






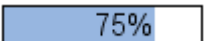

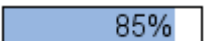
Appendix 1 H&E 22-23 Delivery Plan Interim Progress Report




	1. Our communities
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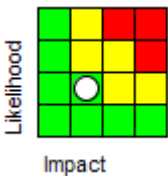
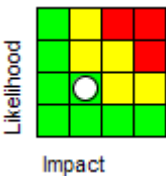
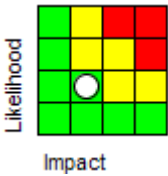
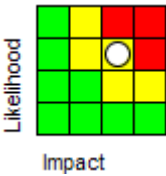
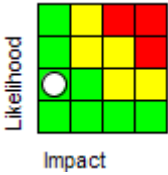
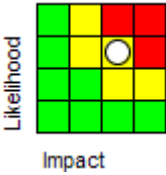
	Objective 1. Our neighbourhoods are safe, resilient and inclusive
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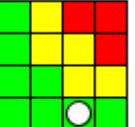
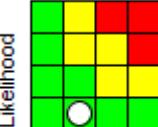
Action	Status	Progress	Due Date	Note	Owner
Build community resilience and advance community empowerment including the development of a training programme to support the Community empowerment agenda		<div><div style="width: 80%;">80%</div></div>	31-Mar-2023	The actions from the approved Community Engagement Strategy (2019) are being delivered with oversight from the Community Empowerment Project Board. Year 1 priority projects that are all well underway. Projects include corporate mainstreaming approach to Participatory Budgeting; Communication Plan; Review of Community Asset Transfer and a programme of awareness raising and training to Support the Community Empowerment Agenda. The projects ensure community based work to continue to raise awareness of the empowerment agenda and of the opportunities open to communities. It should be noted that additional projects have been added to the delivery plan incorporating the UKSPF investment, including the development of the CCTV network. The Board have considered and agreed Year 2 priority projects ensuring a focus on the Cost of Living Crisis. In doing so the Delivery Plan will be up-dated regularly highlighting progression. It is anticipated this action will be completed by year end.	Clare English
Continue to improve and develop the Councils CCTV processes and infrastructure		<div><div style="width: 100%;">100%</div></div>	31-Mar-2023	The Communities Team are included within the proposals for the United Kingdom Shared Prosperity Fund (UKSPF) programme that will deliver a series of actions from 2022 to March 2025. The primary goal	Clare English

Action	Status	Progress	Due Date	Note	Owner
				<p>of the UKSPF is to build pride in place and increase life chances across the UK. With a key theme being Communities and Place the investment will allow for Improving Community Safety by upgrading of the current CCTV system for public space surveillance to provide support in the protection of the public, the deterrence of and the detection of crime and to provide support in the investigation of such crimes.</p> <p>Improvements will seek to link enhanced public space, social housing and Council establishment cameras to one network with access from one control centre. This action will go beyond the due date of March 2023 in line with the UKSPF allocation to 2025. Procurement route will include a procured CCTV survey leading to a transmission strategy in order to inform a tender. The CCTV Delivery group has been re-established and will be directed by the Community Empowerment Project Board.</p>	
Explore alternative forms of funding to encourage less reliance on mainstream council funding			31-Mar-2023	<p>The Communities Team are a key part of the proposals for the United Kingdom Shared Prosperity Fund (UKSPF) programme that will deliver a series of actions from 2022 to March 2025. The primary goal of the UKSPF is to build pride in place and increase life chances across the UK. These focus on: communities and place; capital projects; people and skills and multiply (functional numeracy).</p> <p>Within the communities and place category the West Dunbartonshire plan will focus on: Improving Community Safety by upgrading of the current CCTV system for public space surveillance; Pride in Place Project will focus on building on pride in place centred round a Community Garden supporting neighbourhood and partnerships working to reduce anti-social behaviour (Housing/ Fire Scotland/ Communities/ Police Scotland/ Greenspace; Participatory Budgeting - Awareness /training resource; West Dunbartonshire Pantry Network -</p>	Clare English

