

Agenda



Housing and Communities Committee

Date: Wednesday, 3 May 2023

Time: 10:00

Format: Hybrid Meeting

Contact: Email: Nicola.moorcroft@west-dunbarton.gov.uk
committee.admin@west-dunbarton.gov.uk

Dear Member

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

Members will have the option to attend the meeting remotely or in person at the Civic Space, 16 Church Street, Dumbarton.

The business is shown on the attached agenda.

Yours faithfully

PETER HESSETT

Chief Executive

Distribution:-

Councillor Ian Dickson
Councillor Gurpreet Singh Johal (Chair)
Councillor David McBride
Councillor Jonathan McColl
Councillor Michelle McGinty
Councillor Jim McElhill
Councillor John Millar
Councillor Lawrence O'Neill
Councillor Lauren Oxley
Councillor Martin Rooney
Councillor Hazel Sorrell (Vice Chair)
Councillor Sophie Traynor

All other Councillors for information

Chief Executive
Chief Officer – Housing and Employability
Chief Officer – Regulation and Regeneration
Chief Officer – Supply, Distribution and Property

Date issued: 19 April 2023

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HOUSING AND COMMUNITIES COMMITTEE

WEDNESDAY, 3 MAY 2023

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 RECORDING OF VOTES

The Committee is asked to agree that all votes taken during the meeting be done by roll call vote to ensure an accurate record.

5 OPEN FORUM

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

6 MINUTES OF PREVIOUS MEETING

7 - 11

Submit for approval, as a correct record, the Minutes of Meeting of the Housing and Communities Committee held on 22 February 2022.

7 SCRUTINY REPORTS

(A) POLICE SCRUTINY REPORT

To Follow

Submit report by the Divisional Commander, Police Scotland providing Members with an update.

(B)/

(B) FIRE AND RESCUE SCRUTINY REPORT **To Follow**

Submit report by the Local Senior Officer, Scottish Fire and Rescue Service providing appropriate performance data measured against priorities in the West Dunbartonshire Local Fire and Rescue Plan.

8 HOUSING & EMPLOYABILITY DELIVERY PLAN 2022/23 YEAR END PROGRESS AND HOUSING & EMPLOYABILITY DELIVERY PLAN 2023/24 **13 - 62**

Submit report by the Chief Officer – Housing and Employability setting out the year-end progress of the 2022/23 Delivery Plan and presenting the new Delivery Plan for 2023/24.

9 SUPPLY, DISTRIBUTION & PROPERTY DELIVERY PLAN 2022/23 HOUSING ASSET & INVESTMENT AND BUILDING SERVICES YEAR END PROGRESS AND SUPPLY, DISTRIBUTION & PROPERTY DELIVERY PLAN 2023/24 HOUSING ASSET & INVESTMENT AND BUILDING SERVICES **63 - 87**

Submit report by the Chief Officer – Supply, Distribution and Property setting out the Housing Asset & Investment and Building Services priorities of the Supply Distribution & Property (SD&P) year-end progress 2022/23 and presenting the new Delivery Plan for 2023/24.

10 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME UPDATE – BETTER HOMES WEST DUNBARTONSHIRE **89 - 95**

Submit report by the Chief Officer – Housing and Employability providing an update on the development of a revised Housing Revenue Account Capital Programme following the decision taken by West Dunbartonshire Council to agree a weekly rent increase of 5% in 2023/24.

11 HOUSING REPAIRS – ADDRESSING DAMPNES AND MOULD IN COUNCIL HOUSES **97 - 109**

Submit report by the Chief Officer – Supply, Distribution and Property and Chief Officer – Housing and Employability providing an overview of the services' approach to the management and future prevention of dampness and mould in council houses.

12/

12 MORE HOMES WEST DUNBARTONSHIRE COUNCIL 111 - 123
AFFORDABLE HOUSING SUPPLY DELIVERY PROGRAMME

Submit report by the Chief Officer – Housing and Employability providing an update on progress with West Dunbartonshire’s More Homes Programme which oversees the delivery of the Council’s new home building programme.

13 WILLOX PARK SHELTERED HOUSING COMPLEX 125 - 129

Submit report by the Chief Officer – Housing and Employability providing an update on the action we are taking to understand the damp and mould problems experienced by the tenants at Willox Park, Dumbarton and also the delivery of a wider masterplan approach to the future provision of sheltered housing within the location.

14 ENHANCED STANDARDS FOR MULTI STOREY LIVING – 131 - 153
A STRATEGY FOR ENHANCING THE EXPERIENCE OF
LIVING IN A MULTI-STOREY HOME IN WEST
DUNBARTONSHIRE 2023/28

Submit report by the Chief Officer – Housing and Employability providing an update on the recent resident consultation which gathered ideas on how to enhance our 19 multi-storey homes and seeking approval to implement a strategy to enhance living standards in these homes by delivering a number of improvement actions.

15 TENANT SATISFACTION SURVEY 155 - 164

Submit report by the Chief Officer – Housing and Employability providing the results of a comprehensive Tenant Satisfaction Survey on the Housing and Homelessness Services that has been carried out and the results of which will be reported to the Scottish Housing Regulator as part of our 2022/23 Scottish Social Housing Charter requirements.

HOUSING AND COMMUNITIES COMMITTEE

At a Hybrid Meeting of the Housing and Communities Committee held in the Civic Space, 16 Church Street, Dumbarton on Wednesday, 22 February 2023 at 10.00 a.m.

Present: Councillors Ian Dickson, Gurpreet Singh Johal, David McBride, Jonathan McColl, James McElhill, Michelle McGinty, Lawrence O'Neill, Lauren Oxley, Martin Rooney, Hazel Sorrell and Sophie Traynor.

Attending: Peter Hessett, Chief Executive; Peter Barry, Chief Officer – Housing and Employability; Angela Wilson, Chief Officer – Supply, Distribution and Property; John Kerr, Housing Development and Homelessness Manager; Martin Feeney, Building Services Manager; Alan Young, Housing Asset and Investment Manager; Michael McDougal, Legal Officer and Nicola Moorcroft and Lynn Straker, Committee Officers.

Also Attending: Chief Superintendent Lynn Ratcliff and Chief Inspector Ryan McMurdo, Police Scotland; Area Commander Joe McKay, Argyll and Bute, East and West Dunbartonshire, Scottish Fire and Rescue Service.

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

Councillor Gurpreet Singh Johal in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

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

DECLARATIONS OF INTEREST

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

RECORDING OF VOTES

The Committee agreed that all votes taken during the meeting would be done by roll call vote to ensure an accurate record.

OPEN FORUM

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

MINUTES OF PREVIOUS MEETING

The Minutes of the Meeting of the Housing and Communities Committee held on 23 November 2022 were submitted and approved as a correct record.

WEST DUNBARTONSHIRE - LOCAL POLICING PLAN (LLP) RENEWAL

A report was submitted by the Divisional Commander, Police Scotland setting out the West Dunbartonshire Local Policing Plan 2023 – 2026.

After discussion and having heard Chief Superintendent Ratcliff in further explanation and in answer to Members' questions, the Committee agreed to approve the contents of the West Dunbartonshire - Local Policing Plan (LLP) 2023 – 2026.

SCRUTINY REPORTS

(A) POLICE SCRUTINY REPORT QUARTER 3 2022/23

A report was submitted by the Divisional Commander, Police Scotland providing members with an update for Quarter 3 2022/23.

After discussion and having heard Chief Superintendent Ratcliff and Chief Inspector McMurdo, Police Scotland, the Committee agreed to note the update provided.

(B) FIRE AND RESCUE SCRUTINY REPORT

A report was submitted by the Local Senior Officer, Scottish Fire and Rescue Service providing appropriate performance data measured against priorities in the West Dunbartonshire Local Fire and Rescue Plan.

After discussion and having heard Area Commander McKay, Argyll and Bute, East and West Dunbartonshire, Scottish Fire and Rescue Service, the Committee agreed to note the content of the Scottish Fire and Rescue Service West Dunbartonshire Council Report.

HOUSING AND EMPLOYABILITY DELIVERY PLAN 2022/23 INTERIM REPORT

A report was submitted by the Chief Officer – Housing and Employability, setting out the interim progress of the Housing and Employability Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – Housing and Employability, in further explanation and in answer to Members' questions, the Committee agreed to note the progress achieved.

SUPPLY, DISTRIBUTION AND PROPERTY DELIVERY PLAN 2022/23 – HOUSING ASSET AND INVESTMENT AND BUSINESS SERVICES

A report was submitted by the Chief Officer – Supply, Distribution and Property, setting out the interim progress of the Housing Asset and Investment and Building Services priorities within the Supply, Distribution and Property Delivery Plan 2022/23.

After discussion and having heard the Chief Officer – Supply, Distribution and Property, in further explanation and in answer to Members' questions, the Committee agreed to note the progress achieved.

MORE HOMES WEST DUNBARTONSHIRE – WEST DUNBARTONSHIRE COUNCIL AFFORDABLE HOUSING SUPPLY DELIVERY PROGRAMME

A report was submitted by the Chief Officer – Housing and Employability providing an update on the progress of West Dunbartonshire's More Homes Programme, which oversees the delivery of the Council's new home building programme.

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

- (1) to note that following the issue of the papers for the meeting, an erratum notice had been issued which contained a revised version of the report;
- (2) to note the content of the revised report and the progress made to date, in the delivery of the Council's More Homes West Dunbartonshire approach, including the practical completion and handover of the latest development project at Queens Quay (Site B);
- (3) to note the commencement of groundworks at the Clydebank East Housing Development in January 2023;
- (4) to note the successful funding application to the Scottish Government's Vacant and Derelict Land Fund of £1.25m to support the Pappert Housing Development;

- (5) to approve the transfer of the site at Queen Mary Avenue, Clydebank, with vacant possession, at the cost of £140,000, from the Council's General Fund, to the Housing Revenue Account for the delivery of new Council homes; and
- (6) to note the delay in the acquisition of the former Clydebank Health Centre site, at the cost of £707,400, from NHS Greater Glasgow and Clyde, for the delivery of new Council homes.

WILLOX PARK SHELTERED HOUSING COMPLEX

A report was submitted by the Chief Officer – Housing and Employability providing an update on the action the Council has taken to understand the damp and mould problems experienced by the tenants at Willox Park.

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

- (1) to note the content of the report and the progress made to date, in carrying out initial surveys and approve spend for future surveys and required works at Willox Park Sheltered Housing Complex.
- (2) to approve the temporary suspension of letting activity at the complex whilst further surveys are completed.
- (3) to note the expected timescales for completion of surveys (Q1 2023) and expected information and recommendations for the future of the homes (Q2 2023, subject to findings of surveys); and
- (4) to note that a further update report will be provided to the next meeting of the Housing and Communities Committee.

HOUSING REVENUE ACCOUNT BUDGETARY CONTROL REPORT TO 31 DECEMBER 2022 (PERIOD 9)

A report was submitted by the Chief Officer – Resources providing an update on the financial performance to 31 December 2022 (Period 9) of the Housing Revenue Account (HRA) revenue and capital budgets for 2022/23.

After discussion and having heard the Chief Officer – Housing and Employability in further explanation, the Committee agreed:-

- (1) to note the revenue analysis showed projected adverse variances of £2.116m however, this would be offset by reducing the contribution from revenue to capital (CFCR) therefore netting to a revenue break-even position ; and

- (2) to note the net projected annual position in relation to the capital plan was highlighted as an in-year adverse variance of £27.772m (42.33%) which was made up of re-profiling of £31.671m (48.27%) and overspend of £3.899m (5.94%) as detailed in Appendix 4 of the report.

FINANCIAL REPORT 2022/23 AS AT PERIOD 9 (31 DECEMBER 2022)

A report was submitted by the Chief Officer – Resources providing an update on the financial performance to 31 December 2022 (Period 9) of those services under the auspices of the Housing and Communities Committee.

After discussion and having heard the Chief Officer – Housing and Employability in further explanation, the Committee agreed:-

- (1) to note the contents of the report which showed the revenue budget forecast to overspend against budget by £0.079m (1.71%) at the year-end.
- (2) to note the net projected annual position in relation to relevant capital projects showed no projected variance; and
- (3) to note the progress on efficiencies incorporated into budgets for 2022/23.

The meeting closed at 11.48 a.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Housing and Employability

Housing and Communities Committee 3 May 2023

Subject: Housing & Employability Delivery Plan 2022/23 - Year-end Progress & Housing & Employability Delivery Plan 2023/24

1 Purpose

- 1.1** This report sets out the year-end progress of the 2022/23 Delivery Plan and presents the new Delivery Plan for 2023/24.

2 Recommendations

- 2.1** It is recommended that Committee notes the progress achieved at year-end and the new plan for 2023/24.

3 Background

- 3.1** In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and Housing & Employability, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.

4 Main Issues

2022/23 Year-end Performance

- 4.1** The 2022/23 Delivery Plan was presented to Housing and Communities Committee on 23 November 2022 and interim progress reported on 22 February 2023.
- 4.2** Full details of year-end progress are set out in Appendix 1.
- 4.3** Of the 28 actions due to be completed by 31 March, 26 were completed as planned with 2 outstanding. Outstanding actions relate to the following and will be carried forward and completed in 2023/24:
- High rise Living Strategy - 75% complete, if approved at HAC committee in May this action will be complete; and
 - ASB strategy - 37% complete, this action will remain a priority in 2023/24
- 4.4** Data for the full suite of PIs set out in the plan will not be available until June 2023. The full set of PIs will be reported through the Council's annual performance reporting process once all data becomes available.

2023/24 Delivery Plan

- 4.5** The 2023/24 Delivery Plan is set out at Appendix 2.
- 4.6** Key priorities include: Community Planning & Community Empowerment; Supporting vulnerable people; ASB Strategy; CCTV infrastructure; Delivering on the UK Shared Prosperity Fund; Maximising employment opportunities; Preventing Homelessness; Improving the tenant and prospective tenant journey; Reducing Child Poverty; and Implementing changes in accordance with the Housing Bill Scotland 2023.
- 4.7** Implementation of the Plan will be monitored by the management team with mid-year and year-end progress reported to Housing and Communities Committee around November 2023 and May 2024 respectively.
- 4.8** It should be noted, that the resource data, which includes budget allocation, employee absence and establishment is not yet available.

5 People Implications

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

6 Financial & Procurement Implications

- 6.1** There are no direct financial or procurement implications arising from this report.

