5. People Implications

5.1 There are no direct people implications from this report.

6. Financial and Procurement Implications

6.1 The Strategy highlights the economic challenges including the potential impacts of Welfare Reform. In addition, the Rapid Rehousing Transition Plan highlights that there are funding gaps in order to provide the transition to rapid rehousing as desired by the Scottish Government. Funding is being made available from the Scottish Government to assist with this transition however the funding has been oversubscribed by all local authorities. At the time of preparing this report the funding award for West Dunbartonshire is not yet known. As these become clearer, it is anticipated that these will put greater financial pressures on the Council and this will lead to an ongoing review to how we deliver homelessness services within greater financial constraint.

7.   Risk Analysis

7.1   There Council has statutory obligations to deliver services to meet the needs of homeless people. It is essential that the More Than A Roof strategy and Rapid Rehousing Transition Plan are managed effectively to ensure this does not happen.

8.   Equalities Impact Assessment (EIA)

8.1   An Equalities, Health and Human Rights Impact Assessment was carried out on both the Homelessness Strategy and Rapid Rehousing Transition Plan and found no substantive negative impacts and both are applicable to this report. The assessment is available on the Council's website.

9.1   Consultation

9.1   The 'More Than a Roof' strategy was the subject to a widespread consultation exercise which is summarised in a report on the Council's website. The Rapid Rehousing Transition Plan was developed in consultation with key stakeholders including local Registered Social Landlords, Health and Social Care Partnership and 3rd sector organisations who provide support to homeless households. Ongoing consultative processes are key to the successful delivery of the More Than a Roof strategy and these are delivered through the Implementation Group.

10.   Strategic Assessment

10.1   The Homelessness Prevention and Temporary Accommodation Strategy sets out the strategic direction for homelessness, homelessness prevention and housing options in West Dunbartonshire. Having considered the Council's strategic priorities, this report contributes significantly to all five strategic priorities.

Peter Barry
Strategic Lead, Housing and Employability
Date: 16th April 2019

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:	Appendix 1 – Updated Homelessness, Prevention and Temporary Accommodation Strategy Action plan 2017-20
Background Papers:	None
Wards Affected:	All
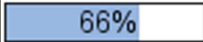
Appendix 1 - More than a Roof 2017-20 action plan update
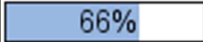
Outcome	✅	▶	⚠	⛔	❎	Total
Outcome 1 – People at risk of losing their homes get advice on preventing homelessness	1	4	0	0	0	5
Outcome 2 - People looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them	2	4	0	0	0	6
Outcome 3 - Homeless people get prompt and easy access to help and advice	3	2	0	0	0	5
Outcome 4 - Homeless people are provided with suitable, good quality temporary or emergency accommodation when it is needed	1	2	0	0	0	3
Outcome 5 - Homeless people are offered continuing support to help them get and keep the home they are entitled to	3	3	0	0	0	6
Total	**10**	**15**	**0**	**0**	**0**	**25**
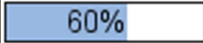
Icon	Name
Th	1. People at risk of losing their homes get advice on preventing homelessness

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Through More Homes Better Homes Approach – Increase the supply of new build housing to help meet housing need	▶	66%	31-Mar-2020		Develop and implement SHIP, Council's new build programme and Buy Back scheme for period 2017/18.	31-Mar-2018	Yes	Complete	John Kerr
					Develop and implement SHIP, Council's new build programme and Buy Back scheme for period 2018/19.	31-Mar-2019	Yes	Complete	
					Develop and implement SHIP, Council's new build programme and Buy Back scheme for period 2019/20.	31-Mar-2020	No		
Review approach to ensuring that children are not adversely affected by homelessness	✅	100%	31-Mar-2020		Assess what actions the homeless teams and housing department are taking to ensure that children are not adversely affected by homelessness, for example	31-Aug-2017	Yes	Information collated	Jennifer MacMahon

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					advice and assistance, sign posting, staff training.				
					Investigate to see what local organisations in West Dunbartonshire Council area are doing to mitigate against the effects of homelessness to children.	30-Sep-2017	Yes	Responses have been received from various local organisations and will be included in briefing paper.	
					investigate to see what there is nationally and any good practice from other local authorities	31-Dec-2017	Yes	research completed and briefing paper will be produced outlining both local and national provision.	
					Write a report with recommendations of what is required within context of West Dunbartonshire	31-Mar-2018	Yes	Report complete	
Work with Community Justice Partners to deliver the new Criminal Justice National Outcomes	▶	66%	31-Mar-2020		Meet with Criminal Justice for awareness of new Criminal Justice National Outcomes and possible role Housing may be able to play.	31-Oct-2017	Yes	Initial meeting has taken place and further meeting to be planned to identify agreed action by Housing.	Jennifer MacMahon
					Identify actions that relate to Housing in the Criminal Justice National Outcomes and provide a briefing outlining how these should be taken forward.	30-Jun-2018	Yes	Actions identified: Facilitate the early assessment of individual housing need on entry to custody and begin addressing these collaboratively at the earliest opportunity in order to maximise positive housing outcomes and prevent homelessness for people leaving custody. Develop multi-agency protocols with local housing providers and	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								third sector organisations in order to ensure the needs of those who have committed offences are identified and addressed and to ensure consistent access to suitable accommodation at all stages of the criminal justice process. Briefing note has been provided outlining how these actions are being taken forward.	
					Implement agreed actions within agreed timescales	31-Mar-2020	No		
Tackle and reduce the levels of youth homelessness in West Dunbartonshire	▶	66%	31-Mar-2020	Action on track - Demonstration project re Youth Homelessness now commenced in Clydebank area	Young Person Housing Options Worker - develop a project plan showing the outcomes to be achieved through this role and also a job profile	30-Jun-2017	Yes	Project Board met 17th July; Key assumption outcomes identified include: a reduction in the number of young people presenting as homeless or in a housing crisis; a reduction in repeat homelessness presentations and increased tenancy sustainment levels within age group	Jennifer MacMahon; Joanne Sutherland
					Recruit dynamic Young Persons Housing Options Worker	30-Sep-2017	Yes	Complete	
					Agree assessment process	31-Oct-2017	Yes		
					Implement year-long pilot with agreed assessment framework to evaluate pilot	31-Oct-2018	Yes	Pilot implemented and due for completion the end of October 2018	
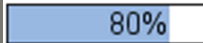
Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								when a full evaluation will take place.	
					Carry out evaluation of Young Persons Housing Options service and make proposals for improvement.	31-Mar-2019	No		
					Monitor levels of youth homelessness during 2019/20 and identify any further actions that would further reduce youth homelessness.	31-Mar-2020	No		
Ensure that homelessness is avoided from households in Scottish Secure Tenancies	▶	60%	31-Mar-2020		Review and update "at risk" procedure in conjunction with Housing Operations	31-Dec-2017	Yes	Review completed however further meeting is required with the Police, Housing Operations and Homeless Services to ensure process is used appropriately.	Joanne Sutherland
					Carry out analysis of presentations from secure tenancies in 2017/18 and recommend improvement actions based on this analysis.	31-Jul-2018	Yes	Analysis of presentations from secure tenancies has been carried out- key drivers are relationship breakdown (44% and action by landlord 19%).	
					Implement improvement actions based on analysis of 2017/18 performance.	31-Mar-2019	Yes	Actions have been taken to successfully reduce presentations due to non-domestic violence and harassment. Performance will continue to be monitored and further improvement actions identified where possible.	
					Carry out analysis of	31-Jul-	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					presentations from secure tenancies in 2018/19 and recommend improvement actions based on this analysis.	2019			
					Implement improvement actions based on analysis of 2018/19 performance.	31-Mar-2020	No		