Action	Status	Progress	Due Date	Note	Owner
				community pantries offer a dignified and sustainable approach to addressing food insecurity and food poverty; Community Soup Engagement to develop small community-based projects that will improve the quality of life in local areas. Equating to additional funding of £744,222 for 2023 - 2025 and a commercial viable CCTV network.	
Deliver the objectives set out in the Community Empowerment Strategy and Action Plan through identified priority projects		 75%	31-Mar-2023	<p>The actions from the approved Community Engagement Strategy (2019) are being delivered with direction from the Community Empowerment Project Board. The Board agreed Year 1 and Year 2 priority projects that are progressing well including the completion of the Participatory Budgeting Mainstreaming Pilot. It should be noted that with the allocation of UKSPF, additional projects have been included within the delivery plan; Pride in Place; Food Pantry network; PB awareness; Community Soup and development of a CCTV network upgrade by March 2025. The projects ensure community based work to continue to raise awareness of the empowerment agenda and of the opportunities open to communities.</p> <p>The board agreed that priority projects ensure a focus on the Cost of Living Crisis. In doing so the Delivery Plan will be up-dated regularly highlighting progression. It is anticipated this action will be completed by year end.</p>	Clare English
Lead on the Council's approach to Participatory Budgeting Mainstreaming across the organisation		 85%	31-Mar-2023	The PB Mainstreaming pilot and evaluation have been successfully completed. The team continue to encourage and embed a culture of participation across the authority, with a PB ilearn module developed for WDC staff use; Community Budgeting Six roll out; and establishing PB spend and service champions across all WD service areas. HSCP PB	Clare English


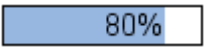
Action	Status	Progress	Due Date	Note	Owner
				budget for 2023/24 has been identified. It is anticipated this action will be completed by year end.	
Develop an Employee Volunteering Policy to support the ambitions of the Community Empowerment (Scotland) Act 2015		<div><div>80%</div></div>	31-Mar-2023	An Employee Volunteering framework approach has been adapted as the pilot progresses. The framework will link with the TU learning agreement and offer employee volunteering as a learning opportunity, work is ongoing lead by the Communities and Organisational Development teams. A Pilot scheme will be developed by year end with a launch date to be agreed by the Community Empowerment Board. It is anticipated this action will be completed by year end.	
Identify and implement improvements in partnership working between the CCTV team and key partners to promote feelings of safety in the area		<div><div>85%</div></div>	31-Mar-2023	Partnership working is well established with Police Scotland to promote feelings of safety across the area, with the CCTV team being highly commended for outstanding partnership working at the Police Scotland -Argyll and West Dunbartonshire, Partner of the Year Awards in December 2022. Work will continue to incorporate CCTV information on the Twenty Minute Neighbourhood mapping system to support safe routes for residents. The reestablishment of the CCTV working group in line with the UKSPF will support progression of the action as the new CCTV network develops. It is anticipated this action will be completed by year end.	Clare English
Development and implementation of revised Anti-Social Behaviour strategy		<div><div>33%</div></div>	31-Mar-2023	The development of the ASB strategy has been delayed due to requirement for SAFE DIG partnership outcome document to be produced by same group of members, however information from partner services is being collated to prepare document meantime and commitment agreed via Safe DIG that partners will contribute to development of strategy. Expected timescale for ASB Strategy will be impacted due to this and requirement to conduct consultation period once document collated. This action will therefore not be completed by year end and will be carried forward to the 2023/24 action plan.	Nicola Pettigrew