7 Risk Analysis

- 7.1** Failure to deliver on the actions assigned to Housing & Employability 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 plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

- 10.1** The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: Peter Barry
Service Area: Housing & Employability
Date: 18 April 2023

Person to Contact: Nicola Docherty
Nicola.docherty@west-dunbarton.gov.uk

Appendices: Appendix 1: Housing & Employability Delivery Plan 2022/23 – Year-end Progress
Appendix 2: Housing & Employability Delivery Plan 2023/24

Background Papers: Housing & Employability Delivery Plan 2022/23 – Housing and Communities Committee, 23 November 2022
Strategic Planning & Performance Framework 2022/27

Wards Affected: All

Appendix 1 - H&E Delivery Plan Year-end Progress

	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 style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; height: 10px;"></div></div> 100%	31-Mar-2023	The actions from the approved Community Engagement Strategy (2019) are being delivered with oversight from the Community Empowerment Project Board. Priority projects 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, focus on the Cost of Living Crisis and the opportunities open to communities. Key to raising awareness is a video, which focuses on the engaging with communities framework filmed in March, this will be launched in April 2023. 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 Delivery Plan will be up-dated regularly highlighting progression.	Elaine Troup
Continue to improve and develop the Councils CCTV processes and infrastructure		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; height: 10px;"></div></div> 100%	31-Mar-2023	This action has been successfully completed. 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 of the	Elaine Troup

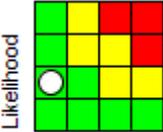
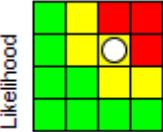
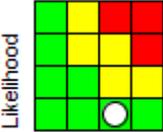
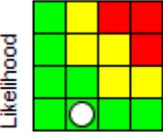
Action	Status	Progress	Due Date	Note	Owner
				UKSPF is to build pride in place and increase life chances across the UK. With a key theme being Communities and Place the investment will allow for Improving Community Safety by upgrading of the current CCTV system for public space surveillance to provide 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. 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.	
Explore alternative forms of funding to encourage less reliance on mainstream council funding			31-Mar-2023	<p>This action has been successfully completed. 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</p>	Elaine Troup

Action	Status	Progress	Due Date	Note	Owner
				behaviour (Housing/ Fire Scotland/ Communities/ Police Scotland/ Greenspace; Participatory Budgeting - Awareness /training resource; West Dunbartonshire Pantry Network -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	✓	 100%	31-Mar-2023	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 & 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. 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.	Elaine Troup
Lead on the Council's approach to Participatory Budgeting Mainstreaming across the organisation	✓	 100%	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	Elaine Troup

Action	Status	Progress	Due Date	Note	Owner
				all WD service areas. HSCP PB budget for 2023/24 has been identified.	
Develop an Employee Volunteering Policy to support the ambitions of the Community Empowerment (Scotland) Act 2015			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 was to be developed by year end, this has now been extended to April 2023 with a launch date to be agreed by the Community Empowerment Board.	Elaine Troup
Identify and implement improvements in partnership working between the CCTV team and key partners to promote feelings of safety in the area			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.	Elaine Troup
Development and implementation of revised Anti-Social Behaviour strategy			31-Mar-2023	This action has not been completed in year. Agreement reached at Safe DIG that partners of this group would collectively contribute to development of revised strategy. However, the action has been delayed due to Safe DIG Strategy currently under review by same partners, also required to wait outcome of budget saving options for ASB Team to inform direction and content of ASB Strategy.	Nicola Pettigrew

Action	Status	Progress	Due Date	Note	Owner
				Work has already commenced on the Equality Impact Assessment, gathering data and partner service information to shape content of ASB Strategy. We will begin the first stage of consultation with key stakeholders and the public in Spring 2023. Action will require to be taken forward into 23/24 Delivery Plan for completion as this is a significant partnership piece of work.	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to secure community and partner buy-in for the emerging Community Empowerment Strategy and Action Plan.	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.			26 Mar-2023	The risk profile will remain the same despite significant progress being made with a number of priority projects and the addition of the UKSPF projects (managed by Communities team).	Elaine Troup
Failure to deliver on the capacity building of the Community Empowerment (Scotland) Act	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.			26 Mar-2023	The risk levels remain the same despite significant progress being made to support communities across the authority through increased levels of capacity building. Further progress will be made with the launch of the new geographical Community Voice Groups G8123 and the awareness raising video (with a	Elaine Troup

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					focus on the Engaging Communities Framework) and training programme.	
Failure to deliver sufficient community capacity building / community development support to groups impacted by COVID-19.	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>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	26 Mar-2023	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.	Elaine Troup
Engaging positively with Residents, Communities & Partnerships	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>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	26-Mar-2023	Citizens & Communities & Partnerships were previously two separate risks but have been combined for the next 5 year Strategic Plan. Whilst the Community Planning Partnership has been managed under a shared service agreement, it is well established with strong partnership working arrangements in place reducing likelihood of this risk being realised. This approach will continue with the Communities team leading on West	Elaine Troup

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
					<p>Dunbartonshire Community Planning support from April 23. We continue to promote and ensure strong communications and engagement through the Engaging Communities Framework. Development of the Community Empowerment Strategy priority projects including a Communication strategy is progressing well and includes a Community led transition from the Community Alliance, in the shape of Geographical Community Voice groups. 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>	

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

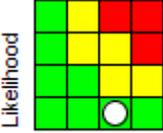
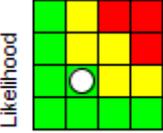
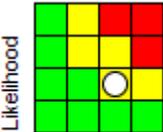
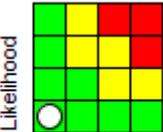
Action	Status	Progress	Due Date	Note	Owner
Digital inclusion – progress the opportunities for provision of wi-fi infrastructure into new build properties and priority areas of deprivation		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2023	Digital inclusion capabilities are incorporated into our new build design standard and all new housing will benefit from this infrastructure. We have connected with 2 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.	John Kerr

P 2. Our Environment

Ob 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 style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2023	Priority areas referenced in the current 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	John Kerr
Develop our Housing Asset Management to ensure sustainability and deliver new Housing Capital Investment Programme		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2023	A New Housing Asset Management Strategy is in development and will be submitted to a Housing and Communities Committee in November 2023. Regular progress updates continue to be provided to the Council's Better Homes Project Board	John Kerr

Action	Status	Progress	Due Date	Note	Owner
Implement new Local Housing Strategy & council wide response to 2040			31-Mar-2023	This action has been successfully completed. High level steering group tasked with ensuring delivery continues to meet and prioritise key objectives. Scottish Government has now feedback on the strategy in a positive manner.	John Kerr
Implement year 4 of rapid rehousing plan (Home at the Heart)			31-Mar-2023	This action will continue to progress and deliver Year 5 outcomes. 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 around void turnaround times. This has led to an increase in the use of temporary accommodation and the time spent in such accommodation	John Kerr
Deliver New build Housing programme			31-Mar-2023	The Council's More Homes West Dunbartonshire approach has now delivered more than 500 new homes in the local authority area. A key deliverable within 2022/23 was the completion of the affordable housing development at Queens Quay, Clydebank delivering 29 new council homes and the site start at the 88 home housing development at Clydebank East.	John Kerr
Deliver high rise accommodation strategy			31-Mar-2023	This action did not complete within the target timescale, however is progressing well. Based on the responses at an early point of the consultative phase we decided to extend this phase to allow us to further develop and improve the strategy, which will now be presented to the Housing and Communities Committee in May 2023.	John Kerr

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to secure funding to invest in WDC's CCTV infrastructure.	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.	 Likelihood Impact	 Likelihood Impact	26-Mar-2023	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. The Investment Plan has been approved and the drawdown of funds process is being finalised by Glasgow City Council as lead partner. The procurement process for the new network is underway.	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 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	 Likelihood Impact	03-Apr-2023	Areas of non-compliance in terms of Housing Quality will be highlighted within Annual Assurance process.	John Kerr



3. Our Economy

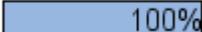


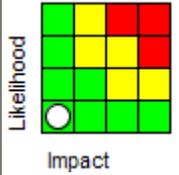
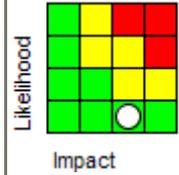
Objective 7. Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Action	Status	Progress	Due Date	Note	Owner
Develop investment plan for shared prosperity fund		 100%	31-Mar-2023	<p>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 has worked in partnership with Glasgow City Region Partners to develop and submit a Regional Investment Plan. The final decision on the funds allocated to West Dunbartonshire has been announced and the City Region is negotiating first payments with the UK Government.</p> <p>The next stage, following, award notice will be the preparation for delivery. This will include the development of grant fund opportunities and processes for acquiring/procuring the services we require to meet the SPF aims. Some of this work is underway and we anticipate project spend to begin in April 2023.</p>	Stephen Brooks

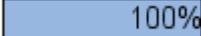
 Objective 8. We will support our residents to access employment and training opportunities

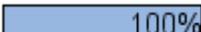
Action	Status	Progress	Due Date	Note	Owner
Ensure no one left behind by supporting skills and learning for work, life and learning		 100%	31-Mar-2023	<p>We have established a three year CLD plan with associated actions and activities that are designed to support skills for life, learning and work. This 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). During the course of the year we reinforced our partnership working by reviewing the Adult Learning Partnership and Youth Alliance terms of reference and we devised and delivered the summer programme for school pupils. In addition, we have developed our proposal for Multiply</p>	Stephen Brooks

Action	Status	Progress	Due Date	Note	Owner
				activities (Adult numeracy). This was included in our plans for the use of UK Shared Prosperity Funds which have now been agreed.	
Promote inclusive growth through access to training and apprenticeship opportunities			31-Mar-2023	This action centres on developing and delivering the apprenticeship programme in West Dunbartonshire. Beyond having the appropriate staff to ensure apprentices receive appropriate and good quality training, the activity relies on securing a training contract from SDS - this has been done. The activity also relies on the continuation of the West Dunbartonshire Council's investment in apprenticeships (paying salaries for apprentices; this was continued. As a result, there are 122 MA's being supported through the W4U SDS MA programme over this period. 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. The team has secured the training contract for a further year. As such, we will continue to support MAs and FAs through 2024/25.	Stephen Brooks

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to prepare for changes associated with No One Left Behind	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.			23-Mar-2023	This risk has been managed. We have secured No One Left behind funding and are delivering services.	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
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		 100%	31-Mar-2023	<p>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> <p>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 and published on-line in October (meeting our statutory requirement to publish an annual local child poverty report.</p>	Stephen Brooks
Maximise income from employment		 100%	13-Mar-2023	<p>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. We have supported approximately 350 people to secure employment in the first three quarters of the current financial year (22/23). This is consistent with our overall aim of supporting 399 people to secure employment over the course of the year.</p>	Stephen Brooks

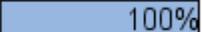
Action	Status	Progress	Due Date	Note	Owner
Maximise income from benefits		 100%	13-Mar-2023	We are delivering support through the use of European Social Funds, No One Left Behind and Parental Employability Support. These funds are intended to improve people's prospects by developing confidence, self-esteem, skills and understanding of the labour market. As such progression towards the labour market is a key indicator. We have supported approximately 350 people to secure employment in the first three quarters of the current financial year (22/23). This is consistent with our overall aim of supporting 399 people to secure employment over the course of the year.	Stephen Brooks
Ensure no one left behind by addressing life challenges and reducing costs		 100%	13-Mar-2023	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 quarter of the current financial year we have supported our service users to manage approximately £364,941 of debt. 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.	Stephen Brooks

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to respond to child poverty legislation	The Local Child Poverty Plan sets out what we will do to respond to child poverty, 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			23-Mar-2023	The Local Child Poverty Annual report was written and published in October 2022. Work is progressing on the 22/23 annual report.	Stephen Brooks
Universal Credit Full Service changes breadth and depth of demand for services.	Migration of all claims to Universal Credit may lead to increased service demand from people who would not have used Working 4U service otherwise.			23-Mar-2023	This risk has been reduced because of the implementation of UC, which was made easier by DWP during the COVID pandemic.	Stephen Brooks
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			23-Mar-2023	The UKSPF investment plan has been submitted and agreed and we will deliver services using this fund from April 2023.	Stephen Brooks
The cost of living crisis will lead to a substantial demand for access to	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			23-Mar-2023	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

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
welfare/debt support services.	referrals who can benefit from our support.					

P 4. Our Council

Ob Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

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.		 100%	31-Mar-2023	Regular team meetings and employee engagement continues across all H&E service areas, which includes invite to teams to contribute to agenda items/areas of focus. Trickle champions within the service have been identified to promote the use of the corporate tool for employee engagement.	Peter Barry
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		 100%	31-Mar-2023	Job shadowing has been offered to Housing Officer and Assistant Housing Officer roles, this includes on job shadowing between these roles for staff development and up-skilling. Employees across all services are encouraged to undertake any professional training related to their post to keep skills and learning up to date and relevant.	Peter Barry
Implement service review process including role design, use of new		 100%	31-Mar-2023	Housing Operations have carried out a Fit for Future review and within that a review of a range of processes to improve service delivery. This includes the establishment of a number of working groups to review	Peter Barry

Action	Status	Progress	Due Date	Note	Owner
technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies				areas such as: mobile app; 28 day estate work; Housing stock availability/turnover tool; development of online housing application; reviews started for Arrears and ASB service areas, in addition to this the Void working group continues to meet 6 weekly. Communities' team are adopting the Scottish Approach to Service design in key areas of their work. This will simplify their work streams 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.	
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2023	Training continues to be a key focus for H&E and in the last year we have reviewed training needs and will continue to ensure these are met. This includes ensuring professional training is kept up to date as well as strengthening partnership working internally. Forthcoming UKSPF investment will require training and development for all teams involved.	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 housing management areas including void management and re-let standards		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">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 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 WDTR0A Range of short term working groups established across Housing Operations service areas and undertaken review of existing operational processes with staff.	Nicola Pettigrew



Objective 12. Our residents are engaged and empowered

Action	Status	Progress	Due Date	Note	Owner
Explore digital opportunities to develop housing management customer service and experience (such as near me technology and mobile app)			31-Mar-2023	<p>New mobile app working group established and 4 HO undertaking pilot on 28 day estate work , 4 staff have app on phones for testing and meetings to continue to feedback any improvements/issues, prior to wider roll out in service and moving to wider service areas on app. Housing stock availability/turnover tool is in test environment, positive feedback obtained from staff and in process of releasing tool to staff in order to support housing options discussions with tenants and applicants upon contact for assistance. Work underway to adapt tool to sit alongside online application form, which will support information for applicants at point of completing online housing application to make informed housing preference decisions based on stock turnover.</p> <p>Development of online housing application form underway which will allow ability to upload verification documents by applicants at point of application, meetings scheduled March to discuss linking to IHMS data.</p> <p>Walk process reviews started for Arrears and ASB service areas - work will be carried forward into new financial year on any recommendations and improvements identified.</p> <p>Void working group continues to meet 6 weekly, void RAG dashboard now in place for Housing Operations and Building Services staff to use to monitor and progress voids through to ready to let stages with applicants.</p>	Nicola Pettigrew

Action Status

	Overdue
	Not on track
	In Progress and on track
	Completed

Risk Status	
	Alert
	High risk
	Warning
	OK
	Unknown

2023-24

DELIVERY PLAN

Housing and Employability



Contents

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1. Introduction

Housing & Employability comprises a wide range of services covering Communities, Housing Development and Homelessness, Housing Operations and Working 4U. It is one of 8 strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address any performance issues and service priorities identified in the planning process.

The progress of this Plan will be monitored and managed by the management team and reported to Housing & Communities Committee twice yearly, at mid-year and year-end.

2. Performance Review

The management team completed a detailed review of 2022/23 performance, focusing on the following:

- 2022/23 Delivery Plan year-end progress;
- Local Government Benchmarking Framework (LGBF) comparative data;
- Association for Public Service Excellence (APSE) comparative data;
- Scottish Housing Regulator
- Citizens' Panel feedback;
- Telephone Survey feedback;
- Complaints;
- Continuous Improvement (Fit for Future reviews)
- Other benchmarking/feedback/ etc.

This review highlighted our key achievements in 2022/23 as well as the challenges to be addressed in 2023/24. These are summarised below.