Icon	Name
Th	2. People looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Invest in our staff and ensure they receive necessary training to best deliver service requirements	▶	66%	31-Mar-2020		Carry out training needs analysis and develop training plan for 2017/18.	30-Jun-2017	Yes	Complete - training needs analysis completed. All Support staff will be SSSC registered and all Caseworkers will work through Shelter Casework training modules.	Joanne Sutherland
					Implement 2017/18 staff training plan.	31-Mar-2018	Yes	Complete, 2018/19 plan with be updated by June 2018	
					Carry out training needs analysis and develop training plan for 2018/19.	30-Oct-2018	Yes	Complete	
					Implement 2018/19 staff training plan.	31-Mar-2019	Yes	Complete - training included SVQ and Casework training and various courses (e.g. adult support and protection and leadership training, ACES)	
					Carry out training needs analysis and develop training plan for 2019/20.	30-Jun-2019	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Implement 2019/20 staff training plan	31-Mar-2020	No		
Review Service delivery to ensure we meet service objectives	▶	66%	31-Mar-2019		Review and update Homeless Caseworkers job profile	31-Jan-2018	Yes	Complete, job profile has been updated and job title is now Homeless and Housing Options Caseworkers.	Joanne Sutherland
					Develop and implement Housing Options form and approach for those clients approaching the service.	31-May-2018	Yes	Complete, Housing Options form and guidance has been produced to inform new service delivery. This will continue to be monitored, reviewed and updated.	
					Review and update temp worker and support worker job profiles.	31-Mar-2019	No		
Increase the range of housing accommodation options available across West Dunbartonshire, including Housing First and sanctuary model housing	▶	75%	31-Mar-2020		Research Housing First models to inform WDC proposals.	30-Jun-2017	Yes	Complete - research included attendance at Housing First seminar in May 2017, with key speakers from the Scottish Government and housing sector. Different models of Housing First have been implemented however all are guided by key principles which are deemed to be key to the models success.	Joanne Sutherland
					Identify candidates for WDC Housing First approach and agree implementation timetable.	04-Aug-2017	Yes	Team Leaders in Homeless Service have identified potential Housing First clients based on agreed criteria (repeat homelessness, complex needs, failure in step accommodation	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					model).				
					Make proposals for WDC Housing First model which addresses; key principles guiding approach, client group WDC Housing First approach will cater for, how support will be provided and how success of approach will be assessed.	31-Jan-2018	Yes	Draft proposals have been developed and were discussed and approved at a Housing Development and Homelessness management meeting on 15 January 2018.	
					Implement and monitor WDC Housing First approach	31-Mar-2019	No	Recruitment for Housing First Support Workers is currently underway.	
Take actions to increase the use of the private sector as a housing outcome for homeless households and people looking for housing	▶	80%	31-Mar-2020		Research best practice around help to rent schemes and discuss resources available	30-Nov-2017	Yes	Strategic Policy Officer has attended a Best Practice workshop and used Crisis document of ideal schemes to inform thinking. Briefing provided to Housing Improvement Board January 2017 and draft scheme now being developed.	Stefan Kristmanns
					produce a draft Help to Rent scheme for approval	31-Mar-2018	Yes	Complete - draft has been produced.	
					Gain approval for new Help to Rent scheme	30-Apr-2018	Yes	Help to Rent, West Dunbartonshire has reviewed and approved by the Housing Development and Homelessness Management Team.	
					Develop a plan (including paperwork, letters, procedures) to ensure successful implementation of new Help to Rent scheme at March 2019 landlord forum	31-Mar-2019	Yes	Complete - also briefings with staff take place 19.03.19	
					Monitor and report use of Help	31-Mar-	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					to rent Scheme 2019/20	2020			
Contribute to the development and implementation of a Care Leaver Housing Protocol	✅	100%	31-Mar-2018		Develop Young Care Leavers flow chart detailing the various routes available to YCL's in WDC	28-Apr-2017	Yes		Kathryn Kelly
					Update old Care Leavers Protocol to reflect recent changes in legislation and good practise	28-Apr-2017	Yes		
					Meet with Young Care Leavers Working Group to review changes made to Protocol	30-Jun-2017	Yes		
					Carry-out internal consultation of draft Care Leavers Protocol across Housing Services and HSCP	26-Aug-2017	Yes		
					Seek approval for new Care Leaver Housing Protocol (Housing and HSCP)	30-Sep-2017	Yes	Approved by Housing Improvement Board, 30 October 2017	
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	Development Day for homeless services staff team	30-Jun-2017	Yes	Staff have a good understanding of the Housing Options Approach and feel that a comprehensive service will build on the work they are already undertaking	Joanne Sutherland
					Identify and resource training to support staff in delivery of housing options	30-Jun-2017	Yes	All staff will require training via the Housing Options toolkit when it becomes available. Other training identified includes the Shelter Scotland E-Learn module for housing law advice -casework. This has been costed at £750.00 per person and is required for all	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								caseworkers/housing options workers. Following this the service could consider accreditation for information and advice providers.	
					Develop and review Job Profiles to best deliver service requirements	31-Oct-2017	Yes	Revised Job Profile created and shared with Homeless Services Caseworkers - signed off December 2017	
					Implement training plan to support delivery of housing options	31-Dec-2017	Yes	Training needs analysis completed and training programme started.	
					Develop processes in liaison with IHMS team for delivery of Housing Options	31-Jan-2018	Yes	IHMS process mapping complete - requires to be signed off 23rd January 2018	
					Development of West Dunbartonshire Housing Options Guide	01-Feb-2018	Yes	First draft completed some consultation with partners and then sign off. Note that the guide is an organic document which will be reviewed and updated at our housing options activity evolves and changes.	
					Take actions aimed at increasing the range of housing accommodation options available across West Dunbartonshire	31-Mar-2018	Yes		
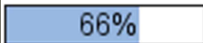
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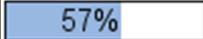
Icon	Name
Th	3. Homeless people get prompt and easy access to help and advice

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Produce a report outlining future funding options for provision of Homelessness Services	✅	100%	31-Mar-2018	Action on track - will highlight significance of pressures on funding statutory homelessness services	JM - Establish Working Group to take forward action and identify clear milestones required in terms of funding for Homeless Services	31-Jan-2017	Yes	Complete - Working Group established.	John Kerr
					Consider an increase in the Council's Allocations Policy to homeless applicants from the existing 40% of lets to a minimum of 50% (purpose is to ensure a quick move from temporary accommodation for homeless persons with no support needs)	31-Mar-2017	Yes		
					Completion of the temporary/supported accommodation modelling which will identify the number and different types of both temporary and supported accommodation required to meet projected demand (action H/HOM/17-20/017)	31-Oct-2017	Yes	Exercise has been completed. Report due from AJ mid-December.	
					Review impact of welfare reform (bedroom tax & benefit cap) for 2017/18 and 2018/19.	31-Oct-2017	Yes	Exercise completed however there remain some unknowns with respect supported and temporary accommodation pending the outcomes of a series of consultative exercises.	
					Develop a clear understanding of structure of the homeless budget	30-Nov-2017	Yes	New cost centres to reflect homelessness budget spend developed.	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Develop a charging policy for temporary homeless accommodation which introduces a new service charge (based on the true cost of operating temp)	31-Jan-2018	Yes	* Introduce a phased approach to reducing temp accommodation rent levels, ideally to social rent levels/LHA rates and including a management cost * Establish an affordable charge for temporary accommodation tenants (determine the difference between cost of service delivery and temp accommodation charges and affordability for tenants)	
					Establish the true cost for supported self-contained accommodation	31-Jan-2018	Yes	Milestone completed and will form part of service review	
					Establish the true cost of operating temporary accommodation	31-Jan-2018	Yes	Milestone complete and will inform service review	
					Establish the true costs to the Council for the provision of its statutory duty in relation to homelessness	31-Jan-2018	Yes	* provision of advice and information and homelessness assessment (i.e. casework) * where necessary to make available temporary accommodation (not necessarily provide it ourselves) * assess housing support needs, following assessment ensure support services are provided to those in need (again	
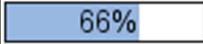
Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								not necessarily delivered by the Council)	
Develop an annual Charter Improvement Plan based on annual assessment of performance	▶	66%	31-Mar-2020		Carry out self-assessment of 2016/17 performance and develop improvement actions	31-Aug-2017	Yes	Self-assessment has been carried out and improvement actions developed. These actions will form part of the wider Charter Improvement Plan	Stefan Kristmanns
					Implement Charter Improvement Plan based on assessment of 2016/17 performance	31-Mar-2018	Yes	Complete - actions due in 2017/18 are now complete.	
					Carry out self-assessment of 2017/18 performance and develop improvement actions	31-Aug-2018	Yes	Complete self-assessment complete and will inform public Charter Performance Report and also activities of the Scrutiny Panel during 20181/19.	
					Implement Charter Improvement Plan based on assessment of 2017/18 performance	31-Mar-2019	Yes	Complete - actions for 2018/19 have now been implemented and will help inform further actions for 2019/20 alongside year end performance and benchmarking data.	
					Carry out self-assessment of 2018/19 performance and develop improvement actions	31-Aug-2019	No		
					Implement Charter Improvement Plan based on assessment of 2018/19 performance	31-Mar-2020	No		
Roll out the new Housing, Homelessness,	✔	100%	31-Mar-2018	This has been rolled out to operational team leaders for	Roll out updated referral pathway to operational staff		Yes	This has been rolled out to operational team leaders for	Joanne Sutherland

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Addiction, Partners Referral Pathway				implementation.				implementation	
Review and update existing partnership protocols	▶	57%	31-Mar-2020		Identify existing partnership protocols that require to be updated to reflect best practice and develop review timetable	31-Jul-2017	Yes	Complete.	Stefan Kristmanns
					Review and update Care Leavers Protocol to reflect best practice	31-Dec-2017	Yes	Complete - updated protocol approved by Housing Improvement Board in October 2017.	
					Review and update Health Visitors Service protocol to reflect best practice	31-Jan-2018	Yes	Complete - Protocol reviewed and updated September 2017.	
					Review and update Housing, Homelessness and Addiction Services referral pathway	31-Mar-2018	Yes	Complete - this updated referral pathway has been reviewed and updated and is being implemented as part of the wider homelessness strategy.	
					Review and update Housing and Mental Health Services protocol to reflect best practice	30-Sep-2019	No		
					Review and update Prison Discharge Protocol to reflect best practice	31-Dec-2019	No		
					Review and update Hospital Discharge Protocol to reflect best practice	31-Mar-2020	No	The Acute Homelessness Liaison Service (AHLS) Integrated Discharge Protocol 'Updated 9th September 2015' remains as the current Protocol. The Acute Homeless Liaison	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								Service is currently going through a process of change and feedback from the NHS (Margaret Montgomery, Acute Homeless Liaison Co-ordinator) states that review of protocol is delayed from the expected September 2018 target date. The Revision of this Protocol is a work in process and the current Protocol still stands. NHS will contact WDC when review is taken forward.	
Develop an approach so homeless households & those at risk of homelessness get prompt/easy access to advice re income maximisation & employment/training opps	✅	100%	31-Mar-2020	This is looked at as part of the wider homelessness assessment and assessment of support needs and appropriate referrals are made to partner agencies.					Joanne Sutherland
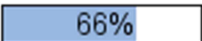
Icon	Name
Th	4. Homeless people are provided with suitable, good quality temporary or emergency accommodation when it is needed