Risk & Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
<p>Failure to secure community and partner buy-in for the emerging Community Empowerment Strategy and Action Plan.</p> <p>In order to deliver on the ambitions of the Community Empowerment Strategy and associated action plan, it is vital that a partnership approach is promoted to ensure best use of resources, skills and expertise.</p>			30-Nov-2022	The risk profile will remain the same despite significant progress being made with a number of priority projects.	Clare English; Elaine Troup
<p>Failure to deliver on the capacity building of the Community Empowerment (Scotland) Act.</p> <p>As communities continue to recover from the impact of Covid-19 there is an ever greater need to support and develop communities. Community capacity building and community development work continues within existing resources.</p>			30-Nov-2022	The risk levels remain the same despite significant progress being made to support communities across the authority through increased levels of capacity building.	Clare English; Elaine Troup
<p>Failure to deliver sufficient community capacity building / community development support to groups impacted by COVID-19.</p> <p>COVID-19 has had a huge impact on communities across the authority. A focused approach is needed to understand the impact on community groups and to support them to re-start and re-build. Failure to do this would impact on the individual and community resilience of citizens.</p>			30-Nov-2022	The Communities Team continues to support a range of community organisations to re-start or develop on the back of the pandemic. The team have a dedicated capacity building resource available to support.	Clare English; Elaine Troup

Risk & Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
<p>Engaging positively with Residents, Communities & Partnerships.</p> <p>The risk that the Council fails to adequately engage, establish and maintain positive relationships with local residents and communities in addition to partnership bodies.</p>	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	30-Nov-2022	<p>Whilst the Community Planning Partnership is currently being managed under a shared service agreement, it is well established with strong partnership working arrangements in place reducing likelihood of this risk being realised. We continue to promote and ensure strong communications and engagement through the Engaging Communities Framework. As well as gathering resident feedback, we ensure that key information is communicated through a variety of media channels including online, social media and publications such as Housing News.</p>	Clare English; Elaine Troup



Objective 3. Our residents are supported to increase life and learning skills

Action	Status	Progress	Due Date	Note	Owner
Digital inclusion – progress the opportunities for provision of wi-fi infrastructure into new build properties and priority areas of deprivation			31-Mar-2023	This action is progressing well. Digital inclusion capabilities are incorporated into our new build design standard and all new housing will benefit from this infrastructure. We have connected with two telecommunications companies in terms of the provision of social tariffs for broadband connectivity and plans are in place to install infrastructure across our housing estate. It is anticipated this action will be completed by year end.	John Kerr





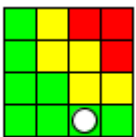
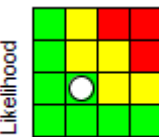
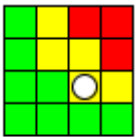
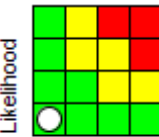
2. Our Environment



Objective 6. Our neighbourhoods are sustainable and attractive


Action	Status	Progress	Due Date	Note	Owner
Develop and implement Housing regeneration approaches to improve our communities		<div><div>75%</div></div>	31-Mar-2023	This action is progressing as planned. Priority areas referenced in the new local housing strategy, and an area based approach has been launched from this which will cover the 5 year period of the strategy. Some key initiatives that are underway include Clydebank East, Pappert, Alexandria and Bellsmyre, Dumbarton. It is anticipated this action will be completed by year end.	John Kerr
Develop our Housing Asset Management to ensure sustainability and deliver new Housing Capital Investment Programme		<div><div>75%</div></div>	31-Mar-2023	This action is progressing as planned. New Asset Management Strategy in development, a draft will be available within the target date and following detailed consultation will be submitted to a Housing and Communities Committee in 2023. It is anticipated this action will be completed by year end.	John Kerr
Implement new Local Housing Strategy & council wide response to 2040		<div><div>100%</div></div>	31-Mar-2023	This has been successfully completed. High level steering group tasked with ensuring delivery continues to meet and prioritise key objectives. Scottish Government has now fed back views on the strategy in a positive manner. The Annual progress action plan update will be provided to the HAC.	John Kerr
Implement year 4 of rapid rehousing plan (Home at the Heart)		<div><div>75%</div></div>	31-Mar-2023	This action is progressing as planned. While we continue to roll out the plan in a positive manner in respect of the key actions, delivery on some of the key performance measures are not being realised as a result of slower than anticipated housing access system and notably	John Kerr