Key Achievements 2022/23

Communities

- Secured UK Shared Prosperity Funding for the upgrade of CCTV infrastructure; for three Community projects, Pride in Place, Community Soups, Community Pantry network; and to support the development of a dynamic approach to awareness raising and promotion of Participatory Budgeting across West Dunbartonshire Council
- Delivered Community Empowerment priority projects
- Developed Community Voice groups based on the findings from the Community Engagement Communications plan survey, this community-led approach will support a transition from the Community Alliance
- Development of the COSLA led Consul digital platform to support Participatory Budgeting across West Dunbartonshire

Housing Development and Homelessness

- Our approach to tenant participation retained the Gold accreditation from TPAS Scotland, making it the first local authority to do so.
- We delivered our 500th new council home through the More Homes West Dunbartonshire strategic approach
- Our new housing development at Queens Quay, Clydebank was completed delivering 146 new homes
- New key housing policies were implemented during the year included our Local Housing Strategy and a new Domestic Abuse Policy; we also reviewed and implemented a review of our housing allocation policy
- Our Home at the Heart, Rapid Rehousing Transition Plan's Year 4 objectives were delivered
- Our Homelessness and Housing Options service supported 500 households to prevent an episode of homelessness
- Our resettlement service welcomed our first Ukrainian families to be settled in West Dunbartonshire in council tenancies
- Delivered a range of sustainability improvements to our housing stock to inform future retrofit programmes
- We were awarded £1.25m from the Scottish Government's Vacant and Derelict Land Fund
- Delivered a new Strategic Housing Investment Plan which will begin to deliver on the vision to deliver 2500 new homes in the next 10 years
- Delivered a range of key improvements in respect of the QL housing management system including the launch of the tenant self-service portal and improving system capability and performance for Housing Operations and Building Services Teams

Housing Operations

- Reduced our re-let times by 12% compared to the previous year-end figure
- Achieved consistent tenancy sustainment rate of 94% against the background of cost of living and energy crisis

- Supported new and existing tenants with financial/income maximisation, assistance from our Tenancy Sustainment Fund and continued to support tenants via our Tenancy Hardship Fund to prevent homelessness
- Introduced new stock availability and turnover tool for staff use when providing housing options advice for applicants and tenants. Further work in progress and will continue in 2023/24 to rollout web support to the online housing application process for applicants
- Introduced a mobile app pilot for Housing Officers to enable real-time community-based working which will be further developed in 23/24
- Delivered proactive and visible ASB service 7 days per week until 2 am and Neighbourhood Service 7 days per week until 1 am
- Worked jointly with Building Services to review and enhance dampness and mould processes

W4U

- Secured UK Shared Prosperity Funding to support People and Skills, Local Businesses, Communities and Place and Adult numeracy projects
- Developed the local employability partnership and established a joint commissioning approach for the use of No One Left Behind and Parental Employability Funds
- Delivered the Apprenticeship programme supporting 180 young people through Modern and Foundation Apprenticeships
- Addressed poverty by supporting residents to maximising income from work and benefits
- To support the advancement of equalities within West Dunbartonshire we secured English to Speakers of Other Languages (ESOL) funding for adult learning and delivered ASN education programme & summer programme for young people

Challenges

- Across Housing and Employability, there were several challenges relating to increased demand for support from communities, which is anticipated to be an ongoing challenge in future years, largely exacerbated by the ongoing increased cost of living. The cost of living crisis should be seen as more than an economic squeeze, as well as not being able to afford the essentials, such as food, rent, heating or transport, there is a wide range of negative impacts on mental and physical health and well-being which will require a great deal of concerted support across all of the H&E services.
- The workforce levels of the Communities Team and W4U youth learning service has reduced in line with budget constraints

which will put pressure on services to meet competing demands and support communities. In addition to this the team will face significant challenges supporting employees through the restructures at the same time as delivering on additional service remits such as the West Dunbartonshire Community planning and the transition from European funding to UK Shared Prosperity Funding. The impact of the reduced resources across the wider council also poses challenges to the H&E services to get buy-in from other services to deliver on initiatives.

- Housing services face operational challenges relating to a significant backlog of voids impacting the movement of the housing waiting list, re-let times, void rent loss, and temporary accommodation demands.
- There are a number of key strategic housing challenges which the Council will be required to negotiate over the next 12-month period. Similar to other Scottish Local authority areas, we have a record number of homeless households in temporary accommodation, and access to suitable housing is proving to be extremely challenging. Added to the challenges around homelessness and housing access will be the impact of the cost of living pressures on local communities, as well as recent cuts to the Affordable Housing Supply Programme and challenges to the future financing of Energy Efficient Standards for Social Housing (ESSH2), given that our current business plan proposes to maintain rent levels below the current rate of inflation in respect of any uplifts, we will have significant challenges to overcome in the coming year.

3. Strategic Assessment

The Housing & Employability team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2023/24. As a result of this assessment, the following factors were recognised as having a significant influence on the work of service in 2023/24:

Financial Challenges

The entire public sector is continuing to face significant financial challenges due to a range of factors including inflationary cost increases, rising utility costs and insufficient funding. The Council are currently faced with an estimated cumulative funding gap in 2024/25 of £9.7m rising to £29.5m by 2027/28. We will continue to monitor the overall financial position of the Council and updates on estimated future budget gaps will be reported to Elected Members throughout 2023/24.

These challenges mean further action is required to balance our budget and protect services for residents. This will mean that within H&E available funding will be reduced over time and we will need to reconfigure how we work, what we do, where we work, and potentially reduce the number of people employed. In this context, we will aim to continue to provide a sustainable, quality service to internal clients and the public.

Employability

Future Prosperity Fund

We have submitted an Investment Plan for the delivery of the 'Future Prosperity Fund' and secured funds to deliver a range of programmes. We have also secured 'No One Left Behind' Funds and Parental Employability Support Funds.

The conditions of grants suggest Working4U has to change from a service provider to a lead/managing agency taking responsibility for co-design and co-commissioning. This has established a range of challenges around the development of assurance frameworks, procurement and competitive grant management.

We are establishing the policies and processes for this transition while delivering services. This places challenges on the team resources. However, we have plans in place to ensure that we achieve this transition as effectively as possible.

Local Employability Developments / Fair work

The Scottish Government and COSLA have signed the 'No One Left behind' partnership agreement with an associated Delivery Plan that will create an opportunity for transformational change in employability services. This will promote a partnership approach where West Dunbartonshire Council will act as lead partners with private and third-sector service providers to identify local needs and make informed decisions about how best to support employability.

This process will see the transfer of six funding programmes, currently delivered by a range of organisations, into a single, all-age support service. This process will bring about a range of opportunities; but will require considerable planning to ensure a smooth transition to the new operating environment.

To date, we have established a local employability partnership to ensure that we co-ordinate employability service provision in an effective way. In addition to No One Left Behind, Parental Employability Support and Modern Apprenticeship programme (and funds) funds additional funds have been made available as a direct result of COVID-19. This includes the 'Young Persons Guarantee'. We will integrate strategic management of the funds into the local employability partnership approach in order to

maximize the benefits for young people in West Dunbartonshire. We are currently developing a three-year plan for delivery of employability services.

Employment: Green jobs

Working 4U will continue to monitor labour market policy and direction to capitalise on emerging opportunities in zero carbon/green energy sectors. This will be carried out in conjunction with Skills Development Scotland and West College Scotland. The aim will be to identify any emerging opportunities for zero carbon employment development, including for example Retro fit housing including internal wall insulation; solar panels; and air source heat pumps.

Supporting Vulnerable People

People are vulnerable if they are unable to live at the standard that most others would expect. For instance, households may have housing and food, but remain poor if they can't afford to put the heating on at home, families and children may have mobile phones, mobile devices and computers, but remain poor if there isn't sufficient connectivity to use the equipment for the everyday activity that others take for granted.

Understanding life transitions is important in this regard. These are typically the most significant milestones in people's lives that often become our greatest undertakings/challenges and will have a direct impact on the quality of our lives, these can include, losing a job, having your tenancy ended unexpectedly or imprisonment or release. Our ability to cope with the impact of these transitions can be significant and will have a bearing on our well-being and prosperity.

Each of these transitions has an associated cost that, in combination with other factors such as life circumstances, can exacerbate difficulties, particularly among families with limited resources such as those in our priority groups. It is not sufficient to focus on particular groups without understanding circumstances, transitions and barriers that affect families and individuals on a daily basis. Housing and Employability's approach to addressing vulnerability, disadvantage and poverty in West Dunbartonshire is based on delivering services and support that can mitigate the negative impact of transitions; address the barriers households and communities face and address, where possible, the structural drivers of poverty.

To date, we have established a local employability partnership to ensure that we coordinate employability service provision in an effective way. In addition to No One Left Behind, Parental Employability Support and Modern Apprenticeship programme funds we will also manage the delivery of UK shared prosperity priorities. We will integrate strategic management of the funds into the local employability partnership approach in order to maximize the benefits for West Dunbartonshire residents. We are currently implementing a three year-plan for the delivery of employability services.

Child Poverty (Scotland) Act 2017

The intention of the Child Poverty Bill is to 'set targets relating to the eradication of child poverty' as well as making provisions for plans and reporting relating to achievement of these targets. It requires the Scottish Government to meet four income-based child poverty targets by 2030 as well as set out and report on the actions 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 2021-24 specifies:

- 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 2021 and September 2024;
- What action other organisations and agencies intend to take to provide community learning and development in West Dunbartonshire between September 2021 and August 2024; and
- Any needs for community learning and development that will not be met within the period of the plan.

We have established the plan and are delivering community-based learning opportunities throughout West Dunbartonshire.

In 2023/24, we will review and implement revised service provision within W4U and Communities

Statement of provision for period products

The Period Products (Free Provision) (Scotland) Act 2021 received Royal Assent on 12th January 2021. The Act requires local authorities to ensure period products (like pads and tampons) can easily be picked up free of charge for anyone who needs to use them. Each responsible body must, as soon as reasonably practicable, prepare a written statement describing the plans for provision. The statement has been prepared in consultation with relevant individuals, groups and organisations. During 2023/24 the Communities Team will take the lead in delivering and continued development of the community-based provision and will promote the service through the range of Community Planning Partnership and associated networks.

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. This includes, for example, Asset Transfers, Participation Requests and Community Planning. All services across WDC must be engaged in the process of empowering communities and work is underway to ensure awareness of the empowerment agenda is raised. The West Dunbartonshire Community Empowerment Strategy and Action Plan is far-reaching and sets out what is required to promote empowered communities. The Strategy was developed by a partnership strategic group and with the Scottish Community Development Centre (SCDC) leading the consultation with local residents.

A Project Board and Project Team are now well established to monitor delivery against the actions set out in the Strategy. Successful delivery will depend on a collaborative approach across the organisation, partnership and wider community to build more resilient and empowered communities across West Dunbartonshire. This is a long-term agenda that requires a real change to service delivery to ensure it is responsive to local needs. The additional focus on our communities affected by the cost of living crisis will also be an additional priority across the newly restructured teams.

Progress will be driven and monitored by a Project Board that will report to CPWD via the Empowered DIG, during 2023/24 we will continue the programme of work set out within the WDC Community Empowerment strategy.

Community Choices 1% Framework agreement / Local Democracy

This joint agreement between COSLA and Scottish Government sets out a framework for at least 1% of local government budgets to be decided by local residents through a participatory budgeting (PB) approach. The framework has been refreshed and now includes the need for greater deliberative and participatory processes that contribute to ensuring equality, inclusion and social renewal.

Actively involving local people can make them less passive consumers of public services and more supportive of new models of delivery. It promotes active participation and increased levels of local decision-making.

The key mechanism for meeting this target is the mainstreaming of Participatory Budgeting. This requires service areas across the Council to consider and agree on how a percentage of their annual budgets can be decided/directed by local people. A PB Mainstreaming Steering Group has been established to monitor performance, promote a corporate PB approach and ensure accurate reporting to the Scottish Government on an annual basis. The team have developed the COSLA led Consul digital platform for West Dunbartonshire, improving the uptake and the ability to report accurately. The team have also focused on young people supporting the crosscutting of the UNCRC policy and participatory budgeting, both rooted in the principle of participation. The UNCRC emphasizes the importance of involving children in decisions that affect them, while participatory budgeting provides an avenue for community members, including children, to participate in decision-making processes.

Community Planning and Locality Planning

Locality planning was introduced in the Community Empowerment (Scotland) Act 2015, under Part 2: Community Planning. Locality planning has two main functions:

- to tackle inequalities
- to enable community bodies to participate in decision-making at a neighbourhood level

The Community Empowerment (Scotland) Act 2015 requires Community Planning Partnerships to develop at least one Locality Plan to support communities to identify their unique ambitions. Work is ongoing to support a range of communities to develop their own neighbourhood plans that will combine with Locality Plans to form Local Place Plans. This work needs to be led by local communities and supported by the Community Planning Partnership. The Communities Team will support this process to ensure both the CPWD and wider communities are fully engaged in the process.

CCTV infrastructure

The council's CCTV infrastructure covers the three townships of West Dunbartonshire within our Town Centre's and housing estates. Investment is required to bring the estate up to modernization and in 2022/23 the Communities Team secured funding from the UK Shared Prosperity Fund. In 2023/24 the focus will be to implement improvements identified in the stock condition survey and to develop the CCTV transmission strategy. The public space CCTV teams play a crucial role in enhancing community safety and engagement by deterring criminal activity, providing rapid response to incidents, and there will be a focus on engaging with the community, building trust, and promoting transparency and accountability in partnership with Police Scotland.

Housing Bill 2023 - Homelessness Prevention Duty

Many of the proposals within the recent Homelessness prevention consultation would introduce important and positive changes for people at risk of homelessness and we had outlined our broad views in our consultation response. Key issues for West Dunbartonshire will be a need to have sufficient and adequate resources to fund the crucial services to address homelessness, as well as local flexibility in line with local circumstances. In addition, local democratic oversight and accountability over services involved.

Presently, local authority homeless and housing services are stretched and financially challenged across Scotland. The current situation is also becoming increasingly more challenging in a context of constrained resources, changes to the Unsuitable Accommodation Order, the humanitarian efforts to accommodate refugees and deliver the more recent Ukrainian schemes, as well as the risks surrounding the potential increase in homelessness presentations when the schemes come to an end.

A further concern is the recent Court of Session decision in Glasgow on the local authority providing appropriate accommodation, which could result in an increase in Judicial Reviews across the country with a further impact on resources. Consideration also needs to be given to the timing of the implementation of changes to local connection which could potentially exacerbate current pressures.

Additionally, as part of the process to respond to homelessness that relates to domestic abuse to prioritise the housing rights and personal safety of those facing abuse are crucial, given they drive a significant proportion of homelessness presentations from women. As women mainly lead an overwhelming proportion of single-parent families in Scotland this has an impact on children's wellbeing and development.

Improving housing options for young people are also vital, along with a need for an improvement in the availability and effectiveness of support services for those likely to struggle to manage a tenancy. As well as for those individuals at risk of homelessness when leaving custody.

Local Housing Strategy & Housing to 2040

The Local Housing Strategy (LHS) sets out how West Dunbartonshire Council and its partners plan to address the housing and housing-related opportunities and challenges over the next five year period 2022/2023 – 2026/2027.

We will implement the new strategy in 2022/23 and this new plan aims to build on the significant progress made on the issues identified in the previous LHS 2017-2022 and to address newly arising housing matters, particularly in response to the COVID-19 crisis.

The Housing (Scotland) Act 2001 ('the 2001 Act') places a statutory requirement on local authorities to produce a LHS that sets out its strategy, priorities and plans for the delivery of housing and related services. It should demonstrate the local authority's strategic approach to dealing with key housing-related issues such as:

Delivering high quality housing and housing related services across all tenures; setting out its contribution to the effective integration of health and social care; and showing how the LHS is supporting the Scottish Government National Outcomes and Targets, whilst reflecting the needs and priorities of the local authority area.

The development of the LHS is at an opportune moment with the publication of the Scottish Government Housing to 2040 Vision and Principles Route Map publication in March, at the time of writing we await the publishing of the full vision, however the draft vision established a number of key principles including:

- A well-functioning housing system: people can find, and afford, the right home for their needs. This will involve making the best out of the housing stock we have, providing people with good investment options and ultimately ensuring the housing system is fair;
- High-quality sustainable homes: all homes, regardless of the tenure or age of the home, should be well-designed and high quality. They should be easily maintained, have clear running costs and be low-carbon. Further, all homes should be occupied;
- Sustainable Communities: Places should be vibrant, well connected and well designed. They should include a variety of houses to enable people to move as their needs change and be designed to promote health and well-being including quality green space; and
- Homes that meet people's needs: homes should support well-being and areas should offer a diverse range of homes to allow people to move. People should be able to easily access information about their housing rights alongside services to support their independence.

We will respond fully to Housing to 2040 within the wider development of the Local Housing Strategy, including the introduction of a wider national rented home strategy.

Rapid Rehousing/Housing First/ homeless first

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.

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 launched in April 2019 and the service is 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.

New Housing Supply

West Dunbartonshire Council through the Strategic Housing Investment Plan delivered 1000 new homes for the West Dunbartonshire Communities. These properties 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 and driving forward plans to tackle the current climate emergency.