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Carry out annual review of supported	✅	100%	31-Mar-2018	Action on track and will be completed in	Agree assumptions within model	30-Jun-2017	Yes		Jennifer MacMahon;

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
and temporary accommodation provision and ensure provision of appropriate supported accommodation				parallel with temporary/supported accommodation modelling committments	work with consultants to Input 15/16 data	30-Jun-2017	Yes		Joanne Sutherland
					Carry out scenario planning	31-Dec-2017	Yes		
					Agree plan to develop change to provision	31-Mar-2018	Yes	Plan complete and going to committee in May 2018	
Implement newly developed Temporary Accommodation Standards in Year 1 of strategy (2017/18) and review and update standards in Year 3 of strategy (2019/20)	▶	33%	31-Mar-2020	-- enter new status update --	Implement temporary accommodation standards in Year 1	30-Sep-2017	Yes	copy of standards are now available in every unit and satisfaction levels will be monitored quarterly	Joanne Sutherland
					Monitor satisfaction levels with temporary accommodation to inform review of standards during 2019/20	30-Sep-2019	No	This continues to be monitored on a quarterly basis and feeds into our annual assessment of performance.	
					Review and update Temporary Accommodation Standards	22-Mar-2020	No		
Analyse customer feedback regarding quality of temporary accommodation on an annual basis and develop and implement improvement actions based on this feedback	▶	66%	31-Mar-2020	refusals 1 medical, 3 not area of choice, 1 risk, 1 support, 45 unsuitable area	Analyse 2016/17 feedback and develop appropriate improvement actions.	30-Jun-2017	Yes	Complete	Joanne Sutherland
					Implement improvement actions identified for 2017/18.	31-Mar-2018	Yes	Complete - Basic cleanliness was an issue and has now been addressed due to the change in contractor. Other factors included the location of the property or the need to move out of temp due to housing benefit legislation. The questionnaire has been split to identify different types of temp. Further review of how the survey is	
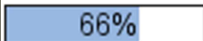
Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								carried out and questions will be undertaken as part of the move to a new supported accommodation service.	
					Analyse 2017/18 feedback and develop appropriate improvement actions.	31-Jul-2018	Yes	Complete	
					Implement improvement actions identified for 2018/19.	31-Mar-2019	Yes	Complete - focus during 2018/19 was on developing our Rapid Rehousing Transition Plan and ensuring that proper preparations continue to take place to ensure more effective management and monitoring of the provision of temporary accommodation (this includes all stays in temporary accommodation being given a proper assessment and status, with timescales for move on and more effective case management).	
					Analyse 2018/19 feedback and develop appropriate improvement actions.	30-Jun-2019	No		
					Implement improvement actions identified for 2019/20.	31-Mar-2020	No		

Icon	Name
Th	5. Homeless people are offered continuing support to help them get and keep the home they are entitled to

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
Carry out a review of the housing Support Service and make recommendations to best delivery service requirements	✓	100%	31-Mar-2018	Action on track and will meet target timescales	Include assessment as part of temp modelling exercise	29-Sep-2017	Yes		Joanne Sutherland
					Share good practice findings and explore recommendations in consultation with staff team	28-Feb-2018	Yes		
					Undertake a review of best practice	28-Feb-2018	Yes	Milestone completed	
					Report to Homelessness Forum and HIB	31-Mar-2018	Yes	Action now incorporated within service redesign	
Mitigate the effects of aspects of welfare reform where this is appropriate	▶	66%	31-Mar-2020		Mitigate aspects of welfare reform 2017/18	31-Mar-2018	Yes	Training provided to staff in Homeless Service relating to welfare reform by the DWP in September 2017; up to date Welfare Reform Factsheet being [produce every 2 months by Housing Finance and W4U and included in Housing News and uploaded to website; homeless households affected by either the welfare cap or restrictions to housing element of UC due to being under 35 are being fully mitigated by DHP's during 2017/18.	Stefan Kristmanns; Joanne Sutherland
					Mitigate aspects of welfare reform 2018/19	31-Mar-2019	Yes	Complete - actions include staff training relating to roll out of Universal Credit and implementation of wider Universal Credit mitigation plan relating to rent arrears.	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					Mitigate aspects of welfare reform 2019/20	31-Mar-2020	No		
Through effective service delivery minimise incidences of repeat homelessness	✅	100%	31-Mar-2018	There are 4 milestones attached to this action, 2 of which have been completed. Overall action is due to be completed with timescale and annual target to reduce repeat homelessness is expected to be met.	Agreed that quarterly analysis of repeats to be carried out by Team Leaders and included as an agenda item for Homelessness Performance Meetings in order to identify any appropriate improvement actions.	30-Jun-2017	Yes	Milestone complete.	Joanne Sutherland
					Carry-out Q1 analysis and discussion	31-Jul-2017	Yes	level of repeat homeless cases rose slightly in Q1. Around half of all these cases were previously closed due to loss of contact and operational actions will be taken to reduce the cases that are closed due to loss of contact.	
					Carry out Q2 analysis and discussion.	31-Oct-2017	Yes	One less repeat presentation in Q2, a small amount are from WDC tenancies and analysis will be shared with tenancy services. Others are where there has been contact has been lost and officers are increasing actions to avoid lost contacts where possible.	
					Carry-out Q3 analysis and discussion.	31-Jan-2018	Yes	Q3 data for repeats is at 3.5%, a 1.5% reduction from the previous quarter, well within the target and indicating that the target will be met at	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								year end. Staff continue to improve performance around repeat homelessness through advice, assistance, housing options and internal monitoring process's.	
Identify and implement appropriate actions to increase the tenancy sustainment rate of homeless households	▶	66%	31-Mar-2020		Review and benchmark tenancy sustainment rates for homeless households in West Dunbartonshire for 2016/17 and reasons for failures within 12 months.	31-Jan-2018	Yes	Complete - 2016/17 data shows WDC sustainment rate of 86.05% compared to Scottish average figure of 88.4%	Joanne Sutherland
					Carry out improvement actions based on analysis of reasons for loss of tenancy.	31-May-2018	Yes	Following discussions it was agreed that review of homeless offer process would take place. This is now being carried out by Team Leader in Housing Operations in conjunction with Team Leaders in Homeless and feedback suggests that improvements have been made. This process will continue to be monitored and reviewed if necessary.	
					Review and benchmark tenancy sustainment rates for homeless households in West Dunbartonshire for 2017/18 and reasons for failures within 12 months.	30-Jun-2018	Yes	Tenancy sustainment rate for homeless households for 2017/18 was 85% (compared to 89.5% for general list and 94% for transfer list). Benchmarking published by the SHN in late June shows that this is slightly lower	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
								the national average for LA's of 87.5% Analysis of the 62 of the 417 homeless lets in 2016/17 which failed to sustain for at least 12 months found that a 41 of these households were receiving no form of support upon moving into their property and that low demand properties were more likely to fail.	
					Carry out improvement actions based on analysis of reasons for loss of tenancy.	31-Mar-2019	Yes	In depth analysis of tenancy sustainment has been carried out - actions are being taken in terms more accurately recording support needs and a review of the re-settlement processes in place to prevent early tenancy failure. Length of time in temporary accommodation will be monitored and managed more closely as we move to a Rapid Rehousing approach and this should also have a positive impact.	
					Review and benchmark tenancy sustainment rates for homeless households in West Dunbartonshire for 2018/19 and reasons for failures within 12 months.	30-Jun-2019	No		
					Carry out improvement	31-Mar-	No		

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
					actions based on analysis of reasons for loss of tenancy.	2020			
Review and develop partnership approach in place for those affected by domestic abuse	✅	100%	31-Mar-2020	West Dunbartonshire Council has introduced a zero tolerance policy toward domestic abuse titled "No Home for Domestic Abuse". The Council has introduced measures which will ensure victims have immediate access to practical help and specialist legal assistance and support following any incident of domestic abuse. In addition the local authority will use the full scope of Anti-Social Behaviour powers in conjunction with Housing and Matrimonial Homes Legislation to ensure victims can remain at home, whilst the perpetrator will be legally removed, and prevented from returning. The Council is acting in response to figures which highlight West Dunbartonshire as having the highest incidences of domestic abuse per head of the population in Scotland. The 'No Home for Domestic Abuse' campaign will protect victims and their families by introducing	Identify local and national organisations that provide services in relation to domestic abuse.	31-Dec-2017	Yes	Complete - support services available relating to domestic abuse identified and shared with front line staff.	Jennifer MacMahon
					Ensure attendance at Violence Against Women Partnership meetings and continuously review and develop partnership approach in place for those affected by domestic abuse.	31-Mar-2018	Yes	Complete - attendance at Violence Against Women Partnership meetings is on-going.	
					Attend VAW partnership meeting 27 April 2018 and provide relevant briefing and highlight any actions for housing.	30-Apr-2018	Yes	Complete	