Action	Status	Progress	Due Date	Note	Owner
				around void turnaround times. It is anticipated this action will be completed by year end.	
Deliver New build Housing programme		<div><div>75%</div></div>	31-Mar-2023	This action is progressing as planned. Positive progress continues to be made, with the completion of the Queens Quay development in 22/23, and anticipated site starts at Clydebank East and Pappert. It is anticipated this action will be completed by year end.	John Kerr
Deliver high rise accommodation strategy		<div><div>66%</div></div>	31-Mar-2023	This action has made significant progress. We have consulted with tenants and residents and will incorporate the outcome of the consultation into the new strategy to promote high rise living across West Dunbartonshire, the Strategy will be presented to HAC in May and therefore will not be completed within year. The Strategy will still remain a priority.	John Kerr

Risk & Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
The public space CCTV infrastructure covers the three main townships of Alexandria, Dumbarton and Clydebank with a mix of fixed space and redeployable cameras. Until resources can be secured and improvements made the Council does remain at risk from reputational damage, should the system fail.	<div> <div>Likelihood</div>  <div>Impact</div> </div>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	30-Nov-2022	CCTV investment to upgrade the current network is a key element of the UK Shared Prosperity Funding applied for through the Theme - Communities and Place. A decision on the Investment Plan focus is due in October 2022.	Clare English; Elaine Troup
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	<div> <div>Likelihood</div>  <div>Impact</div> </div>	<div> <div>Likelihood</div>  <div>Impact</div> </div>	30-Nov-2022	Areas of non-compliance (SHQS) will be highlighted within Annual Assurance process.	John Kerr

Risk & Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
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					



	3. Our Economy
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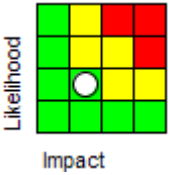
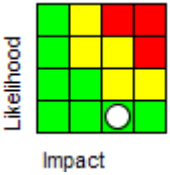
	Objective 7. Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish
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Action	Status	Progress	Due Date	Note	Owner
Develop investment plan for shared prosperity fund		<div><div>66%</div></div>	31-Mar-2023	<p>This action is progressing as planned. The UK Shared Prosperity Fund (UKSPF) is the UK Government's main method replacing for EU Structural Funds and has a potential value to West Dunbartonshire of £3.8m. The fund has three core investment priorities that will be funded on the basis of an Investment Plan. West Dunbartonshire worked in partnership with Glasgow City Region Partners to develop and submit a Regional Investment Plan in September. The final decision on the funds allocated to West Dunbartonshire will depend on the outcome of the UK Government assessment of the Regional Investment Plan. A committee report has been endorsed at the IRED Committee and the Housing and Communities Committee; an accompanying Equality Impact Assessment has also been prepared.</p> <p>The next stage, following, award notice will be the preparation for delivery. This will include the development of grant fund opportunities</p>	Stephen Brooks

Action	Status	Progress	Due Date	Note	Owner
				and processes for acquiring/procuring the services we require to meet the SPF aims.	



Ob	Objective 8. We will support our residents to access employment and training opportunities
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Action	Status	Progress	Due Date	Note	Owner
Ensure no one left behind by supporting skills and learning for work, life and learning		<div><div>100%</div></div>	31-Mar-2023	This action has been successfully completed. We have established a three year CLD plan with associated actions and activities that are designed to support skills for life, learning and work. This includes: the delivery of community based vocational courses that are accredited by SQA; supporting digital skills; and assisting the delivery of ESOL (English for Speakers of Other languages). In addition we are developing a proposal for Multiply activities (Adult numeracy) to include in our plans for the use of UK Shared Prosperity Funds.	Stephen Brooks
Promote inclusive growth through access to training and apprenticeship opportunities		<div><div>66%</div></div>	31-Mar-2023	This action is progressing as planned. There are 122 MA's supported through the W4U SDS MA programme over this period. They are actively being supported through their Apprenticeship by W4U who commenced their MA in previous years - some MA's can take up to 4 years to complete - for example construction related apprenticeships. The apprentices are combination of MA's within the Council and Private Sector, as well as upskilling opportunities offered to existing council employees in Childcare, Business Admin, Digital Analytics and Social care sectors.	Stephen Brooks