Better Homes/Sustainability

Scotland has set a legally binding target of net-zero greenhouse gas emissions by 2045. Around 14% of emissions in Scotland come from homes. Around 22% of homes in Scotland are social housing so as a strategic landlord we have a significant part to play. All future council homes will be built to a net zero carbon standard.

The Climate Change (Scotland) Act 2009 places duties on all public bodies to contribute to emission reduction targets (Mitigation); deliver programmes to increase resilience against Climate Change (Adaptation), and to act in a 'Sustainable' way.

In response, we intend to further develop our housing asset management strategic approach and commitment to environmental sustainability which will allow us to build new homes and manage existing stock and assets in a way that will make them fit for generations to come. Key to this will be developing a new Housing Capital Investment Programme that combines our approach to decarbonisation and positively impacting on fuel poverty.

In addition to the above, through our Better Homes approach, we are seeking to develop a new strategic vision for the future of our high-rise accommodation to enhance tenants' living experiences and we intend to improve connectivity across our housing stock, again to improve the lives of our tenants.

Housing: Improving the customer journey and support

During 2022/23, we reviewed the customer journey to ensure the service is able to adapt to change and is reflective of new ways of engagement and working, this included exploring the opportunity for implementing digital improvements into service delivery. In 2023/24 we will expand the implementation of digital technologies to drive efficiency and a modernized service, the focus of this work will include the launch of the mobile app and the self-serve portal.

In line with the Council's Strategic priorities, Housing Operations is focused on ensuring continuous improvement across all of our services. In 2023/24 understanding tenant experience in engaging with our services will be a priority, the focus of this work will aim to increase tenant feedback with the housing operations processes and encourage participation in tenant satisfaction surveys.

Antisocial Behaviour

Under the Antisocial Behaviour etc. (Scotland) Act 2004, the Council, together with the relevant chief constable, must prepare, publish and review a strategy for dealing with antisocial behaviour (ASB). The Antisocial behaviour strategy provides the basis for promoting coordinated action to prevent and tackle antisocial behaviour in our local communities setting out antisocial behaviour problems in the area; the services already available for preventing and tackling them; the new services that the council and other agencies will need to put in place to fill any gaps in services; and how the council and the police will co-ordinate their work and exchange information. Strategies will be expected to identify those areas where antisocial behaviour problems are particularly bad and how the council will work with local people on an ongoing basis to tackle the problems. Through Community Planning West Dunbartonshire, Delivery and Improvement Groups, this work has already started and in 2023/24 the focus will be on finalising the ASB strategy and associated action plan.

Continuous Improvement

In 2020, to support continuous improvement, the Council embarked on a programme of Fit for Future service reviews. Using a range of tools that encapsulates service design, maturity assessments and employee engagement, information is gathered and reviewed to identify improvements and to ensure our services are efficient and that we make the best use of our resources. During 2023/24 we will continually assess the performance of the services within Housing and Employability, with a view to determining if any services would benefit from a Fit for Future service review.

Within Housing Operations we have already started work on undertaking a review of specific services, such as Voids/Allocations and Caretaking Services. As part of our continuous improvement journey, we will continue to review other areas and have commenced short term working groups to undertake walk the process reviews across arrears, ASB and medical application processes. These groups will look at a range of aspects including existing processes, systems and interaction with customers to identify improvements to our service delivery areas.

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, £0.467m of the budget which has been identified as being more susceptible to fluctuations is:

- The Homeless income budget of £4.718m is sensitive due to the nature of the service, as the income received will be dependent on client presentations.

Action Plan & Risks

The challenges identified at section 2 and the key factors identified in Section 3 have informed Housing & Employability priorities for 2023/24. Appendix 1 sets out the action plan to address them, including the relevant risks and the performance indicators and targets that will enable progress to be monitored and reported to stakeholders. It also incorporates the Strategic workforce actions.

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

In planning for 2023/24, the Housing and Employability team considered the Council’s strategic risks and identified risks specific to the service. These are set out in the action plan at Appendix 1 alongside actions to mitigate these, with the aim of improving or maintaining the current position (i.e. the current risk score).

4. Resources

Finance

Housing & Employability has a net General Services revenue budget of £3.344m and a nil capital budget in 2023/24. A breakdown by service area is set out below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2023/24 (£m)	Gross Income 2023/24 (£m)	Net Expenditure 2023/24 (£m)	Capital Budget 2023/24 (£m)
Private Sector Housing	0.033	0	0.033	0
Homeless	5.185	4.718	0.467	0
Community Planning and Development Team	1.221	0.125	1.096	0
W4U	2.902	1.416	1.486	0
Anti-Social Behaviour	0.263	0.001	0.262	0
Total	9.604	6.260	3.344	0

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

	Gross Expenditure (Revenue) £m	Capital £m
HRA budget 2023/24	49.186	76.056

Employees

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 31st March 2023) are as follows:

Service Area	Headcount	FTE
Community Planning and Development Team	22	21.05
Housing Development & Homelessness	103	87.48
Housing Operations	123	119.27
Working 4U	116	96.05
TOTAL	364	323.85

Absence in 2022/23

The quarterly absence statistics for Housing & Employability are shown below together with the Council average for the same periods for comparison. The figures for Housing & Employability have been lower than the Council average throughout 2022/23:

Absence in 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Housing & Employability	2.93	3.47	3.73	3.31	12.20
COUNCIL WIDE TOTAL	3.86	3.28	4.42	4.02	14

5. Appendix 1: Action Plan

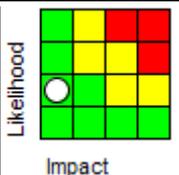
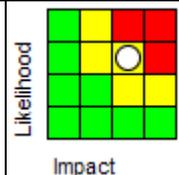
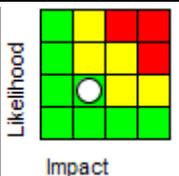
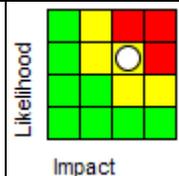
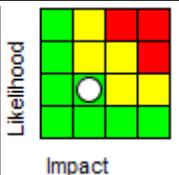
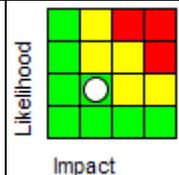
P 1. Our communities

Ob Our neighbourhoods are safe, resilient and inclusive

Performance Indicator	2023/24 Target	Owner
% of anti-social behaviour cases resolved	98%	Nicola Pettigrew
% of Neighbourhood and Locality Plans supported by the Communities Team	25%	Elaine Troup
Number of incidents directed to Police by Public Space CCTV team	400	Elaine Troup
% of Public Space CCTV cameras operational	85%	Elaine Troup

Action	Due Date	Owner
Develop and implement the revised Antisocial Behavior Strategy	31-Mar-24	Nicola Pettigrew
Develop CCTV transmission strategy	31-Mar-24	Elaine Troup
Upgrade CCTV infrastructure	31-Mar-24	Elaine Troup
Build community resilience and advance community empowerment including the development of a training programme to support the Community empowerment agenda	31-Mar-24	Elaine Troup
Deliver on the provision of period products	31-Mar-24	Elaine Troup

Strategic Risk	Description	Current Assessment	Target Assessment	Owner
Engaging positively with Residents, Communities & Partnerships	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>Likelihood</p> <p>Impact</p>	<p>Likelihood</p> <p>Impact</p>	Elaine Troup

Service Risk	Description	Current Assessment	Target Assessment	Owner
Failure to deliver sufficient community capacity building / community development support to groups impacted by COVID-19.	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.			Elaine Troup
Failure to deliver on the capacity building of the Community Empowerment (Scotland) Act	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.			Elaine Troup
Failure to secure community and partner buy-in for the approved Community Empowerment Strategy and Action Plan.	The risk level remains the same as work continues on the Delivery Plan. The establishment of a Project Board in 2021/22 has reduced this risk level in relation to service area buy-in.			Elaine Troup

Ob Our residents health and wellbeing remains a priority

Performance Indicator	2023/24 Target	Owner
% of youth Homeless levels in West Dunbartonshire	15%	John Kerr
Action	Due Date	Owner
Implement Year 5 of the Home at the Heart – Rapid Rehousing Transition Plan	31-Mar-24	John Kerr

Performance Indicator	2023/24 Target	Owner
Respond to the findings of the Homelessness Prevention and Temporary Accommodation Task and finish Group recommendations	31-Mar-24	John Kerr
Carry out a review of the Council's approach to Homelessness prevention	31-Mar-24	John Kerr
Implement Year 5 of the Home at the Heart – Rapid Rehousing Transition Plan	31-Mar-24	John Kerr
Review and provide greater integration within Housing Support	31-Mar-24	John Kerr

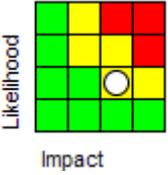
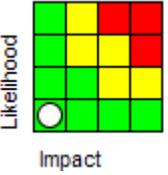
Ob Our residents are supported to increase life and learning skills		
Action	Due Date	Owner
Ensure no one left behind by supporting skills and learning for work, life and learning	31-Mar-24	Stephen Brooks
Review and implement revised service provision for W4U and Communities – youth learning	31-Mar-24	Stephen Brooks

P 2. Our Environment

Ob Our resources are used in an environmentally sustainable way		
Action	Due Date	Owner
Deliver new Housing Asset Management Strategy	31-Mar-24	John Kerr
Develop new Housing Design Standard incorporating proposed changes to specifications for new social housing	31-Mar-24	John Kerr
Deliver an approach to meet Energy Efficiency Standard for Social Housing (ESSH 2)	31-Mar-24	John Kerr
Deliver a Greener, Fairer revised HRA Capital Investment Plan	31-Mar-24	John Kerr

Ob Our neighbourhoods are sustainable and attractive		
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Performance Indicator		2023/24 Target	Owner	
Number of new supply social housing for rent (all supply)		80	John Kerr	
Tenancy Sustainment Levels within Housing First		90%	John Kerr	
% satisfaction with quality of new build council housing (SHN)		80%	John Kerr	
% of all homeless cases re-assessed within 12 months (repeat homelessness)		5%	John Kerr	
The number of incidences of youth homelessness in West Dunbartonshire is reduced		280	John Kerr	
Action		Due Date	Owner	
Implement digital improvement for housing operations (mobile app)		31-Mar-24	Nicola Pettigrew	
Implement digital improvement for housing operations (self-serve portal)		31-Mar-24	Nicola Pettigrew	
Increase tenant participation in relations to housing ops (response rates)		31-Mar-24	Nicola Pettigrew	
Deliver Year 2 local Housing Strategy Objectives		31-Mar-24	John Kerr	
Deliver the Council's Affordable Housing Supply Programme		31-Mar-24	John Kerr	
Review Council buyback policy		31-Mar-24	John Kerr	
Develop an approach to delivering alternative housing tenures		31-Mar-24	John Kerr	
Service Risk	Description	Current Assessment	Target Assessment	Owner
Failure to secure funding to invest in WDC's CCTV infrastructure.	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.	 Likelihood Impact	 Likelihood Impact	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 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			John Kerr
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P 3. Our Economy

Ob Our area has the infrastructure for sustainable and inclusive growth where businesses can flourish

Action	Due Date	Owner
Engage with W4 business to explore the potential for access to green jobs for local residents	31-Mar-2024	Stephen Brooks

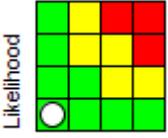
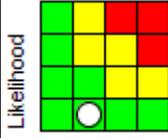
Ob We will support our residents to access employment and training opportunities

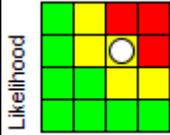
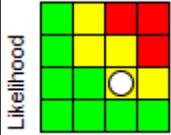
Performance Indicator	2023/24 Target	Owner
Value (£) of debt managed	£1,711.520	Stephen Brooks
Number of local people entering employment through Working 4U	407	Stephen Brooks
Number of local people entering education or training	949	Stephen Brooks
Number of local people gaining a full qualification	630	Stephen Brooks
Action	Due Date	Owner
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	31-Mar-24	Stephen Brooks
Maximise income from employment – supporting residents into employability	31-Mar-24	Stephen Brooks
Promote inclusive growth through access to training and apprenticeship opportunities	31-Mar-24	Stephen Brooks

Performance Indicator	2023/24 Target	Owner
Review and implement revised service provision W4U – adult learning	31-Mar-24	Stephen Brooks

Ob	We will work with partners to support economic development to deliver increased prosperity for our area
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Performance Indicator	2023/24 Target	Owner
Total Value (£) of Income Generated	£8,110,699	Stephen Brooks
Number of local people receiving support through Working 4U	6,724	Stephen Brooks
Percentage of local people with increased or sustained income through reduced debt liability/debt management	TBC	Stephen Brooks
Number of people receiving support through Working 4U with more than one barrier to employment	TBC	Stephen Brooks
Action	Due Date	Owner
Develop and deliver an investment plan for shared prosperity fund	31-Mar-24	Stephen Brooks
Produce Local Child Poverty annual report	31-Mar-24	Stephen Brooks
Review and implement revised service provision W4U – Welfare support	31-Mar-24	Stephen Brooks

Service Risk	Description	Current Assessment	Target Assessment	Owner
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

Service Risk	Description	Current Assessment	Target Assessment	Owner
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	Stephen Brooks

P	4. Our Council
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Ob	Our workforce is resilient and skilled where digital technology supports service delivery for our residents		
Action	Due Date	Owner	
Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce	31-Mar-2024	All Managers	
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce	31-Mar-2024	All Managers	
Develop and implement learning and development opportunities to improve capabilities and resilience within the workforce	31-Mar-2024	All Managers	
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	31-Mar-2024	All Managers	

Ob	Our Council is adaptable and focused on delivering best value for our residents		
Performance Indicator	2023/24 Target	Owner	
% of tenants satisfied with the overall service provided by their landlord	84%	John Kerr	
Average length of time to re-let properties	25	Nicola Pettigrew	
% of council rent that was lost due to houses remaining empty	1%	Nicola Pettigrew	
Action	Due Date	Owner	

Ob	Our Council is adaptable and focused on delivering best value for our residents		
	Lead the redesign and restructure of Working4U and Communities Team services to respond to Council decisions to reduce overall budgets	31-Sept-23	Peter Barry

Ob	Our residents are engaged and empowered		
	Action	Due Date	Owner
	Explore alternative forms of funding to encourage less reliance on mainstream council funding	31-Mar-24	Elaine Troup
	Lead on the Council's approach to Participatory Budgeting Mainstreaming across the organisation	31-Mar-24	Elaine Troup
	Deliver the objectives set out in the Community Empowerment Strategy and Action Plan through identified priority projects	31-Mar-24	Elaine Troup
	Work with CPWD and wider communities to develop the Locality Planning Process.	31-Mar-24	Elaine Troup

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Supply, Distribution & Property****Housing and Communities Committee 3 May 2023**

Subject: Supply, Distribution & Property Delivery Plan 2022/23 Housing Asset & Investment and Building Services - Year-end Progress & Supply, Distribution & Property Delivery Plan 2023/24 Housing Asset & Investment and Building Services

1 Purpose

- 1.1** This report sets out the Housing Asset & Investment and Building Services priorities of the Supply Distribution & Property (SD&P) year-end progress 2022/23 and presents the new Delivery Plan for 2023/24.

2 Recommendations

- 2.1** It is recommended that Committee notes the progress achieved at year-end and the new plan for 2023/24.

3 Background

- 3.1** In line with the Strategic Planning & Performance Framework, each Chief Officer develops an annual Delivery Plan which sets out actions to help deliver the Strategic Plan and address the performance challenges and service priorities identified in the planning process. The Plan also provides an overview of services and resources, including employees and budgets, sets out the performance indicators (PIs) for monitoring progress and considers the relevant risks.

4 Main Issues2022/23 Year-end Performance

- 4.1** The 2022/23 Delivery Plan was presented to Housing and Communities Committee on 23 November 2022 and interim progress reported on 22 February 2023.
- 4.2** Full details of year-end progress are set out in Appendix 1.
- 4.3** Of the eight actions due to be completed by 31 March, all were completed as planned.
- 4.4** Data for the PIs set out in the plan will not be available until the end of April. The full set of PIs will be reported through the Council's annual performance reporting process once all data becomes available.