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
				a presumption that all tenancies for couples are in joint names. If an incident of domestic abuse occurs, the victim will legally be entitled to remain in the home. The Council will also take a tough stance on tenants found guilty of committing domestic abuse by offering them only short-term tenancies and ensuring the property is at a distance from the victim. Housing staff will partner with Police, Courts and Criminal Justice teams to coordinate swift action against the most serious offenders. Work will also take place with partners including West Dunbartonshire Health and Social Care Partnership (WDHSCP), Police Scotland, and domestic abuse agencies to implement the new measures and send a clear message that domestic abuse will not be tolerated in any household in West Dunbartonshire.					
Develop and implement a plan to deliver on	▶	50%	31-Mar-2020		Develop year one plan conversions, problem units and units by age	31-May-2017	Yes	29 properties initially identified (15 in Clydebank, 8 in	Joanne Sutherland

Action	Status	Progress	Due Date	Comment	Milestone	Due Date	Done	Comment	Assigned To
commitment to rotate HPUs					costings			Dumbarton and 6 in the Vale). Of these properties 12 are conversions and 17 need to be rotated. Further 20 properties currently being identified.	
					rotate identified units within the one year plan	21-Mar-2018	Yes	Complete	
					Develop Year 2 plan for conversions of HPU's	30-Jun-2018	Yes	Complete - list compiled for 18/19.	
					rotate identified units within Year 2 plan	31-Mar-2019	No	number outstanding?	
					Develop Year 3 plan for conversions of HPU's	30-Jun-2019	No		
					rotate identified units within Year 3 plan	31-Mar-2020	No		

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Housing & Employability

Housing & Communities Committee: 1 May 2019

Subject: **Community Empowerment and Development of the Community Alliance**

1   Purpose

1.1   The purpose of this report is to update members regarding a Council decision to invest in additional resources to deliver on Community Empowerment, and specifically the development of the Community Alliance.

2   Recommendations

2.1   It is recommended that Committee notes the content of this report and that further progress updates can be provided as required.

3.   Background

3.1   The Community Alliance has the potential to play a useful role in taking forward the Community Empowerment agenda. This includes supporting and facilitating the implementation of the emerging Community Empowerment Strategy and Action plan. A review of the functioning of the Alliance has shown that it needs significant review so it can fulfil its full potential to play a more representative and dynamic role.

3.2   At the Council meeting on 27 March 2019 a proposal was approved to invest £64,000 over two years on a fixed term Community Project Worker post within the Communities Team, Housing and Employability.

4.   Main Issues

Requirement for additional support

4.1   There is currently a limited resource to deliver on Community Empowerment and on the Your Community approach, and also provide the type of dedicated community development support the Community Alliance requires.

4.2   The new resource referred to in this paper will assist the Council to:
   •   Meet the requirements of the Community Empowerment Act 2015 and West Dunbartonshire Plan for Place 2017-27
   •   Support the Community Alliance to transform its role, membership and approach

4.2 The additional Communities Project Worker post will form a key role as part of the Communities team, sitting within the Housing and Employability service area. This team leads on empowerment and community development for the Council.

4.3 Half of the remit will be dedicated to supporting the Community Alliance and the remainder to support the implementation of the Community Empowerment Strategy and action plan, and the Your Community initiative.

4.4 A strengthened and redeveloped Community Alliance will play a key role in taking forward the requirements of the Community Empowerment Act 2015. This is in line with national agendas on public sector reform, the Christie Commission and the move towards a focus on place.

5. People Implications

5.1 A two year fixed term post is being established

6. Financial & Procurement Implications

6.1 The funding awarded for this post will be managed by the Communities team.

7. Risk Analysis

7.1 There is a risk that insufficient resources may challenge the Council's ability to deliver on its responsibilities to create conditions for effective and sustainable Community Empowerment, and limit any development of the Community Alliance.

8. Equalities Impact Assessment

8.1 No Equalities Impact Assessment is required. A full EIA of the Community Empowerment Strategy and Action plan will be carried out
.
9. Consultation

9.1 A wide ranging consultation is currently being carried out as part of the development of the Community Empowerment Strategy with SCDC commissioned to lead on this.

10   Strategic Assessment

10.1   This contributes to the strategic priority for Meaningful engagement with
active, empowered and informed citizens who feel safe and engaged

Peter Barry
Service Lead – Housing & Employability
Date: 11 April 2019

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Appendix:	None
Background Papers:	None
Wards Affected:	All

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – People and Technology

Housing and Communities: 1 May 2019

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**Subject: Employee Wellbeing: Attendance Management
Annual Update 2018-2019**

1.   Purpose

1.1   The purpose of this report is to provide Committee with detailed analysis on employee wellbeing and annual attendance performance for 2018/19.

2.   Recommendations

2.1   It is recommended that Committee notes the below annual findings for reported absence in 2018/19:

- The increase in Council wide sickness absence of 2932.45 FTE days lost compared to the same period last year as outlined in Appendix 1

- The increase in sickness absence of 132.94 FTE days lost compared to the same period last year for Housing and Employability as outlined in Appendix 2

- It is also important for the Committee to note that, for the purpose of annual absence reporting, 'FTE employees' is calculated at a point in time (31 March 2019) as opposed to being an average FTE over the 12 month period (2018/19).

3.   Background

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

4.   Main Issues

Annual 2018/19 Council-wide Performance

4.1   Chart 1 below shows the Council's absence trend for the year compared with the previous 3 years. In 2018/19 absence levels increased by approx. 8% compared to 2017/18. This can be attributed to the significantly higher levels of absence due to minor illness reported during November/December 2018. With the exception of November and December 2018, the absence trend in

2018/19 has largely followed the same pattern as previous years with peaks in May followed by a reduction in absence levels in June and July and a gradual increase through the autumn and winter months.

Chart 1

Absence Trends
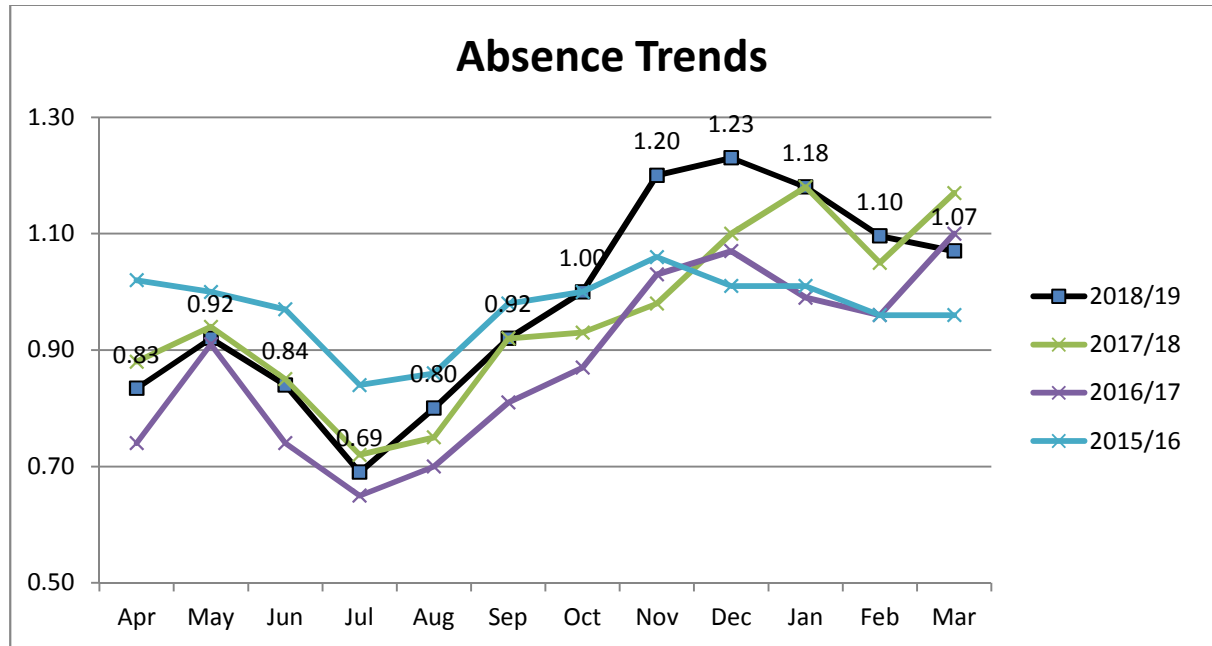
4.1.2 Table 1 (below) shows absence levels, by Strategic Lead Area, over the course of 2018/19, alongside corresponding year-end figures and associated year-end figures for 2017/2018 to allow comparison. Please note that the year-end Annual FTE days lost per FTE employee which is reported for each Strategic Lead Area is based on where employees were located as at 31 March 2019.