Risk & Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
<p>Failure to prepare for changes associated with No One Left Behind.</p> <p>No One Left Behind represents a transformational change in employability service provision, failing to prepare and reaching a state of readiness will lead to lost opportunities for investment in employability services.</p>			30-Nov-2022	<p>We have complied with the relevant guidance in relation to the delivery of No One Left Behind; a new approach to employability service provision. As such, the impact and likelihood remain low.</p>	Stephen Brooks

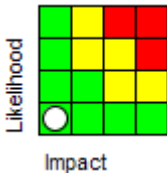
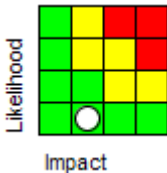
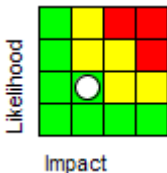
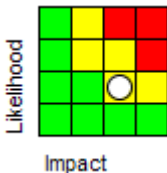


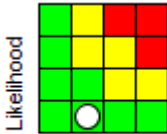
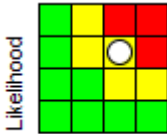
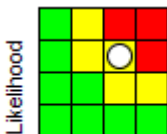
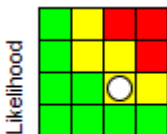
Objective 9. We will work with partners to support economic development to deliver increased prosperity for our area

Action	Status	Progress	Due Date	Note	Owner
<p>Support and implement CLD, Employability and Welfare benefit three year plans to promote quality frameworks and partnership working to enhance work, learn, money service provision</p>			31-Mar-2023	<p>This action has been successfully completed. We have completed the three year plans for CLD, Information and Advice Services and Employability Services. Each plan has a set of actions that focus on continuous improvement that we will monitor on an ongoing basis. Allied to this are a set of service activities with associated performance indicators. These reports will be used to gauge progress and provide evidence for the various quality standard assessments.</p> <p>Our three year employability plan has been endorsed by the Scottish Government and will serve as a guide for the use of No One Left Behind resources. This plan will also inform the development of our proposals for UK Shared Prosperity Funds 'People and Skills' priority. Meanwhile the CLD Plan will inform our approach to UK Shared Prosperity 'Multiply' objectives.</p>	Stephen Brooks


Action	Status	Progress	Due Date	Note	Owner
				These plans were used to inform the local child poverty annual report which was circulated to the key stakeholders (Council, Community planning, NHS Greater Glasgow and Clyde) in September.	
Maximise income from employment		<div><div>50%</div></div>	13-Mar-2023	This action is progressing as planned. We are delivering support through the use of European Social Funds, No One Left Behind and Parental Employability Support. These funds are intended to improve people's prospects by developing confidence, self-esteem, skills and understanding of the labour market. As such progression towards the labour market is a key indicator. Nevertheless we have supported approximately 200 people to secure employment in the first half of the current financial year (22/23). This is consistent with our overall aim of supporting 390 people to secure employment over the course of the year.	Stephen Brooks
Maximise income from benefits		<div><div>75%</div></div>	13-Mar-2023	This action is progressing as planned. We continued to deliver services through the period of health restrictions. We are now developing a hybrid service, face to face/home visits and remote on-line support, that draws on the experience and lessons learned during covid. We have established a target of supporting people to secure £7.9m of additional income and this takes into account our approach, our resources and the likely level of demand. Nevertheless, in the first half of the current year we are on track to meet our annual target.	Stephen Brooks
Ensure no one left behind by addressing life challenges and reducing costs		<div><div>100%</div></div>	13-Mar-2023	This action has been successfully completed. We are reviewing our activity and associated targets in the light of our experience of service delivery during and beyond COVID-19 restrictions. In addition, we are also reviewing how we gather information to demonstrate how we support people to reduce costs by managing debt. We have set an interim target while we review the approach and in the first half of the	Stephen Brooks