2023/24 Delivery Plan

4.5 The 2023/24 Delivery Plan is set out at Appendix 2.

4.6 Key priorities include:

- Develop and deliver the HRA capital investment programme for 2023/24 in line with agreed budget
- Ensure the housing stock maintains compliance with the Scottish Housing Quality Standard and progresses to achieve the Energy Efficiency Standard
- Improve performance in the overall delivery of special needs adaptations
- Continue to improve maintenance and repairs service through achievement of targets for response times, quality and customer satisfaction
- Reduce the number of empty properties under repair
- Implement and monitor the enhanced process for dampness and mould in tenants homes
- Improve progress on Electrical Installation Condition Reports
- Deliver the council's buildings upgrades programme

4.7 Implementation of the Plan will be monitored by the management team with mid-year and year-end progress reported to Housing and Communities Committee around November 2023 and May 2024 respectively.

4.8 It should be noted, that budget sensitivity analysis, is not yet available.

5 People Implications

5.1 There are no direct people implications arising from this report.

6 Financial & Procurement Implications

6.1 There are no direct financial or procurement implications arising from this report.

7 Risk Analysis

7.1 Failure to deliver on the actions assigned to SD&P, 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 plans were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

- 10.1 The delivery plans set out actions to support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: Angela Wilson
Service Area: Supply, Distribution & Property
Date: 4 April 2023

Person to Contact: Karen Connelly
Performance & Strategy Business Partner
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Appendices: Appendix 1: SD&P Delivery Plan 2022/23 – Housing Asset & Investment and Building Services Year-end progress
Appendix 2: SD&P Delivery Plan 2023/24 - Housing Asset & Investment and Building Services.

Background Papers: SD&P Delivery Plan 2022/23 – Housing Asset & Investment and Building Services, 23 November 2022
Strategic Planning & Performance Framework 2022/27

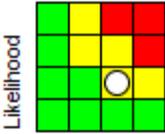
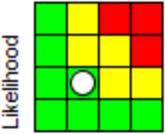
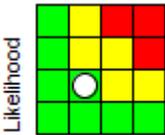
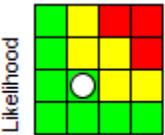
Wards Affected: All

Appendix 1 - SD&P (BS&HAI) Delivery Plan Year-end Progress 22/23

	2. Our Environment
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	Objective 6. Our neighbourhoods are sustainable and attractive
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Action	Status	Progress	Due Date	Note	Owner
Ensure the Council’s Housing stock maintains compliance with the Scottish Housing Quality Standard and reduce the number of properties held in abeyance.		<div style="background-color: #4f81bd; width: 100%; height: 15px; display: inline-block;"></div> 100%	31-Mar-2023	The main action related to all work streams contributing to SHQS compliance for the 22-23 programme phase is complete and work continues into 23-24. However one of the key areas contributing to the drop in compliance was in relation to Electric Installation Condition Report (EICR) being valid in all properties. There has been significant challenges with the completions due to access to properties. Building Services continue to work with their specialist contractor in attempts to improve this. This is currently projected to be 50 % compliant by end of Mar 23 increasing to 70 - 80% by end of Aug 23.	Alan Young
Deliver the HRA Capital Investment programme for 2022/23		<div style="background-color: #4f81bd; width: 100%; height: 15px; display: inline-block;"></div> 100%	31-Mar-2023	The HRA Capital Investment programme 22-23 phase projects have progressed with some workstreams meeting or exceeding targets, others behind year-end target position. Efforts to improve these moving into 23-24 are being actioned.	Alan Young
Ensure the Council’s Housing stock progresses towards the achievement of the energy efficiency standard for social housing.		<div style="background-color: #4f81bd; width: 100%; height: 15px; display: inline-block;"></div> 100%	31-Mar-2023	ESSH projects are progressing well contributing to an increase in homes meeting the energy efficiency standard. This will continue into 23/24.	Alan Young

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to deliver medical adaptations in agreed target timescales	This is monitored to ensure target timescale of 79 days average for housing medical adaptations is adhered to ensure satisfaction with the service and support those in need of this service.	 Likelihood Impact	 Likelihood Impact	31-March-2023	<p>Good overall progress throughout year and completion of legacy jobs will improve the overall position. Average days performance may be slightly higher than yearly target due to impact of legacy job completions, however generally positive improvement.</p> <p>Due to continued progress the risk assessment has reduced in likelihood. Risk matrix reduced from 3x3 to 3x2</p>	Alan Young
Failure to maintain Housing Stock	The risk that Council's Housing Stock are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective housing for Council tenants.	 Likelihood Impact	 Likelihood Impact	31-March-2023	<p>Programme for investment and upgrades to council housing continues into 23-24 and a further five year programme to 27-28</p> <p>No change to risk matrix at year end.</p>	Alan Young

P 4. Our Council

Ob Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

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.		 100%	31-Mar-2023	Service areas have regular 1-2-1 for teams and training requirement are also discussed. Statutory training needs are included in the annual training plan completed via the Councils' iLearn platform or face to face where this isn't practicable. Building Services is continuing to focus on employee wellbeing actions included setting challenging targets to reduce high absence levels. In 2023/24 and future years, priority is to progress actions to support the workforce demographics.	Martin Feeney; Alan Young

Action	Status	Progress	Due Date	Note	Owner
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.		 100%	31-Mar-2023	Review of workforce is undertaken in consideration of current workload demands and gaps. Phase 1 of the review of building services is completed and phase 2 will be implemented within the next quarter. Role profiles are being reviewed and will be job evaluated.	Martin Feeney; Alan Young
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		 100%	31-Mar-2023	Continue to review service delivery and utilise flexible wfh/remote/mobile work styles for service resilience, utilising IT equipment solutions. New technologies including IHMS continue to be developed resulting in-service improvements.	Martin Feeney; Alan Young
Develop and implement training plans and development opportunities to improve capabilities and resilience within the workforce.		 100%	31-Mar-2023	Statutory training is delivered as planned. Discussions on training needs considered where appropriate. Scheduled or cyclical training is carried out via iLearn portal or face to face. Consultations are ongoing with TUs and workforce with a view of the introduction of general skilling and multi-skilling and a condensed working hours pilot will be carried out to improve efficiency, resilience and staff satisfaction levels.	Martin Feeney; Alan Young



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

Action	Status	Progress	Due Date	Note	Owner
Implement improvement plan for Building services – Year 2		 100%	31-Mar-2023	Phase 1 and 2 of the restructure of Building Services is complete. The stores/ workshop review is progressing. Outputs of the staff survey and working group have been reviewed. The management team are leading change to improve service. Year 3 of the 5 year improvement plan for building services will continue in 2023/24.	Martin Feeney

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to implement improvement plan to ensure Building Services are fit for purpose	The implementation of the improvement plan will enhance the effectiveness, efficiency and best value of Building Services	Likelihood Impact	Likelihood Impact	31-March-2023	Good progress made in 2022/2023 with evidence of improvements in many areas. Actions in Year 2 of Improvement Plan have been completed. Year 3 to be delivered in 2023/2024. No change to risk matrix.	Martin Feeney
Failure to implement IHMS system across building services	The effective implementation of the IHMS system will delivery efficiency, improve case tracking, capture customer satisfaction and improve service delivery.	Likelihood Impact	Likelihood Impact	31-March-2023	Good progress made in 2022/2023 on Building Services IHMS improvement action plan. Work and development will continue in 2023/2024. No change to risk matrix.	Martin Feeney
Failure to meet citizen expectation and service standards	Risk of citizen dissatisfaction due to us not doing what we say we will when we say we will or not completing required works first time.	Likelihood Impact	Likelihood Impact	31-March-2023	Full year data not available at time of update, but it is anticipated it will be below performance in comparison to 2021/2022. A number of factors are thought to have contributed and full analysis will be carried out. No change to risk matrix.	Martin Feeney
Failure to demonstrate robust financial and productivity systems within building services	The development of new costing model will mitigate against this financial risk. Process change and review will improve the system for charging of works	Likelihood Impact	Likelihood Impact	31-March-2023	This operational risk will now close as the new costing model is now in place.	Martin Feeney

Action Status	
	Cancelled
	Overdue
	Not on track

	In Progress and on track
	Completed

Risk Status	
	Alert
	High risk
	Warning
	OK
	Unknown

2023/24
DELIVERY PLAN

**SUPPLY,
DISTRIBUTION AND
PROPERTY –**

**Building Services &
Housing Asset &
Investment Extract**



Contents

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- 2. Performance Review 3
- 3. Strategic Assessment 5
- 4. Resources 8
- Appendix 1: Action Plan 11

1. Introduction

Supply, Distribution and Property comprises a wide range of services covering Corporate Asset Management, Building Services, Housing Asset & Investment and the Corporate Procurement Unit (CPU). It is one of 8 strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address any performance issues and service priorities identified in the planning process.

The progress of this Plan will be monitored and managed by the management team and reported to Housing and Communities Committee for Building Services and Housing Asset & Investment, at mid-year and year-end.

2. Performance Review

The Supply, Distribution and Property management team completed a detailed review of 2022/23 performance, focusing on the following:

- 2022/23 Delivery Plan year end progress;
- Local Government Benchmarking Framework (LGBF) comparative data;
- Association for Public Service Excellence (APSE)
- Scottish Housing Network (SHN)
- Complaints
- Continuous Improvement (Fit for Future reviews)

This review highlighted our key achievements in 2022/23 as well as the challenges to be addressed in 2023/24. These are summarised below.

Key Achievements in 2022/23

Listed below are some of the major achievements in each service area. The service achieved many other outcomes throughout the year which are not recorded here but are as important.

Housing Asset & Investment

Monitored the HRA capital investment programme to support the delivery of:

- Over 2000 internal upgrades including; kitchens, bathrooms, showers, adaptations, central heating, smoke detectors, windows and doors.

- Over 300 environmental improvements including bin stores.
- Over 500 external improvements including; new roof coverings, external insulated render and tenement structural refurbishments.

Building Services

- Delivered the Councils' programmes for assets capital funded improvement projects for both Housing and Corporate Asset Management.
- Reduced the number of out of target repairs.
- Reduced the number of active response repairs.
- Implemented phase 1 and completed phase 2 of Service review.
- Successfully implemented a revised financial model.
- Improved management and use of the Integrated Housing Management System (IHMS).

Key Challenges from 2022/23

Cross Service

Workforce.

- The turnover coupled with the time taken to replace, recruit and train employees across Supply Distribution and Property continued to be a challenge in 2022-23.
- Continuing high levels of sickness in Building Services have an impact on available resource resulting in increased expenditure for sub contracted works and agency costs.
- The national skills shortage of qualified and experienced officers in Building Services, Procurement and Corporate Asset Management, resulted in reduced workforce numbers and increased demands on existing teams. For Buildings Services this has resulted in alternative service delivery models being introduced.

Capital Projects

- Increasing issues relating to supply and cost of labour and materials, due to increased energy, transport and raw material costs, impacted on supply chains, and third parties and our ability to carry out works within budget and on time.

Building Services

- As a result of not meeting service demands, there continues to be an increase in enquiries and complaints from tenants, residents and elected members.
 - Efforts to complete the backlog of repairs and difficulty in recruiting resources did impact on the team overall performance, time to respond to emergency repairs and average days taken to complete non-emergency repairs within the targets continues to be challenging.
 - This year has seen a reduction in SHQS failures although they continue to remain higher than target. The key contributing factor is due to the Electrical Installation Condition Reports (EICRs) programme not being completed as planned due to issues with getting access to undertake the work.
 - The number of void properties due for re-let had increased significantly, due to a number of factors including Covid.
 - There was a significant increase in demand for inspections and repairs relating to damp and mould in properties. Policy, processes and procedures have been reviewed to effectively manage and proactively address this.
-

3. Strategic Assessment

The management team completed a strategic assessment to determine the major influences on service delivery and priorities in 2023/24. These are summarised below.

Financial Challenges

The entire public sector is continuing to face significant financial challenges due to a range of factors including inflationary cost increases, rising utility costs and insufficient funding. The Council are currently faced with an estimated cumulative funding gap in 2024/25 of £9.7m rising to £29.5m by 2027/28. We will continue to monitor the overall financial position of the Council and updates on estimated future budget gaps will be reported to Elected Members throughout 2023/24.

These challenges mean further action is required to balance our budget and protect services for residents. This will mean that within the Service available funding will be reduced over time and we will need to reconfigure how we work and what we do, where we work, and potentially reduce the number of people employed.

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, budgets which have been identified as being more susceptible to fluctuations include:

- Building Materials.
- Labour costs.
- Transport fuel costs.
- Capital Plan.

Housing Asset & Investment

Housing Capital Investment Programme

A refreshed Housing Revenue Account (HRA) Capital Plan for period 2023/28, totalling £278m was agreed at Council March 2023. The programme will help deliver the requirements of the Scottish Housing Quality Standards (SHQS), the Energy Efficiency Standard for Social Housing (EESH) its landlord obligations, health and safety responsibilities and deliver the Council's new build programme. Delivering the programme in line with the budget, timescales and implementation plan is a significant priority. A revised plan will be agreed to account for the addition investment.

Building Services

Housing & Corporate Capital Improvement Projects

The refreshed Housing Revenue Account (HRA) Capital Plan 2022/26 together with the Corporate Asset capital improvement projects, sets out the significant operational programme of work for Building Services including;

- Corporate asset upgrades and improvement projects;
- Council housing reroofing programme;
- Council housing kitchen, bathroom, shower, heating, special needs adaptations and uPVC window/ doors programmes.

Improvement Plan for Building Services

The action plan is a strategic priority and a critical influencing factor for Building Services. Progress of year 3 of the 5 year plan includes;

Workforce; individual performance and productivity management, resource and succession planning, remuneration and working hours model.
Service Provision; planning, supervision and stores operations, improvements to customer satisfaction, speed of delivery, quality and consistency of the repairs provision.

Electric Installation Condition Reports (EICR)

The process to gain access to properties to complete an EICR is under review to increase the number of completed inspections. The target for completion of EICR has been reviewed for 23/24 to support improved compliance with SHQS.

Housing Voids

The Void working group, chaired by Housing Operations has been established to reduce the time taken to re-let properties. The significant priority to reduce the number of void properties will continue into 23/24. Building Services will work with the internal partners to improve relet times.

Mould and Dampness in Tenants Home

The process for mould and dampness in tenants' homes has been revised to effectively manage and eradicate dampness within tenants' homes. Building Services will implement the revised process and monitor performance.

Buildings Upgrades

The 23/24 programme for delivering Corporate Assets building upgrades includes renovation, remodelling and refreshing corporate buildings in accordance with the Corporate Asset Management Plan and is a key priority.

Council Wide Climate Change Strategy

The Council has developed a Climate Change Strategy in response to Scotland's climate emergency and to provide a route map towards meeting Scotland's national net zero carbon target by 2045. This Strategy has informed the development of a Climate Change Action Plan for 2023/24 to ensure environmental actions are devolved to relevant service areas and climate change action is mainstreamed across council policies, operations and the wider public. Progress against the actions assigned to SD&P will be monitored.

Continuous Improvement

To support continuous improvement, the Council has an established programme of Fit for Future service reviews. Using a range of tools, that encapsulates service design, maturity assessments and employee engagement, information is gathered and reviewed to identify improvements and to ensure our services are efficient and that we make best use of our resources. During 2023/2024 we will assess the performance of the services within SD&P with a view to determining if any service would benefit from a Fit for Future service review.

Action Plan

The challenges identified in Section 2 and the key factors identified in Section 3 have informed SD&P priorities for 2023/2024. Appendix 1 sets out the action plan to address them. It also includes:

- performance indicators and targets, that will enable progress to be monitored and reported to stakeholders;
- strategic workforce actions; and
- strategic and/or service risks.