2018/19 – Actual FTE days lost per FTE employee

Service	Apr'18	May'18	Jun'18	Jul'18	Aug'18	Sept'18	Oct'18	Nov'18	Dec'18	Jan'19	Feb'19	Mar '19	2018/19 Total	2017/18 Total
Strategic Management	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**1.58**	**1.43**	**1.58**	**4.59**	**0.00**
Child Healthcare & Criminal Justice	1.39	1.18	1.63	1.08	1.21	1.37	1.36	1.76	1.89	1.56	1.07	1.15	16.66	15.22
Community Health & Care	1.42	1.66	1.57	1.60	1.82	1.66	1.83	1.79	1.97	2.14	1.97	1.99	21.41	18.68
Finance and Resources	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mental Health, Addiction & Learning Disabilities	1.02	1.10	1.42	1.44	0.99	1.37	1.04	1.45	1.23	0.94	0.88	1.40	14.28	16.14
Strategy, Planning & Health Improvement	0.51	0.39	0.28	0.58	0.37	0.08	0.85	0.75	0.09	0.48	0.50	2.28	7.15	2.54
Health & Social Care Partnership	**1.34**	**1.46**	**1.53**	**1.46**	**1.56**	**1.52**	**1.61**	**1.71**	**1.82**	**1.83**	**1.61**	**1.74**	**19.19**	**17.26**
Environment & Neighbourhood	1.07	0.95	0.77	0.68	0.83	0.88	1.06	1.18	1.11	0.97	1.00	0.90	11.39	11.76
Housing & Employability	0.81	0.78	0.67	0.52	0.61	0.73	0.94	0.94	1.18	1.47	1.16	0.87	10.69	10.04
Regeneration	0.94	0.91	0.89	0.97	1.05	0.96	0.95	1.17	1.43	1.29	1.47	1.15	13.17	10.23
Regeneration, Environment & Growth	**0.98**	**0.90**	**0.79**	**0.74**	**0.86**	**0.88**	**1.00**	**1.13**	**1.23**	**1.17**	**1.18**	**0.97**	**11.82**	**10.94**
Communications, Culture & Communities	0.57	0.64	0.60	0.46	0.79	1.16	0.51	0.69	1.01	0.75	0.66	1.01	8.84	5.29
Education Learning & Attainment (Support Staff)	0.60	0.85	0.56	0.20	0.49	0.88	0.88	1.37	1.24	1.02	1.00	1.03	10.13	9.65
People & Technology	0.23	0.16	0.03	0.14	0.38	0.52	0.30	0.64	0.28	0.31	0.01	0.20	3.21	5.16
Regulatory	0.24	0.79	0.49	0.36	0.23	0.27	0.11	0.08	0.13	0.37	0.37	0.25	3.69	3.75
Resources	0.54	0.47	0.61	0.70	0.65	0.86	1.11	1.02	1.07	1.09	1.09	1.05	10.26	7.66
Transformation & Public Service Reform (excl. Teachers) TOTAL	**0.53**	**0.69**	**0.53**	**0.34**	**0.53**	**0.83**	**0.79**	**1.08**	**1.03**	**0.91**	**0.87**	**0.92**	**9.06**	**7.90**
Education Learning & Attainment (Teachers)	0.40	0.60	0.45	0.16	0.15	0.40	0.51	0.84	0.78	0.77	0.66	0.58	6.29	11.83
Transformation & Public Service Reform (Incl. Teachers) TOTAL	**0.48**	**0.65**	**0.50**	**0.27**	**0.38**	**0.66**	**0.68**	**0.98**	**0.93**	**0.85**	**0.78**	**0.78**	**7.94**	**5.70**
COUNCIL-WIDE TOTAL	**0.83**	**0.92**	**0.84**	**0.69**	**0.80**	**0.93**	**1.00**	**1.20**	**1.23**	**1.18**	**1.10**	**1.07**	**11.78**	**10.67**

Housing & Employability Performance (Annual 2018/2019)

4.1 In 2018/19, 2625.84 days were lost due to sickness absence across Housing and Employability. This represents an increase of 132.94 FTE days (7.6%) lost compared to 2017/18. It should be noted that the FTE in Housing and Employability has increased but this was a marginal increase of 6.48 FTE.

4.1.2 Table 2 shows the annual results and compares these to the same period last year, as well as stating the absence level for the service's best performance in recent years. Additionally, the table shows the CIPD (Chartered Institute of Personnel and Development) benchmark for public sector absence. Absence for Housing and Employability was below the Council average of 11.52 FTE days lost per FTE employees however it was significantly higher than both the best year of performance in 2016/2017 and the CIPD benchmark.

Table 2 – Council / Strategic Lead Targets (Average days lost per FTE employee)

Strategic Lead Area	Annual 2017/18	Annual 2018/19	Year on Year +/-	H&E Best Annual Performance	Public Sector Benchmark 2018/19*
Council Wide	**10.67**	**11.52**	**7.97%**	**8.86**	8.4
Housing and Employability	**9.58**	**10.31**	**7.6%**	**(2016/2017)**	

*Source 2019 CIPD Health and Wellbeing at Work report

4.1.3 This increase in sickness absence can be attributed to a higher levels of absence reported during October 2018 to February 2019 as shown in Table 1 above.

4.2 Absence Reasons – Service Performance

4.2.1 Appendix 1 provides a detailed breakdown of the reasons for absence Council Wide.

4.2.2 Table 3 below shows the top 3 reasons for absence in 2018/19 for the area covered by this report and compares these to the Council Wide results for the same period.

Table 3 – Reasons analysis – Service performances

	1		2		3	
	Reason	%	Reason	%	Reason	%
Council Wide	**Minor Illness**	**21.89**	**Acute Medical Conditions**	**17.79**	**Musculo Skeletal Injuries**	**15.51**
Housing and Employability	**Minor Illness**	**27.81**	**Acute Medical Conditions**	**18.99**	**Musculo Skeletal Injuries**	**11.82**

4.2.3 The top 3 reasons for absence in Housing and Employability mirror the Council wide reasons for absence although there is a higher incidence of minor illness and acute medical conditions in Housing and Employability than there is Council wide. It is encouraging to note that work related stress, which was in the top 3 reasons for absence in Housing and Employability in 2017/2018, is no longer featured in the top 3 reasons for absence. Improvements in this area have been supported by the focus on mental health through the employee wellbeing group, promotion of the support available and continued training of managers.

4.2.4 To support employees, managers are encouraged to make early referrals to Physiotherapy in order to enable staff experiencing MSK problems to access support in a timely manner.

Absence Duration – Service Performance

4.3 Table 4 shows the duration profile for Housing and Employability and compares to the overall Council-wide duration profile. Long term absence accounts for approximately 73.21% of Council-wide absence for 2018/19, which is a small increase compared to the same period in the previous year. Housing and Employability has a marginally lower level of short term absence in 2018/19 compared to the Council-wide figures and the level of long term sick in the service has shown an increase over the last year.

Table 4 – Duration analysis – Service performances

	Annual 2017/18		Annual 2018/19	
	Short Term	Long Term	Short Term	Long Term
Council Wide	28.74%	71.26%	26.79%	73.21%
Housing and Employability	24.99%	75.01%	25.58%	74.42%

Employee Wellbeing Group

4.4 The Employee Wellbeing Group continues to make progress through wellbeing initiatives, employee support mechanisms and joint working with trade unions and local partners to identify and address areas for improvement. Updates on progress are reported to Change Board on a monthly basis. A summary of some of the actions which have been completed since the last report to this Committee in November 2018, or which are currently being progressed, include the following:

- Various promotions including alcohol awareness, mental health, national no smoking day, discounted leisure membership
- The new Disability Passport guidance was launched and is now available on the intranet. This guidance will complement the existing policies and supports that are already in place and it is intended to help managers feel

more confident in supporting employees with disabilities throughout the employment cycle.

- A review of the attendance management policy has been undertaken; focus groups have been held with management and Trade Union representatives and the updated policy is now being finalised.
- The 12 month pilot Headtorch Programme continues; senior leadership and HR & OD have completed the training with being rolled out to 2 further areas in the summer period, additionally a session will also be delivered to Trade Union colleagues in April. A full evaluation of the programme will be completed.
- A joint communication was developed with the Trade Unions which promotes the wide range of supports that are currently available; this was shared with Trade Union colleagues and managers. Trade Union colleagues have also been asked to share this with their members.
- An event was held in Church St to promote Time to Talk day, the Chaplaincy attended and were on hand to speak to any employees who wished to access the service. The event encouraged people to take a break and talk about their mental health with colleagues and friends to help break the stigma. A presentation was also ran on the Atrium screen in Church St promoting the support services and employee benefits available to all staff throughout the day.
- As part of the above event, the Council's partnership with Access to Work's Mental Health service was also launched. This service is designed to complement existing support services and enables employees and their family members to access support for up to 9 months via a dedicated worker to will support them to develop a care plan and provided dedicated mental health support. Further information is available on the Employee Wellbeing Intranet pages which have been updated to reflect the new service.
- An exercise to review the platform used to host the Employee Wellbeing Intranet pages has also started and as part of this an alternative platform for the pages is being considered. Moodle, which is the new platform for I-Learn, is being considered as this would allow for online resources to be more accessible to those who have a mobile devise either as part of their role or at home. As such the details of all supports available to staff would be opened up to a wider audience.
- A review of the Carer's group is also being undertaken as part of the EWG remit and based on feedback from those who attend and the Carer's Network, this support service will become a signposting service to enable employees to access more specialist support as required. The EWG intranet pages are currently being updated to reflect this and the Carer's Network will continue to work in partnership with the group to support employees.
- A wellbeing seminar was also delivered to the elected members highlighting the work of the group and the new approach project management approach that will be adopted.
- A number of employees have been trained to be Mental Health First Aiders through training provided by our Trade Union colleagues, a promotion of who these people are is now being planned to ensure that

employees are aware of who they can approach for assistance in their service.