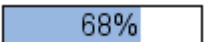
Action	Status	Progress	Due Date	Note	Owner
				<p>current financial year we have supported our service users to manage approximately £906,377 of debt.</p> <p>In addition, we are developing approaches as part of the aim to address the cost of living crisis. This includes supporting local food banks to develop their services and address food insecurity. We are also supporting activity to address fuel poverty through our Improving the Cancer Journey project, family opportunity hub and information and advice partnership.</p>	



Risk & Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
<p>Failure to respond to child poverty legislation.</p> <p>Failure to respond 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</p>			30-Nov-2022	We have complied with the guidance for the production of local child poverty reports. We have also reviewed the new national plan and we are in a good position to compile the 2022 plan as required.	Stephen Brooks
<p>Universal Credit Full Service changes breadth and depth of demand for services.</p> <p>Migration of all claims to Universal Credit may lead to increased service demand from people who would not have used Working 4U service otherwise. Including those requiring assistance to meet the digital by default requirement; those seeking to maintain their claim through increased</p>			30-Nov-2022	The risks associated with the migration to Universal Credit were mitigated as part of the response to Covid-19. During the pandemic, access was made easier overcoming some of the challenges associated with the	Stephen Brooks


Risk & Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
employability service requirement; and the need to improve IT skills. The process has been intensified as a direct result of covid-19 and the associated relaxation of the rules has reduced the risk of increased demand from this source.				waiting period for U claimant first payments.	
Failure to secure alternative funds to replace European funding. Failure to identify alternative funds to replace European Structural funds will increase uncertainty and loss of staff to other services	 Likelihood Impact	 Likelihood Impact	30-Nov-2022	An investment plan has been submitted to the UK Government and is being assessed. We will receive notification of the review at the end of October.	Stephen Brooks
The cost of living crisis will lead to a substantial demand for access to welfare/debt support services. We will monitor the changing levels of demand and target our resources to individuals and areas that are most in need. We will seek to work with partners to ensure we receive appropriate referrals who can benefit from our support.	 Likelihood Impact	 Likelihood Impact	30-Nov-2022	We are working to ensure we focus our efforts on those most affected by the cost of living crisis. This includes managing food insecurity and fuel debt funds.	Stephen Brooks


	4. Our Council
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	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents
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Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and training plans to enable capabilities, improved resilience and promotion of a diverse workforce.			31-Mar-2023	<p>Progress has been made across the H&E strategic team. Be the Best conversations are in place. Staff are encouraged to engage with the Trickle platform and discussions are underway for a wider rollout across the full Housing Operations service with HR and seeking Champions to help roll out within service area. W4U have carried out a training needs assessment across the teams and are liaising with the relevant training providers.</p> <p>Be the Best conversations continue to be progressed with all staff and reoccurrence dates set up to ensure ongoing process. Focus includes wellbeing, support, and discussions around workload and is being supported with training matrix completed by staff, any training requirements needed will be arranged from this as needed. Housing Operations employee survey completed November 2022, in addition service. Housing Operations staff newsletter issued Jan 2023, provides overview of key areas of performance, developments and information for staff within service, part of which seeks ideas/suggestions from staff on developments to service. Housing Operations improvement plan shared with teams following from staff survey Nov 22 and staff encouraged to input to items included for development</p> <p>Communities Staff will be encouraged to continue their professional development with all opportunities being logged in line with HMle - How Good is our CLD? Practice. Staff have completed EQIA training in 2022 and relevant teams are developing skills to support the inclusion of UNCRC actions within their work plans. Forthcoming UKSPF investment in the CCTV network will require training and development for teams involved. The Housing Development and Homelessness Team include training needs assessment as part of the be the Best</p>	Peter Barry