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership; while service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided. In identifying the relevant risks for 2023/2024 and actions to mitigate them, the aim is to improve or maintain the current position (i.e. the current risk score) set out in the appendix.

4. Resources

Finance

Supply Distribution and Property has a net revenue budget of £1.51m credit and a capital budget of £5.898 in 2023/2024. A breakdown by service area is set out below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2022/23 (£m)	Gross Income 2022/23 (£m)	Net Expenditure 2022/23 (£m)	Capital Budget 2022/23 (£m)
Consultancy Services	1.009	-0.784	0.225	

Corporate Assets	3.011	-5.331	-2.320	
Capital Investment Team	0.219	-0.224	-0.005	1.72
Private Sector Housing Grant	0.527	-0.446	0.081	
Corporate Asset Maintenance	3.300	-3.300	0	4.18
Housing Asset Maintenance & Investment	0.446	-0.396	0.050	
CPU	0.666	-0.500	0.166	
HMTA	20.053	-20.928	-0.875	
Office Accommodation	1.482	-0.314	1.168	
Total	30.713	-32.223	-1.51	5.898

Employees

Employee Numbers

The headcount and full time equivalent staff in each service area (as of 31st March 2023) are as follows:

Function	Headcount	FTE
Corporate Asset Management	40	36.97
Housing Asset & Investment	12	10.40
Maintenance & Repairs	360	348.36
CPU	16	15.54
TOTAL	428	411.27

Absence in 2022/23

The quarterly absence statistics for Supply Distribution and Property are shown below together with the Council average for the same periods for comparison. The figures have been higher than the Council average throughout 2022/2023:

Absence in 2022/23	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Supply, Distribution & Property	3.96	4.56	4.94	4.00	16.52
COUNCIL WIDE TOTAL	3.86	3.28	4.42	4.02	14.00

Appendix 1: Action Plan

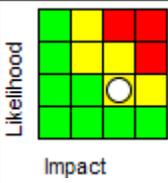
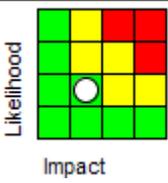
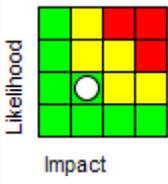
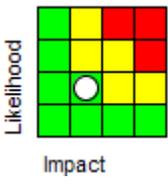
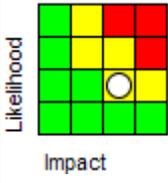
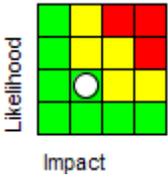
	2. Our Environment
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	Objective 6. Our neighbourhoods are sustainable and attractive
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Performance Indicator	Target 23-24	Owner
Percentage of repairs appointments kept	90.5%	Martin Feeney
% of properties that require a gas safety record which had a gas check and record completed by the anniversary date	100%	Martin Feeney
Percentage of reactive repairs carried out completed right first time	90%	Martin Feeney
% of tenants satisfied with the repairs and maintenance service	89%	Martin Feeney
Average length of time taken to complete emergency repairs	TBC	Martin Feeney
Average time taken to complete medical adaptations	TBC	Alan Young
% of council dwellings that meet the Scottish Housing Quality Standard	TBC	Alan Young
Average time taken to complete non-emergency repairs	9 days	Martin Feeney
% of council houses that are energy efficient	100%	Alan Young

Performance Indicator	Target 23-24	Owner
Average time to inspect and repair empty homes	TBC	Martin Feeney
% of properties returned from repairs within target	80%	Martin Feeney

Action	Due Date	Owner
Ensure the Council's Housing stock maintains compliance with the Scottish Housing Quality Standard and reduce the number of properties held in abeyance.	31-Mar-2024	Alan Young
Ensure the Council's Housing stock progresses towards the achievement of the energy efficiency standard for social housing.	31-Mar-2024	Alan Young
Develop Housing Capital Investment Plan for 2023/28.	30-Sep-2024	Alan Young
Deliver the HRA Capital Improvement programme for 2023/24	31-Mar-2024	Martin Feeney
Improve customer satisfaction with Building Services	31-Mar-2024	Martin Feeney
Reduce the number of empty properties under repair	31-Mar-2024	Martin Feeney
Improve progress on Electric Installation Condition Reports	31-Mar-2024	Martin Feeney
Improve maintenance & repairs performance	31-Mar-2024	Martin Feeney
Progress building upgrades programme	31-Mar-2024	Martin Feeney
Implement revised process and monitor performance to address dampness and mould in Tenant Homes	31-Mar-2024	Martin Feeney

Risk	Description	Current Assessment	Target Assessment	Owner
Failure to deliver medical adaptations in agreed target timescales	This is monitored to ensure target timescale of 60 days average for housing medical adaptations is adhered to ensure satisfaction with the service and support those in need of this service.			Alan Young
Failure to maintain Housing Stock	The risk that Council's Housing Stock are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective housing for Council tenants.			Martin Feeney
Failure to meet citizen expectation and service standards	Risk of citizen dissatisfaction due to us not doing what we say we will when we say we will or not completing required works first time.			Martin Feeney

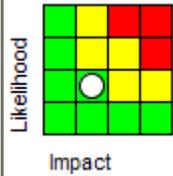
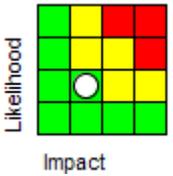
P 4. Our Council

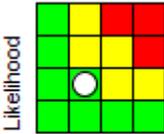
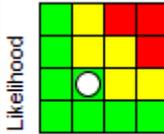
Ob Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents

Action	Due Date	Owner
Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce	31-Mar-2024	Martin Feeney; Alan Young
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce.	31-Mar-2024	Martin Feeney; Alan Young
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	31-Mar-2024	Martin Feeney; Alan Young
Develop and implement learning and development opportunities to improve capabilities and resilience within the workforce.	31-Mar-2024	Martin Feeney; Alan Young

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

Action	Due Date	Owner
Implement improvement plan for Building services – year 3	31-Mar-2024	Martin Feeney

Risk	Description	Current Assessment	Target Assessment	Owner
Failure to implement improvement plan to ensure Building Services are fit for purpose	The implementation of the improvement plan will enhance the effectiveness, efficiency and best value of Building Services			Martin Feeney

Risk	Description	Current Assessment	Target Assessment	Owner
Failure to implement IHMS system across building services	The effective implementation of the IHMS system will delivery efficiency, improve case tracking, capture customer satisfaction and improve service delivery.	 <p data-bbox="1256 293 1279 395" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</p> <p data-bbox="1294 411 1361 432">Impact</p>	 <p data-bbox="1554 293 1576 395" style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</p> <p data-bbox="1592 411 1659 432">Impact</p>	Martin Feeney

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Housing and Employability

Housing and Communities Committee: 3 May 2023

Subject: Housing Revenue Account Capital Programme Update – Better Homes West Dunbartonshire

1. Purpose

1.1 This purpose of this report is to provide members of the Housing and Communities Committee with an update on the development of a revised Housing Revenue Account Capital Programme following the decision taken by West Dunbartonshire Council to agree a weekly rent increase of 5% in 2023/24.

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 ambitions around housing investment;
- (ii) Approve the undertaking to conduct all necessary procurement exercises for the delivery of the identified work streams within Section 4 of this report;
- (iii) Note the establishment of a Tenant/Officer Short Life Task and Finish Group to deliver some of the key objectives outlined within this report; and
- (iv) Note that a further progress report will be provided to the next Housing and Communities Committee.

3. Background

3.1 At the West Dunbartonshire Council meeting on 1 March 2023 a motion was passed which approved a 5% rent increase in 2023/24. The impact of this 5% rental increase to the Housing Revenue Account Business Plan is that it generates an additional £50m of available capital expenditure over the next 5 years (2023/24-2027/28).

3.2 The approved motion supported the Council's ambitions to develop our Housing Service to become sector leading in Scotland, meeting and exceeding the needs and expectations of our tenants, now and into the future.

3.3 Furthermore to deliver on these ambitions, it was recognised that greater investment was needed in tenants' priorities such as:

- More new sustainable housing that is attractive, built to the highest standards and net zero carbon

- More homes to suit the needs of larger families
- More homes to address identified medical needs
- Better homes where we respond proactively to damp and mould issues
- Better homes that are energy efficient
- More homes to increase choice and opportunities for families

3.4 The Council decision approved the:-

- Use of £10m to increase the Council's buyback programme over the next five years to purchase additional housing on the local housing market to address identified need; and
- Use the remaining £40m to accelerate the following renewal and replacement programmes over the next five years that our tenants have told us are most important to them:-
 - Energy efficiency measures including new heating systems
 - Kitchen and Bathroom Renewals
 - Window/Door Renewal Programmes

3.5 In addition, there was approval to accelerate a programme to eliminate damp and mould problems from all tenants' homes.

4. Main Issues

4.1 As part of the decision made by the Council, on 1 March 2023 it was agreed that the Chief Officer Housing and Employability provide regular update reports to the Housing and Communities Committee on the development and implementation of a programme to deliver the additional £50m of capital investment which would be delivered in full consultation and involvement of the West Dunbartonshire Tenants and Residents Organisation (WDTRO).. This is the first of those regular update reports.

Council Buy Back Programme

4.2 As approved at the West Dunbartonshire Council meeting on 1 March 2023, additional funding of £10m (£2m each year from 2023/24-2027/28) will be utilised to scale up the Council's Buyback programme. In 2023/24 and in each of the subsequent years up to and including 2027/28 we plan to acquire a minimum of 60 new homes each year meaning and additional 300 new Council homes to meet identified need.

4.3 The additional funding will specifically target larger family homes to meet an identified housing need. To meet these defined targets an additional resource within the Housing team will be committed from Housing Revenue Account Capital funding to deliver on the acquisition of new homes. This new resource will also lead on refreshing our Buyback Policy to maximise opportunities to help deliver on the defined targets. An updated policy will be presented to the meeting of the Housing and Communities Committee in September 2023.

Proactive Approach to tackling Damp and Mould

- 4.4** Following the tragic passing of Awaab Ishak which the circumstances concluded by the Coroner in November 2022 to be as a result of prolonged exposure to mould within a social housing tenancy in Rochdale, England, The Council, has taken steps to ensure our approach to treating damp and mould is as robust and effective as possible and a new improved procedural approach will be presented to the Housing and Communities Committee in May 2023.
- 4.5** However, for the Council to meet the declared ambition to be a sector leading housing service, a more proactive approach to eliminating damp and mould issues in council homes is required. The Housing team have been investigating technology solutions to help identify, tackle, and prevent damp and mould issues.
- 4.6** A preferred solution has been identified to introduce environmental sensors into all our homes. This technology is relatively new but has been successfully implemented by a number of housing organisations in Scotland to date. The technology allows the tracking of temperature, humidity and Co2 in our homes. Linked to a gateway, to which we can also connect the home fire/smoke detection systems we can track the fluctuations in the home's temperature and humidity and air quality.
- 4.7** The gateway links to a dashboard which will provide Housing staff with real time information. It could identify high levels of humidity, which can create conditions for mould growth if not managed appropriately, for example if it peaks in the evening (typically time for cooking, washing etc.) and does not return to a normal level within a reasonable timeframe then the home is not being appropriately ventilated. However, if the humidity levels are high at all times despite ventilation this suggests that moisture may be coming from elsewhere e.g. a leak or rising or penetrative damp. Air quality data (co2 sensors) will also help us understand if a room is being ventilated because it will tell us about the freshness of air in a room. Poor quality air can lead to headaches, fatigue and support the spread of disease within the home. This approach will also have a positive benefit on the health and wellbeing of our tenants.
- 4.8** We propose that a range of housing staff would have access to the dashboard to help them provide both informed support to tenants and facilitate decisions about next steps e.g. installing more fans, investigating leaks. However a new job role within the Housing team would be required to monitor and propose the necessary action and/or referral. This additional staffing resource requirement will be funded within Housing Revenue Account Capital Plan to ensure the benefits of the new technologies are maximised.
- 4.9** Another benefit of use of environmental sensors is the tenant mobile app which also provides tenants with real time information about their home. This helps the tenant in managing their home and make the connections between

their activities and any related damp and mould risk and empowers the tenant to take action to improve air quality, and ultimately their wellbeing.

4.10 It is proposed that in 2023/24 we roll out an initial programme which would provide environmental sensors in around 2000 of our council homes, as part of our wider actions to eliminate damp and mould from all Council Homes. This would coincide with the establishment of job role/s within the Housing team who would have responsibility for monitoring the environmental sensors and ensuring that the appropriate actions are undertaken and monitored.

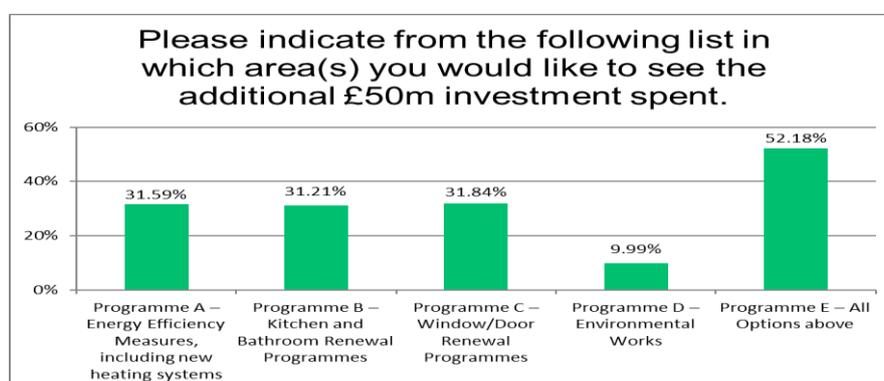
4.11 We have identified the following priority house types which would be prioritised in the first tranche of the rollout of the provision of environmental sensors as follows:-

- Voids
- Sheltered Housing
- Multi Storey Flats
- Housing First tenancies
- Temporary/Supported Accommodation; and
- Properties identified as at risk by Housing staff

4.12 A procurement strategy would be developed to deliver the roll out of the environmental sensors and would be fully delivered from within the additional funding made available through the Council decision taken on 1 March 2023. The procurement strategy would be developed in such a way that following an evaluation of the effectiveness of the environmental sensors before the end of 2023/24 the provision of the sensors could be extended to all council address before the end of March 2028.

Housing Capital Programme

4.13 The Council's annual rent consultation exercise was undertaken between December 2022 and January 2023 and the outcomes were reported to the meeting of West Dunbartonshire Council on 1 March 2023. As part of this consultative exercise tenant priorities in terms of the acceleration of existing renewal programmes were identified in the table below:-



4.14 This information gives Council Officers an indication of tenant priorities from over 800 responses. However before a programme is developed Council

Officers will establish a short life task and finish group with members of the WDTR0 to develop further our Housing Capital Programme to ensure it meets the tenant priorities.; This group will meet over May and June and conclude their work before the Summer recess and this will form a report to the Housing and Communities Committee in September 2023.

5. People Implications

- 5.1** To deliver the ambition outlined within this report additional staff resources will be required, however this be delivered within the current budgetary resource.

6. Financial and Procurement Implications

- 6.1** It should be noted that the 30 year HRA business model has been prepared on the basis that there will be fluctuations in inflation over the period of the plan. These assumptions would need to be revised in the event of long-term inflation forecasts being above target. The planning assumption for long-term inflation in the business model is 1.9% initially rising to 2.5% or additional pressures on the revenue account becoming apparent. The other key variable within the business model is the capital expenditure requirements which can alter depending on circumstances and priorities. The HRA business model has been updated this year with the revised proposed capital plan as part of the normal annual review to recognise the most up-to-date information and to consider affordability.
- 6.2** In considering affordability, a key output from the HRA business model is the percentage of rental stream that is required to fund debt charges. This is an indicator of the amount of prudential borrowing that can be undertaken without putting undue stress on the remainder of the revenue budget. When the decision was taken to retain all the housing stock in West Dunbartonshire the investment requirement needed to achieve the Scottish Housing Quality Standards, coupled with the historic debt structure of HRA debt, suggested that the “debt affordability” percentage in West Dunbartonshire should not exceed 50%. Additionally each year of the 30 year plan must have a surplus or break even revenue position. The most recent update based on the recommended 5% rent increase for 2023/24 has an average percentage of 34.7% with a peak of 42.4% in financial year 2030/31.
- 6.3** As indicated above, to maintain the viability of the HRA Business Plan, the additional capital investment of £50m requires to be phased appropriately over the 5 year period.
- 6.4** As approved by Council on 1 March 2023, £10m of the additional £50m is allocated to deliver additional housing acquisitions over the next 5 year period. It is also projected a figure of around £10m will be required to deliver the ambitions in terms of eliminating damp and mould from all council homes within the same period. Therefore that allows the remainder of the additional investment sum of around £30m to support priority work streams which will be identified through the Short Life Task and Finish Group to be established between tenant representative and council officers.