5. People Implications

5.1 Effective and robust management of absence can have a positive impact upon employees, promoting early return to good health and work. The results for 2018/2019 indicate that there may be further support required to assist employees Housing and Employability maintain their health and wellbeing particularly during the winter period. However, sickness absence levels remain below the Council average.

6. Financial and Procurement Implications

6.1 Based on the estimated cost of a day's absence of £124, table 5 provides the estimated cost of absence across the Council and the Strategic Lead area. This does not include any associated costs such as cover or overtime.

Table 5 – Cost of absence

Strategic Lead Area	Annual
Council	£6,464,375 (approx.)
Housing and Employability	£325,604

6.3 There are no procurement implications.

7. Risk Analysis

7.1 There is a risk that managers do not fulfil their role and comply with the policy and in turn Council-wide absence continues to increase.

7.2 While it is evident in many instances that the necessary and proactive steps are being undertaken, such as early referral to occupational health, there is still a significant amount of work to do to continue to reduce absence.

7.3 Without maintaining and continuing to improve attendance there continues to be a risk of detrimental impact on service delivery, loss of productivity and reduced team performance.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

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

10. Strategic Assessment

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

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Victoria Rogers
Strategic Lead People and Technology
Date: 11 April

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Appendices:	Appendix 1	Council Wide Annual 2018/2019 Absence Summary
	Appendix 2	Housing & Employability Annual 2018/2019 Absence Summary

Background Papers: None

Wards Affected: None

| | | | | West Dunbartonshire COUNCIL | **WDC Absence Statistics** | **Department: Council-Wide** |
| | | | | | | **Period: Annual 2018-19** |

TABLE 1 - Headline Figure	Annual 2018-19	11.52	Annual 2017-18	10.67	Year on Year +/-	8.0%

TABLE 2 - Days Lost per

| Department | FTE Employees | ACTUAL WORKING DAYS LOST | | | | Total Working Days Lost | Total FTE Days Lost | Total FTE Days Lost by FTE Employees |
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Strategic Management	**13.38**	**0.0**	**0.0**	**0.0**	**89.3**	**89.3**	**89.29**	**6.67**
Child Healthcare & Criminal Justice	224.62	190.5	147.5	610.4	3,057.0	4,005.4	3,492.65	15.55
Community Health & Care	711.07	762.0	606.0	3,012.3	16,880.8	21,261.1	15,103.64	21.24
Finance & Resources	4.50	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	135.30	135.0	135.0	366.6	1,942.3	2,578.9	1,990.10	14.71
Strategy, Planning & Health Improvement	22.39	17.0	15.0	22.1	156.7	210.9	145.10	6.48
Health & Social Care Partnership	**1,097.87**	**1,104.5**	**903.5**	**4,011.5**	**22,036.8**	**28,056.3**	**20,731.48**	**18.88**
Environment & Neighbourhood	628.13	512.0	674.5	1,615.5	7,385.4	10,187.4	6,519.56	10.38
Housing & Employability	254.71	146.5	199.5	393.8	2,151.8	2,891.5	2,625.84	10.31
Regeneration	413.02	287.0	410.0	968.2	4,413.1	6,078.2	5,668.58	13.72
Regeneration, Environment & Growth	**1,295.86**	**945.5**	**1,284.0**	**2,977.5**	**13,950.2**	**19,157.2**	**14,813.99**	**11.43**
Communications, Culture & Communities	124.62	77.0	45.5	230.5	1,147.7	1,500.7	1,191.00	9.56
People & Technology	91.65	33.5	13.5	64.4	233.1	344.4	310.20	3.38
Regulatory	87.75	47.0	29.5	89.2	198.3	364.0	264.93	3.02
Resources	259.17	258.5	201.5	495.5	1,982.7	2,938.2	2,465.09	9.51
Education Learning & Attainment (Support Staff)	685.91	862.0	534.0	1,556.6	6,330.6	9,283.2	6,839.20	9.97
Transformation & Public Service Reform (Excl. Teachers)	**1,249.10**	**1,278.0**	**824.0**	**2,436.1**	**9,892.4**	**14,430.5**	**11,070.42**	**8.86**
LOCAL GOVERNMENT EMPLOYEES TOTAL	**3,656.22**	**3,328.0**	**3,011.5**	**9,425.0**	**45,968.8**	**61,733.3**	**46,705.18**	**12.77**
Transformation & Public Service Reform (Teachers)	**869.12**	**921.5**	**439.0**	**1,228.4**	**4,184.8**	**6,773.7**	**5,426.88**	**6.24**
COUNCIL-WIDE TOTAL	**4,525.34**	**4,249.5**	**3,450.5**	**10,653.4**	**50,153.6**	**68,507.0**	**52,132.06**	**11.52**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	4,249.5	6.20%
Short Term (4-5 days)	3,450.5	5.04%
Medium Term (6 days-4 weeks)	10,653.4	15.55%
Long Term (over 4 weeks)	50,153.6	73.21%
TOTAL	**68,507.0**	**100%**

Working Days Lost

- Intermittent (1-3 days)
- Short Term (4-5 days)
- Medium Term (6 days-4 weeks)
- Long Term (over 4 weeks)

WDC Absence Statistics

Department: Council-Wide
Period: Annual 2018-19
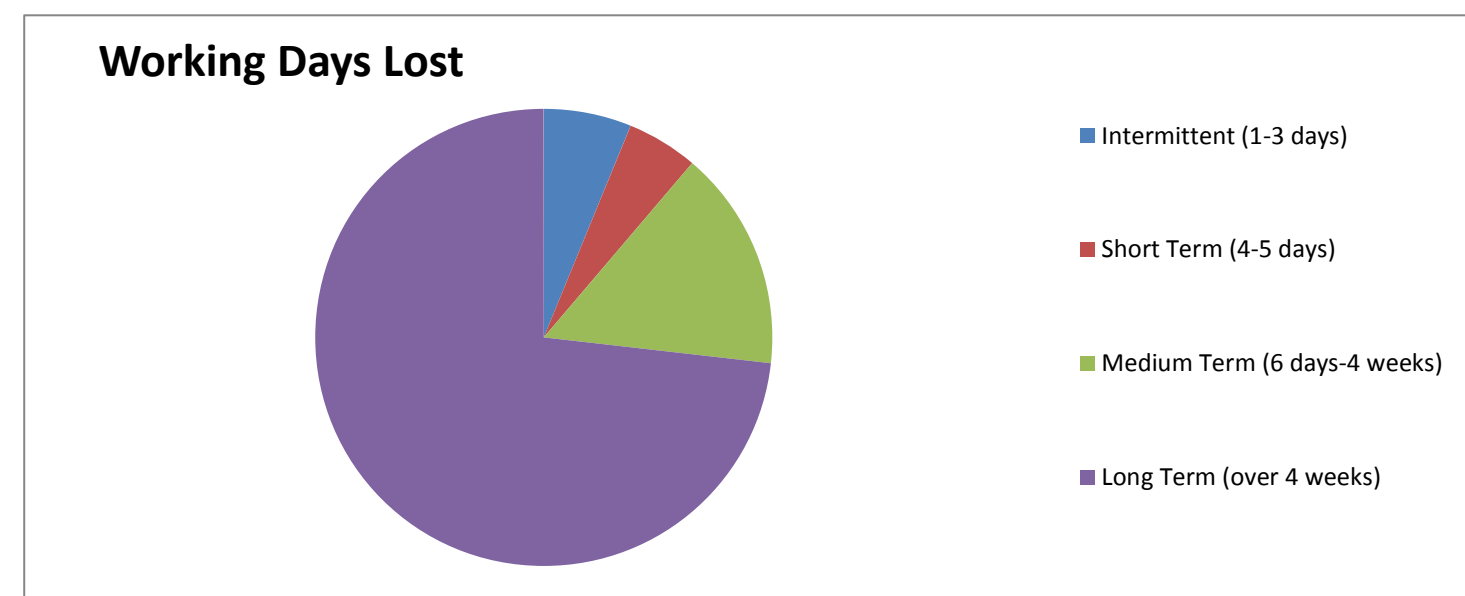
TABLE 4 - Absence Reasons