Action	Status	Progress	Due Date	Note	Owner
				conversations and these outputs have led to the development of the proposed Housing Academy to further boost housing professionalism within the service area.	
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce		<div><div>48%</div></div>	31-Mar-2023	This action is progressing well. A Training matrix with staff for completion and will be linked to scheduled Be the Best conversations to identify required training and job shadowing needs for individual staff, discussions with staff and Team Leaders. W4U have reviewed accreditation needs of teams to ensure continuing professional development in place. Training plans are developed for all Housing development and homelessness team members, the identification of professional qualifications for all staff is also supported.	Peter Barry
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		<div><div>37%</div></div>	31-Mar-2023	<p>This action is progressing well. The Void working group continues to meet 6 weekly and has implemented improved processes to aid void management, including new KPIs, enhanced void phases and finalising void performance dashboard to support staff operationally.</p> <p>Digital opportunities are in progression for wider development of self-serve portal for allocations in New Year with IHMS team. Housing Operations and IHMS Officer working group met January 2023 28 day processes identified as first area for development and work is underway to pilot before year end. Once initial pilot undertaken wider rollout of this area will across all Housing Officers/Assistant Housing Officers and further areas of service will follow in conjunction with staff/IHMS team to commence work on mobile app.</p> <p>Communities' team are adopting the Scottish Approach to Service design in key areas of their work. This will simplify their work streams</p>	Peter Barry


Action	Status	Progress	Due Date	Note	Owner
				allow for collaboration with partners and establish opportunities for efficiencies. Advice Pro Management Information system continues to be developed in line with CLD/HMIE audit requirements. W4U have begun review of services in line with successful funding awards. Housing Development & Homelessness continue to assess the strength of service delivery and review practices. The further development of our QL system is leading to improvements in other service areas and we will follow that pathway to further improve housing asset management and homelessness. Elements of the service are also governed by regulatory bodies and we regularly assess compliance with a number of governance standards.	
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		<div><div>51%</div></div>	31-Mar-2023	This action is progressing well, and is a key element of 1-2-1 and be the best conversations, the introduction of our housing academy will also deliver positive outcomes in terms of this action. Caretaking working group has agreed online training for Caretaking staff which is progressing within team. The Communities' team and W4U will be involved in a review of the CLD competencies. Registration of CLD standards council will be promoted. Working practice continues to be developed to ensure compliance with CLD/HMIE audit requirements.	Peter Barry



 Objective 11. Our Council is adaptable and focused on delivering best value for our residents




Action	Status	Progress	Due Date	Note	Owner
Carry out review of housing policies and processes across		<div><div>100%</div></div>	31-Mar-2023	This action has been successfully completed. The void working group has been established and meets 6 weekly, range of processes have	Nicola Pettigrew






Action	Status	Progress	Due Date	Note	Owner
housing management areas including void management and re-let standards				been reviewed in line with Fit For Future recommendations. Options paper presented to HIB with recommendations for revised re-let standards will be further discussed at WDTROA Range of short term working groups established across Housing Operations service areas and undertaken review of existing operational processes with staff.	

	Objective 12. Our residents are engaged and empowered
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Action	Status	Progress	Due Date	Note	Owner
Explore digital opportunities to develop housing management customer service and experience (such as mobile app and Near Me technology)		<div><div>80%</div></div>	31-Mar-2023	This action is progressing as planned. Housing Officers have now returned to generic model, with some retained centrally to focus on voids. Digital opportunities are in progression for wider development of self-serve portal for allocations in New Year with IHMS team. Housing Operations and IHMS Officer working group met January 2023 28 day processes identified as first area for development and work is underway to pilot before year end. Once initial pilot undertaken wider rollout of this area will across all Housing Officers/Assistant Housing Officers and further areas of service will follow in conjunction with staff/IHMS team to commence work on mobile app.	Nicola Pettigrew

Action Status	
	Cancelled
	Overdue

	Not on track
	In Progress and on track
	Completed

Risk Status	
	Alert
	High risk
	Warning
	OK
	Unknown