6.5 All procurement activity carried out by the Council in excess of £2m is subject to a contract strategy. The contract strategy for the HRA Capital Programme will be developed by the Corporate Procurement Unit in consultation with Housing Development Officers. The contract strategy will include, but is not limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management. Opportunities to maximise the positive social, economic and environmental impact for the Council through the relevant procurement processes will be developed in line with procurement policy.

7. Risk Analysis

7.1 The key driver for determining rents for Council properties is the HRA investment plan. Failure to set rents consistent with the delivery of this plan will potentially result in insufficient funding being available to meet the ambitions within this report.

7.2 In producing the budget a number of assumptions have been made in relation to performance around rent recovery, voids and the impact of welfare reform. These issues will be closely monitored during 2023/24 and members advised of any significant variations that will impact materially on the sufficiency of the budget as proposed.

7.3 In terms of the capital programme, the main financial risks relate to:

- whether inflation increases costs, resulting in plans requiring to be reviewed upwards;
- Longer-term affordability requires to be considered in determining appropriate levels of capital funding. Ongoing budgetary control processes will monitor the above issues and any issues will be reported to a future Council meeting for consideration.

8. Equalities Impact Assessment (EIA)

8.1 An EIA screening has been undertaken by officers and no issues were identified.

9. Consultation

9.1 The Council has a statutory requirement to consult with tenants regarding HRA expenditure, the proposed consultative exercise committed to within this report builds on the Council's strong and demonstrable approach to effective tenant participation.

9.2 The WDTR0 supported by the HRA budget scrutiny group (Joint Rent Group) are well established tenant structures. It is proposed after the conclusion of the Task and Finish Group the Joint Rent Group will have responsibility for the ongoing monitoring of the Housing Capital Programme.

This group meet with Officers and the Convenor monthly and examines the HRA to ensure increased transparency and demonstrate Value for Money to tenants.

10. Strategic Assessment

- 10.1** The proposals contained in this report directly address all of the Council's strategic priorities. The investment in, and provision of attractive affordable housing will also indirectly support the objective of economic growth and employability through supporting employment and improving place attractiveness.
- 10.2** Proper budgetary control and sound financial practice are cornerstones of good governance and support Council and Officers to pursue the five strategic priorities of the Council's Strategic Plan.

Peter Barry
Chief Officer, Housing and Employability
Date: 18 April 2023

Person to Contact: John Kerr – Housing Development and Homelessness Manager, Housing and Employability, telephone: 07793717981, email: John.Kerr@west-dunbarton.gov.uk

Appendices: None

Background Papers: HRA Capital Programme EIA, March 2023

Wards Affected: All

WEST DUNBARTONSHIRE COUNCIL

**Report by Chief Officer – Supply, Distribution & Property
Chief Officer - Housing and Employability**

**Housing and Communities Committee
3 May 2023**

Subject: Housing Repairs - Addressing Dampness and Mould in Council Houses

1 Purpose

- 1.1** The purpose of this report is to provide Committee with an overview of the services' approach to the management and future prevention of dampness and mould in council houses.

2 Recommendations

- 2.1** It is recommended that Committee:

- Note the contents of the report and the progress to date; and
- Approve the recommendations outlined in 4.3.2 – 4.3.6.

3 Background

- 3.1** Members are aware of the tragic case of the death of a young child in Rochdale, England. The young child had suffered prolonged exposure to mould as concluded by the Coroner in November 2022.

- 3.2** The council agreed at its meeting on 21 December 2022, the following motion:
This avoidable death should be a wake-up call for all social housing providers including West Dunbartonshire Council, and local, regional and national Housing Associations. Council therefore asks the Chief Officer of Supply, Distribution and Property and Chief Officer, Housing and Communities to:

1. Review our approach to dampness in Council properties and how best to prioritise associated repairs.

2. Introduce a process to ensure all dampness/mould repairs are checked and signed off by Maintenance Co-ordinator before the case is closed. This quality control check should ensure the action taken has fully resolved the complaint.

3. Produce a briefing note setting out the outcome of the review to be sent to all elected members for information.

Council further notes that we will take all appropriate actions to address any concerns tenants may have.

4 Main Issues

4.1 Immediate Response

- 4.1.1 In November 2022, Housing, Building and Citizens Services taking a joined up approach, responded immediately to the coroner's decision. The teams discussed the current approach to repairs requests, and reviewed ideas and ways to ensure appropriate, sensitive communication, clear information and responsive actions to support tenants.
- 4.1.2 The leaflet for tenants - as provided by Scottish Government and adapted locally – was updated. This provides information for tenants on how to address condensation, prevent dampness and importantly report a concern about mould / dampness
- 4.1.3 A consistent communication was developed for services dealing directly with tenants, for example through our contact centre, face to face and via social media.
- 4.1.4 A clear system was introduced for collating, monitoring and reporting statistics in relation to requests for inspection / repair in relation to dampness. Analysis of housing property data was made available to inform this process.
- 4.1.5 A triage approach was introduced to respond to tenants' requests for inspection and repair with the aim of responding to initial inspection for urgent cases within 48 hours.
- 4.1.6 It was agreed there would be a commitment to undertaking a technical survey within 14 days with priority for those urgent cases.
- 4.1.7 Resources were prioritised and reviewed on a weekly basis with additional resource being progressed to ensure continued commitment to inspect urgent cases within target timeline.
- 4.1.8 As agreed by Council, a full review of the process was undertaken. The revised process is attached at Appendix 1.

4.2 Current Position

- 4.2.1 The following data provides an overview of the position during 2022/23:
- 6,907 repair inspection have been carried out from 1 April 2022 to 31 March 2023
 - of these, 932 inspections for dampness and condensation, 14% of total inspections undertaken
 - following inspection 270 repairs were raised with 42 remaining active at 31 March 2023
 - 29% of inspections resulted in further repairs work being required

As a comparison, In 2021/22 a total of 169 repairs were completed associated with dampness; this equates to 1% of all response repairs

4.3 Proposals

4.3.1 The revised process as outlined at Appendix 1, includes the following key steps to address and prevent dampness and mould:

- Housing and Building Services teams will continue to offer advice where appropriate.
- Any employee visiting a tenant will be vigilant and look for signs of dampness or mould in every home.
- Dampness inspection requests will be prioritised to be undertaken within 2 working days.
- Repairs resulting from an inspection will be re-categorised to urgent (10 day) repairs where appropriate.
- Following the outcome of all dampness inspections, housing officers will arrange a follow up visit within 2 working days.
- Housing solutions and decisions – for example decant - to address dampness and mould take account of all factors including building and family circumstances

4.3.2 Housing Development have been investigating technology solutions to help identify, tackle, and prevent damp and mould issues proactively. The preferred solution identified are environmental sensors. This technology has been relatively recently developed and can track temperature, humidity and Co2 in the home. Linked to a gateway, to which we can also connect the home's fire/smoke alarms, we can track the fluctuations in the home's temperature and humidity and air quality if we include the Co2 feature (extra cost, recommended for bedrooms, living rooms etc.).

4.3.3 The gateway links to a dashboard which will provide WDC staff with information such as. high levels of humidity, which can create conditions for mould growth if not managed appropriately, for example if it peaks in the evening (typically time for cooking, washing etc.) and does not return to a normal level within a reasonable time frame then the home is not being appropriately ventilated.

However, if the humidity levels are high at all times despite ventilation this suggests that moisture may be coming from elsewhere e.g. a leak or rising or penetrative damp. Air quality data (co2 sensors) can help understand if a room is being ventilated because it will tell us about the freshness of air in a room. Poor quality air can lead to headaches, fatigue and support the spread of disease.

4.3.4 Appropriate officers would have access to the dashboard to help provide both informed support to tenants and facilitate decisions about next steps e.g. installing more fans, investigating leaks and take the necessary action.

Further, a very attractive attribute of the sensors is the tenant app which allows tenants to receive real time information about their home. This helps

tenant engage in managing their home and make the connections between their activities and any related damp and mould risk and take action to improve air quality.

- 4.3.5 With the council approved additional funding for the HRA capital programme, it is proposed to install these sensors in a first tranche of approximately 2,000 homes. These homes will include void properties, multi storey flats, sheltered homes and those identified as priority homes experiencing damp and mould.

This programme will be delivered over five years (total budget £10million) with sensors installed in all homes.

In order to deliver this project we will require this to be delivered in partnership with appropriate contractors. As outlined in the previous report to Housing and Communities Committee – HRA Capital Programme, , approval has been sought to proceed and undertake procurement activities.

5 People Implications

- 5.1 Implementation of the proposals in relation to the technical solution will require appropriate resource allocation which is currently being reviewed and planned.

6 Financial & Procurement Implications

- 6.1 The commitment to address dampness and mould was approved by Council at it's meeting on 1 March 2023. The additional funding requirements have been set out in the previous report to Housing and Communities Committee – Capital Programme report together with the request to proceed with procurement activities..

7 Risk Analysis

- 7.1 Failure to address dampness and mould may have a direct impact on the delivery of the Council's Strategic Plan and potentially impact on residents' health and wellbeing

8 Equalities Impact Assessment

- 8.1 Screening and impact assessments will be carried out on specific activities as required.

9 Consultation

- 9.1 The dampness policy and processes were developed through consultation with officers from the strategic service areas.

10 Strategic Assessment

10.1 The dampness policy and processes set out support the successful delivery of the strategic priorities and objectives of the Council.

Chief Officer: Angela Wilson, Peter Barry
Service Area: Supply Distribution & Property, Housing and Communities
Date:

Person to Contact: Martin Feeney – Building Services Manager, Supply Distribution & Property: Telephone 07768657718, email martin.feeney@west-dunbarton.gov.uk

Appendices: Damp Mould Process

Background Papers:

Wards Affected: All

West Dunbartonshire Council
Process for Dampness and Mould in Tenants
Homes

Why is this being revised?

This process has been revised after the coroner's report on the tragic death of a child who died of a respiratory condition caused by mould in his home. This case has highlighted the clear link between mould and damp in houses and serious health conditions.

West Dunbartonshire Council will treat dampness in tenants' homes with sensitivity, empathy and not put the onus on the tenant or any inference of blame.

Ensuring tenant and resident safety is a critical part of the work of social landlords in Scotland. To meet the tolerable standards the property must

- Be free from serious disrepair
- Be energy efficient
- Have modern facilities and services
- Be healthy, safe and secure

The approach set out below details the process and responsibility of each service area when dealing with reports of mould and damp. We must deal with this quickly and effectively and with sensitivity. The current cost of living crisis, and in particular rising energy costs, mean that many tenants currently face difficulties in heating their homes.

New Process:

- Teams to offer advice where appropriate.
- All visiting Officers to be vigilant and look for signs of dampness or mould in every home we enter.
- Dampness Inspection requests prioritised to a maximum of 2 working days.
- Repairs resulting from an inspection will be re-categorised to Urgent (10 day) repairs where appropriate.
- Housing Officers to be made aware of the outcome of all dampness inspections and will arrange a follow up visit within 2 working days.

Reporting a Repair for Damp/Mould

Citizen Services /CAS covering the repairs centre telephone lines and housing repairs mailbox for on line reports, will determine the cause of the dampness by asking the tenant to confirm if the area is wet or could be caused by water ingress by a leaking pipe or roof leak, if yes appropriate repairs should be raised following up with an inspection request. If there are no signs of water ingress this is likely to be condensation dampness as per guidance documents. When receiving requests, we will be empathetic and sensitive to the concerns

of tenants who may be anxious and worried for the health and wellbeing of family. If appropriate we can offer basic advice to tenants by providing the guidance leaflet on “How to Avoid Dampness & Condensation In the Home” or referring to the section within the repairs pages on the Council website which also includes a short video.

<https://www.west-dunbarton.gov.uk/housing/maintenance-repairs/damp-and-mould/>

As well as offering advice, inspection requests should be appointed detailing the issue, i.e. extent of the mould, location and how long it has taken to develop. Appointments should be prioritised to the available slots in the Building Service Officers’ calendar. To allow for prioritisation 2 additional appointments slots have been added to each of the area based Building Service Officers appointments per day. These additional slots are to be used for dampness requests and should ensure we are able to offer an inspection within 2 working days.

Reports via the Housing Repairs Mailbox – CAS teams should search key words; Damp or Mould to ensure these are processed timeously.

All Council Officers

All Officers visiting tenants’ homes identifying mould of damp should report this on behalf of the tenant if not already reported to Building Services. This can be reported via the Council’s repairs centre on **0800 073 8708** or via housing.repairs@west-dunbarton.gov.uk, ensuring subject heading details dampness to allow teams to prioritise requests.

All Officers should also be aware of the Council’s advice by handing out the damp and mould advice leaflet or referring to the details on the Council website as above.

Building Service Officers

Building Service Officers whilst visiting tenants’ homes will listen to tenants concerns, be empathetic towards these concerns, and take cognisance of family circumstances, for example, health problems.

Taking account of current cost of living/energy crisis we offer advice on how to effectively use heating in terms of energy efficiency, i.e. maintaining an ambient temperature and adequate ventilation. Building Service Officers will liaise with Housing Operations/Energy Advice Officer as required:

Building Service Officers should diagnose issues and make sure there are options for ventilation:

- Are trickle vents operational?
- Windows opening adequately?
- Extractor fan operational?
- Does the extractor fan require to be serviced or cleaned?
- Is there adequate circulation of air? e.g. position of furniture against walls.

Repairs should be raised by the Building Service Officer where the extent of the mould cannot be managed as detailed in the guidance leaflet.

Repairs orders should be raised as priority, in majority of cases appointed

within 10 days and MUST contain damp or mould in the description to allow for reporting.

If unable to appoint these repairs, the Building Service Officer should liaise with the Planning Team / Craft Supervisor.

If the repairs are caused by water ingress caused by a neighbouring property, follow up inspections may be required to ascertain the cause, these should be treated as a priority.

On completion of a visit the Building Service Officers will ensure a notification email is sent to Housing Operations Dampness Mailbox within 2 days following completion of all dampness related inspections and should contain the relevant findings, proposed actions and any support requirements known of the household.

dampness@west-dunbarton.gov.uk.

Housing Options

In cases of dampness/mould, the housing solution should not solely be based upon a technical assessment of the property. It is critical a joined up approach is taken and should take account of the individual health/support requirement of the family household. Where it is clear the extent of the work required to treat damp or mould requires the tenant to be decanted from their property, the Building Service Officer should follow the decant process ensuring forms are completed within 2 days where practicably possible by emailing Housing Operations Dampness mailbox.

Housing Officers upon receipt of this information will prioritise the decant, review the Housing Management system to confirm composition of the household, any known support needs and arrange to contact the tenant within 24 hours. The purpose of the contact will be to confirm information obtained from QL and gather any other relevant information to inform identification of a suitable decant. A decant should take place within 10 working days once a suitable property has been identified.

Specialist Survey Required

The Building Service Officer may be required on occasion to request a more in depth survey from a specialist contractor to ascertain additional recommendations. Officers should request an estimated completion from the contractor and monitor for completion, updating Housing Operations Dampness mailbox with the estimated contractor completion date.