Department	FTE Employees	Absence Reasons												Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related			
Strategic Management	13.38	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	89.3	0.0	0.0	0.0	89.3	89.29	6.67
Child Healthcare & Criminal Justice	224.62	736.8	126.6	322.1	458.8	445.2	200.0	57.3	350.8	475.3	0.0	0.0	832.5	4,005.4	3,492.65	15.55
Community Health & Care	711.07	3,698.9	1,199.7	3,966.4	3,550.0	1,446.3	583.2	144.8	1,170.9	3,918.2	378.6	0.0	1,204.0	21,261.1	15,103.64	21.24
Finance & Resources	4.50	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.00	0.00
Mental Health, Addiction & Learning Disabilities	135.30	569.6	67.0	129.8	431.3	133.1	6.0	79.7	295.4	82.0	102.2	0.0	682.9	2,578.9	1,990.10	14.71
Strategy, Planning & Health Improvement	22.39	68.4	0.0	5.0	15.0	24.0	0.0	4.6	59.1	34.7	0.0	0.0	0.0	210.9	145.10	6.48
Health & Social Care Partnership	1,097.87	5,073.8	1,393.3	4,423.3	4,455.1	2,048.6	789.2	286.4	1,876.2	4,510.2	480.8	0.0	2,719.4	28,056.3	20,731.48	18.88
Environment & Neighbourhood	628.13	2,512.5	398.9	2,380.1	769.6	693.5	447.7	452.2	101.9	1,962.1	42.1	47.1	379.9	10,187.4	6,519.56	10.38
Housing & Employability	254.71	804.3	26.3	341.6	322.6	308.3	171.8	77.3	78.6	549.1	0.0	0.0	211.7	2,891.5	2,625.84	10.31
Regeneration	413.02	1,376.6	654.7	1,415.7	995.2	45.1	26.8	50.0	412.2	549.8	0.0	5.0	547.3	6,078.2	5,668.58	13.72
Regeneration, Environment & Growth	1,295.86	4,693.3	1,079.9	4,137.4	2,087.3	1,046.8	646.3	579.4	592.6	3,061.1	42.1	52.1	1,138.9	19,157.2	14,813.99	11.43
Communications, Culture & Communities	124.62	252.9	87.9	125.0	240.9	177.6	32.0	0.0	241.9	83.7	0.0	0.0	258.9	1,500.7	1,191.00	9.56
People & Technology	91.65	85.4	1.0	0.0	143.3	0.0	0.0	0.0	0.0	114.8	0.0	0.0	0.0	344.4	310.20	3.38
Regulatory	87.75	73.5	0.0	0.0	77.1	17.9	30.6	0.0	10.7	99.2	0.0	0.0	55.0	364.0	264.93	3.02
Resources	259.17	662.8	61.6	85.8	354.1	184.6	44.0	0.0	330.7	850.8	68.9	0.0	295.0	2,938.2	2,465.09	9.51
Education Learning & Attainment (Support Staff)	685.91	2,145.1	138.6	1,163.4	1,644.1	484.8	146.0	90.7	654.0	2,221.5	139.4	10.7	445.0	9,283.2	6,839.20	9.97
Transformation & Public Service Reform (Excl. Teachers)	1,249.10	3,219.7	289.0	1,374.2	2,459.4	864.8	252.6	90.7	1,237.2	3,370.1	208.3	10.7	1,053.9	14,430.5	11,070.42	8.86
LOCAL GOVERNMENT EMPLOYEES TOTAL	3,656.22	12,986.8	2,762.2	9,934.8	9,001.8	3,960.3	1,688.1	956.5	3,706.0	11,030.6	731.2	62.9	4,912.1	61,733.3	46,705.18	12.77
Transformation & Public Service Reform (Teachers)	869.12	2,010.6	20.7	690.9	1,043.9	212.9	297.3	28.4	406.4	1,156.8	320.6	0.0	585.1	6,773.7	5,426.88	6.24
COUNCIL-WIDE TOTAL	4,525.34	14,997.4	2,782.9	10,625.8	10,045.7	4,173.2	1,985.4	984.9	4,112.4	12,187.4	1,051.9	62.9	5,497.3	68,507.0	52,132.06	11.52

TABLE 5 - Days Lost by Absence Category

Absence Reason	Working Days Lost	Percentage of Lost Days
Minor Illness	14,997.4	21.89%
Back Pain	2,782.9	4.06%
Musculo-skeletal Injuries	10,625.8	15.51%
Stress	10,045.7	14.66%
Recurring Medical Conditions	4,173.2	6.09%
Non Work Related Accidents / Injuries	1,985.4	2.90%
Work Related Accidents / Injuries	984.9	1.44%
Mental Health	4,112.4	6.00%
Acute Medical Conditions	12,187.4	17.79%
Pregnancy Related Absence	1,051.9	1.54%
Drink or Drug Related Condition	62.9	0.09%
Stress - Work Related	5,497.3	8.02%
TOTAL	68,507.0	100%

Working Days Lost

Legend:
- Absence Reason
- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress
- Recurring Medical Conditions
- Non Work Related Accidents / Injuries
- Work Related Accidents / Injuries
- Mental Health
- Acute Medical Conditions
- Pregnancy Related Absence
- Drink or Drug Related Condition
- Stress - Work Related
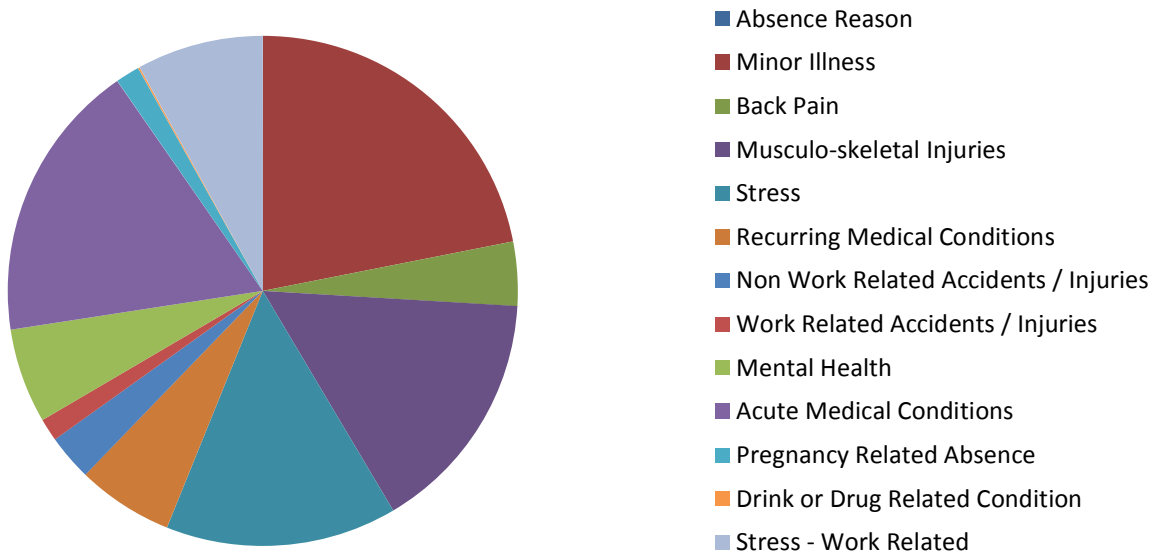
WDC Absence Statistics

Department: Housing & Employability

Period: Annual 2018-19

TABLE 1 - Headline Figure	Annual 2018-19	10.31	Annual 2017-18	9.58	Year on Year +/-	7.6%

TABLE 2 - Days Lost per Employee

Section / Team	FTE Employees	ACTUAL WORKING DAYS LOST				Total Working Days Lost	Total FTE Days Lost	Total FTE Days Lost by FTE Employees
		Intermittent 1-3 days	Short Term 4-5 days	Medium Term 6 days - 4 weeks	Long Term over 4 weeks			
Communities Team	13.74	15.0	5.0	20.7	25.0	65.7	65.71	4.78
Community Planning & Development TOTAL	**13.74**	**15.0**	**5.0**	**20.7**	**25.0**	**65.7**	**65.71**	**4.78**
Homeless & Prevention	44.78	28.0	27.0	91.5	381.6	528.1	508.25	11.35
Housing Development	17.51	2.0	13.0	30.0	106.4	151.4	147.10	8.40
Housing Development & Homelessness TOTAL	**62.29**	**30.0**	**40.0**	**121.5**	**488.0**	**679.5**	**655.35**	**10.52**
Housing Operations	110.33	77.0	110.0	204.9	1,240.9	1,632.8	1,453.61	13.18
Housing Operations TOTAL	**110.33**	**77.0**	**110.0**	**204.9**	**1,240.9**	**1,632.8**	**1,453.61**	**13.18**
Adult Employability	21.29	4.0	13.0	4.0	0.0	21.0	18.24	0.86
Adult Learn & Literacies	7.77	5.0	9.0	5.0	0.0	19.0	11.36	1.46
Financial Inclusion	17.68	1.0	0.0	16.6	27.1	44.7	44.71	2.53
Skills, Compliance & Dev	3.81	2.5	0.0	0.0	64.3	66.8	55.06	14.46
Working4U	3.00	2.0	0.0	0.0	0.0	2.0	2.00	0.67
Youth Employ&Literacies	6.19	2.5	4.0	2.9	238.6	247.9	226.24	36.56
Youth Learning	8.62	7.5	18.5	18.2	67.9	112.1	93.57	10.85
Working4U TOTAL	**68.35**	**24.5**	**44.5**	**46.7**	**397.9**	**513.5**	**451.18**	**6.60**
Housing & Employability TOTAL	**254.71**	**146.5**	**199.5**	**393.8**	**2,151.8**	**2,891.5**	**2,625.84**	**10.31**

TABLE 3 - Breakdown of Days Lost by Duration Category

Duration	Total Working Days Lost	Percentage of Lost Days
Intermittent (1-3 days)	146.5	5.07%
Short Term (4-5 days)	199.5	6.90%
Medium Term (6 days-4 weeks)	393.8	13.62%
Long Term (over 4 weeks)	2151.8	74.42%
TOTAL	**2891.5**	**100.00%**

Total Working Days Lost

- Intermittent (1-3 days)
- Short Term (4-5 days)
- Medium Term (6 days-4 weeks)
- Long Term (over 4 weeks)
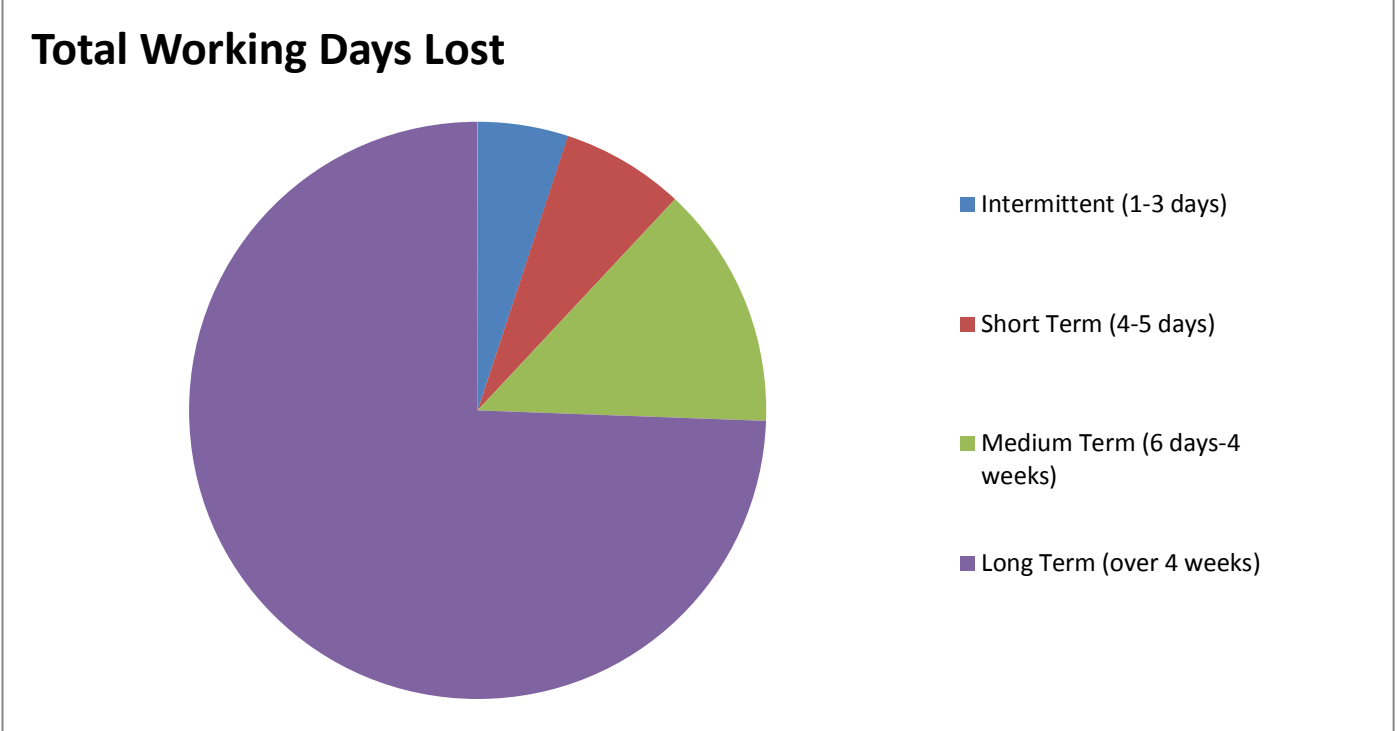
TABLE 4 - Absence Reasons

Section / Team	FTE Employees	Absence Reasons												Total Working Days Lost	FTE Days Lost	Total FTE Days Lost by FTE Employees
		Minor Illness	Back Pain	Musculo-skeletal Injuries	Stress - Personal	Recurring Medical Conditions	Non Work Related Accident / Injuries	Work Related Accidents / Injuries	Mental Health	Acute Medical Conditions	Pregnancy Related Absence	Drink or Drug Related Condition	Stress - Work Related			
Communities Team	13.74	15.0	7.0	0.0	30.0	3.0	0.0	0.0	10.7	0.0	0.0	0.0	0.0	65.7	65.71	4.78
Community Planning & Development TOTAL	**13.74**	**15.0**	**7.0**	**0.0**	**30.0**	**3.0**	**0.0**	**0.0**	**10.7**	**0.0**	**0.0**	**0.0**	**0.0**	**65.7**	**65.71**	**4.78**
Homeless & Prevention	44.78	168.3	0.0	16.4	112.3	22.1	115.7	13.7	0.0	57.7	0.0	0.0	21.9	528.1	508.25	11.35
Housing Development	17.51	17.4	0.0	23.6	4.0	0.0	0.0	0.0	0.0	68.6	0.0	0.0	37.9	151.4	147.10	8.40
Housing Development & Homelessness TOTAL	**62.29**	**185.7**	**0.0**	**40.0**	**116.3**	**22.1**	**115.7**	**13.7**	**0.0**	**126.3**	**0.0**	**0.0**	**59.7**	**679.5**	**655.35**	**10.52**
Housing Operations	110.33	513.6	4.0	63.1	173.4	279.2	34.5	63.6	0.0	349.4	0.0	0.0	152.0	1,632.8	1,453.61	13.18
Housing Operations TOTAL	**110.33**	**513.6**	**4.0**	**63.1**	**173.4**	**279.2**	**34.5**	**63.6**	**0.0**	**349.4**	**0.0**	**0.0**	**152.0**	**1,632.8**	**1,453.61**	**13.18**
Adult Employability	21.29	12.0	5.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	21.0	18.24	0.86
Adult Learn & Literacies	7.77	12.0	0.0	0.0	0.0	0.0	5.0	0.0	0.0	2.0	0.0	0.0	0.0	19.0	11.36	1.46
Financial Inclusion	17.68	1.0	0.0	0.0	0.0	0.0	16.6	0.0	0.0	27.1	0.0	0.0	0.0	44.7	44.71	2.53
Skills, Compliance & Dev	3.81	22.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	44.3	0.0	0.0	0.0	66.8	55.06	14.46
Working4U	3.00	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	2.0	2.00	0.67
Youth Employ&Literacies	6.19	6.5	0.0	238.6	2.9	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	247.9	226.24	36.56
Youth Learning	8.62	33.9	10.3	0.0	0.0	0.0	0.0	0.0	67.9	0.0	0.0	0.0	0.0	112.1	93.57	10.85
Working4U TOTAL	**68.35**	**89.9**	**15.3**	**238.6**	**2.9**	**4.0**	**21.6**	**0.0**	**67.9**	**73.4**	**0.0**	**0.0**	**0.0**	**513.5**	**451.18**	**6.60**
Housing & Employability TOTAL	**254.71**	**804.3**	**26.3**	**341.6**	**322.6**	**308.3**	**171.8**	**77.3**	**78.6**	**549.1**	**0.0**	**0.0**	**211.7**	**2,891.5**	**2,625.84**	**10.31**

TABLE 5 - Days Lost by Absence

Absence Reason	Total Working Days Lost	Percentage of Lost Days
Minor Illness	804.3	27.81%
Back Pain	26.3	0.91%
Musculo-skeletal Injuries	341.6	11.82%
Stress - Personal	322.6	11.16%
Recurring Medical Conditions	308.3	10.66%
Non Work Related Accidents / Injuries	171.8	5.94%
Work Related Accidents / Injuries	77.3	2.67%
Mental Health	78.6	2.72%
Acute Medical Conditions	549.1	18.99%
Pregnancy Related Absence	0.0	0.00%
Drink or Drug Related Condition	0.0	0.00%
Stress - Work Related	211.7	7.32%
TOTAL	**2891.5**	**100.00%**

Total Working Days Lost

- Minor Illness
- Back Pain
- Musculo-skeletal Injuries
- Stress - Personal
- Recurring Medical Conditions
- Non Work Related Accidents / Injuries
- Work Related Accidents / Injuries
- Mental Health
- Acute Medical Conditions
- Pregnancy Related Absence
- Drink or Drug Related Condition