Where there is evidence of mould or damp the Building Service Officer should arrange the necessary repair order to treat while awaiting the outcome of the report.

On receipt of the report the Building Service Officer should follow up with required actions and save the report to the shared drive. An update of the action being undertaken should be shared with the tenant confirming outcome of the report and also updating Housing Operations by emailing Housing

Operations Dampness mailbox to ensure households are supported through the process.

Housing Operations

On receipt of all dampness inspection notifications from Building Services via the Housing Operations Dampness mailbox, the Housing Officer will be responsible for carrying out a follow up visit to the tenant within 2 working days to determine if there are any additional support needs. Support will be dependent on the individual needs of the households, however could include:

- Support and referrals for financial assistance via, Working4U, Welfare Fund, crisis loans, hardship fund, sustainability fund, top up meter or vouchers (as appropriate).
- Review housing application and any medical application points awarded (if applicable and underlying health issues), housing options advice should include review of points, area and house type preferences.

Energy Advice Officer

Referrals can be made to the Councils Energy Advice Officer who can discuss energy efficiency of appliances and advise on ways to reduce air humidity, offer practical solutions to clearing the mould and preventing its rapid regrowth as well as making referrals to Working4U and CAB for financial advice/energy vouchers.

Building Services - Follow Up Inspections

Once a dampness repair has been completed, the BSO will require to do a follow up visit to the property to ensure problems have been fully resolved and there are no further indications of dampness/mould.

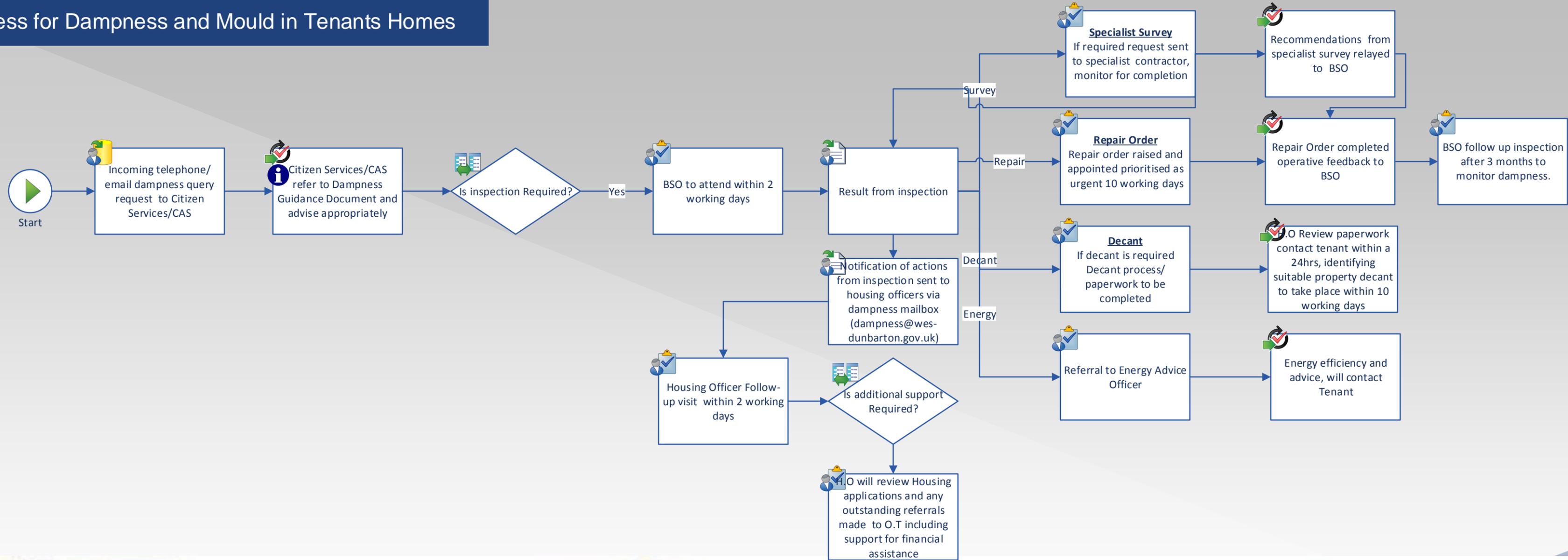
Reports will be run of all completed repairs, Support Teams should make contact with tenant to arrange the necessary follow up inspections 60 days after the completed repair. Building Services Officers should record the outcome in QI within the inspection screen, noting if issues have been fully resolved and no further action required. If further issues are identified during the follow up visit the Building Services Officer will raise the relevant repair within 2 days, ensuring notifications are sent to the Housing Operations Dampness mailbox within 24 hours which will trigger a further follow up visit by Housing Officer within 2 working days to determine any family support required.

Monitoring Dampness Inspections/Repairs

Building Services will report monthly to Building Services Board and HIB on the following, providing the tenancy details on all to housing Operations dampness mailbox.

The reporting will be developed further with the proposed implementation of new technology which can track temperature, humidity and Co2 in homes and allows us to track fluctuations which are linked to a gateway dashboard which will provide WDC staff with relevant information.

- Total inspection requests received
- Total appointment requests completed
- Total Inspection requests cancelled no access
- Total active inspections
- Total active dampness repairs
- Total completed dampness repairs
- Total Repairs cancelled no access



WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Housing and Employability

Housing and Communities Committee: 3 May 2023

Subject: More Homes West Dunbartonshire – West Dunbartonshire Council Affordable Housing Supply Delivery Programme

1. Purpose

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

2. Recommendations

2.1 It is recommended that the Housing and Communities Committee:

- (i) Note the content of the report and the progress made to date in the delivery of the Council's More Homes West Dunbartonshire approach;
- (ii) Approve the undertaking to conduct all necessary procurement exercises for the new identified sites within the Future New Build – West Dunbartonshire Affordable Housing Supply Programme identified in section 4.4 of this report to deliver new council homes;
- (iii) Approve the acquisition of the former Clydebank Health Centre site at the cost of £584,500 from NHS Greater Glasgow and Clyde for the delivery of new Council homes;
- (iv) Note the addition of Gilmour Avenue, Hardgate to the More Homes West Dunbartonshire development programme;
- (v) Note the scaling up of the Council's buyback programme and the actions required to meet this ambition;
- (vi) Note the reduction in housing units within the Pappert development from 27 to 26 and note that this will maintain 112 bedspaces within the development; and
- (vii) Note the success of the Council's Queens Quay housing development which has been shortlisted for the Homes for Scotland Awards, Development of the Year (Large)

3. Background

- 3.1 In West Dunbartonshire the Affordable Housing Supply Programme (AHSP) is delivered through a More Homes West Dunbartonshire strategic approach which has successfully delivered over 1000 new affordable homes in West Dunbartonshire to date and includes the Council's own ambitious New House Building Programme.
- 3.2 The Council's latest practical completion took place at the Queens Quay development in September 2022 delivering 29 new Council homes in a key regeneration area as part of a wider development which has delivered 146 new social rented homes. These are first residential properties to be heated from the Council's Queens Quay District Heating Network. This development has also been shortlisted in the prestigious Homes for Scotland Awards 2023 in the Large Development of the Year category, the award will be presented to the chosen development on 26th May at a ceremony in Edinburgh.
- 3.3 These 29 new homes, are in addition to the completion of the Council's first fully dementia designed development at Creveul Court, Alexandria and other exemplar developments in Haldane, Aitkenbar, Bellmsyre, Dumbarton Harbour and St Andrews, Clydebank. The Council have now completed 12 new build developments since 2013 and are the largest developer of social homes in West Dunbartonshire delivering 496 new homes to date as outlined in Table 1 below:

Table 1: Completed Council New Build

Project	No. of Units	Completion Date
Granville Street (Phase 1), Clydebank	24	July 2013
Miller Road, Alexandria	15	October 2013
Granville Street (Phase 2), Clydebank	9	February 2014
Central Bellsmyre, Dumbarton	36	December 2014
Hillstreet Square, Dumbarton	37	August 2015
Second Avenue, Clydebank	40	April 2018
Creveul Court, Alexandria	22	April 2021
Aitkenbar Primary School	55	July 2021
Haldane Primary School	58	August 2021
St Andrews, Clydebank	126	October 2021
Dumbarton Harbour, Dumbarton	45	December 2021
Queens Quay, Site B, Clydebank	29	August 2022
Totals	496	

- 3.4 The Strategic Housing Investment Plan (SHIP) 2023-2027, 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 2022. The SHIP outline plans to meet the Council Administration's aim of delivering 2500 new affordable and social rented homes over the next 10 years. The Council has recently received positive feedback from the Scottish Government in respect of our recent SHIP.

4. Main Issues

More Homes West Dunbartonshire - Delivery Programme

- 4.1** Building new affordable homes has an important role to play in revitalising local economies and assisting with post-pandemic recovery plans, negating the impacts of the current cost of living crisis and combatting poverty. It is also clear that the need for affordable homes has and will increase in the current ongoing economic environment. Our More Homes West Dunbartonshire approach is an ambitious plan that aims to continue the positive momentum of the delivery of much needed Council homes in West Dunbartonshire and will significantly assist the Council's aim to deliver 2500 new social and affordable homes by 2032.
- 4.2** As the biggest affordable housing developer in West Dunbartonshire, the Council has identified a number of future development sites for new council homes to address existing and new housing need. The design of these homes will further develop, improve and exceed current best practice, providing sustainable homes using innovative technology and delivering on our low carbon ambitions including passivhaus and other net zero carbon opportunities.
- 4.3** The Strategic Housing Investment Plan and HRA Capital Plan outlined the plans the Council have for meeting their new build ambitions. Some of the initial plans were and continue to be impacted as a result of global issues revised new build targets for the Council are outlined below:

Table 2: Council New Build Programme

Site/Developer	Number of Units	Number of Specialist Provision	Est Site Start	Est Completion Date
Clydebank East, Clydebank	88	9	On Site January 2023	Spring 2025
Pappert, Bonhill Alexandria	26	3	Autumn 2023	Winter 2024/25
Willox Park	17	17	Winter 2023/24	Winter 2024/25
Bonhill Gap Sites*	34	4	Winter 2023/24	Winter 2024/25
Bank Street, Alexandria	20	20	Winter 2023/24	Winter 2024/25
Mount Pleasant	19	19	Winter 2023/24	Spring 2025
Queens Quay Site C	100	10	Winter 2023/24	Spring 2025

Clydebank Health Centre*	38	5	Winter 2023/24	Spring 2025
Dennystoun Forge	20	20	Spring 2024	Winter 2024
Clydebank Gap Sites* (Gilmour Avenue)	50	10	Spring 2024	Summer 2025
Buyback Scheme (60 per year)	308	36	2023/24	2027/28
	720 units	153 units		

*Current Planning figures

4.4 Updates for each site are noted below:

Clydebank East:

Works commenced on this development on 23 January 2023, as reported to the Housing and Communities Committee in February 2023 the initial programme is for the remedial works and external drainage, a construction site start is programmed for May/June 2023. The total programme for the works will be 116 weeks.

This development will deliver 88 new homes and has been designed to meet the housing need within the wider West Dunbartonshire area, the table below shows the housing mix:

House Type	Sustainability Standard	Number of New Homes
Wheelchair Bungalow 3bed/4person	Net Zero	3
House 3bed/5person	Net Zero	15
House 4 bed/7person	Net Zero	12
House 4 bed/9 person	Net Zero	8
Cottage Flat 1 bed/2 person	Net Zero	4
Cottage Flat 2 bed/3 person	Net Zero	4
Flat 1 bed/2person	Net Zero	16
Flat 2 bed/4 person	Net Zero	24
Wheelchair Flat 1 bed/2person	Net Zero	2

All houses are designed to the Housing for Various Needs Standard (HfVN). There will be 9 fully Wheelchair (WCH) accessible properties. The 4 and 5 bedroom homes will all have ground floor double bedrooms.

The development at Clydebank East will see the completion of a major housing led regeneration of a key priority area identified in the Local Housing Strategy and will be the Council's first fully zero carbon housing development and marks a significant milestone in our transition to net zero approved at the August 2022 meeting of the Housing and Communities Committee. We will ensure the construction site planned for May/June this year is communicated to all stakeholders.

Pappert, Bonhill

We have reviewed the design proposals for the Pappert development and following an assessment of housing demand information we have maximised the number of the 3 bedroom homes with a ground floor bedroom. While this has the net effect of reducing the number of units in the wider development from 27 to 26, it does not impact on the number of bedspaces within the development.

House Type	Sustainability Standard	Number of New Homes
House 3bed/5 person	Passivhaus	6
House 3bed/5 person	Net Zero	6
House 4bed/6person	Net Zero	4
House 4bed/7person	Net Zero	1
Flat 2bed/3person w/c	Net Zero	3
Flat 1 bed/2person	Net Zero	6

It is anticipated that a planning approval will be granted in August 2023, and a site start in late 2023/early 2024.

Willox Park, Doveholm, Dumbarton

The development of the new homes to be delivered at the former care home site continues within the design phase towards a full planning application. A landscape architect has been procured for the design team, however the appointment of engineering consultants (structural, civil, mechanical and electrical) has been delayed as we were unable to appoint following a recent tendering exercise. Our development timescales have been updated as a result of this setback.

Bonhill Gap Site Strategy

The pre-planning application process has commenced on the development of the 3 separate gap sites which are contained within this wider development. We are in the process of procuring engineering consultants as we move closer to a full planning application.

We have altered some of the initial design plans to incorporate a number of adaptable 6/7 bed homes within the development to meet identified housing need.

Bank Street, Alexandria

The council is currently developing a proposal for 21 sheltered/amenity housing units in partnership with the HSCP. This will include an options appraisal in terms of the existing provision within the local area.

A landscape architect has been procured for the design team and engineering consultants (structural, civil, mechanical and electrical) will be procured shortly.

Mount Pleasant, Old Kilpatrick

The demolition of the former care home at the site completed in December 2022 ahead of schedule.

We have had an initial consultation with the Old Kilpatrick Community Council where we presented our concept of providing housing in a similar style to Creveul Court, Alexandria.

An Employers Agent (NBM) have been appointed for this project, they were previously the EA for the recently completed Queens Quay development. The construction procurement strategy is well advanced and will be implemented following the completion of ongoing site investigations and feasibility studies for the development.

Queens Quay, Site C, Clydebank

The Council has been developing a design to deliver a projected 20 units on this site to complement the housing mix within sites A and B. This development will also be designed to meet low/zero carbon principles and linked to the Queens Quay district heating network

Pre-planning response was received on the 25 February highlighting concern of the WDC development proceeding in isolation. We have adopted a, proactive response to this issue and have developed masterplan diagrams incorporating the surrounding sites and have carried out valuations on the adjacent site to Queens Quay C with a view to purchasing additional land to deliver more affordable housing in the Queens Quay regeneration site. If this is achieved we would seek to develop a mixed tenure approach to any expanded development site. We anticipate discussions with CRL (Clydeside Regeneration Limited) in May to progress the possibility of acquiring this additional land.

Clydebank Health Centre

The Council are continuously looking for opportunities to provide additional new build council homes and this includes through the Scottish Government's trawl process which seeks to utilise public sector land sales for the delivery of key national ambitions which includes the delivery of new homes. The former Clydebank Health Centre in Kilbowie Road, Clydebank was identified through this process and approval was granted to acquire the site from NHS Greater Glasgow and Clyde at the November meeting of the Housing and Communities Committee for £707,400.

However, as reported to the February meeting of the Housing and Communities Committee NHS Greater Glasgow and Clyde chose not to

complete the transaction in financial year 2022/23, instead choosing to conclude the sale of the land in financial year 2023/24. As a result the Council and NHS Greater Glasgow and Clyde reinstructed the District Valuer to revalue the site to allow the acquisition to conclude in 2023/24.

A plan of the area is included as Appendix 1 to this report and has a gross site area which extends to 0.98 ha (2.43 acres). A valuation carried out by the District Valuer in March 2023 placed a valuation of £1.5m for the site. Tripartite discussions involving the Scottish Government, NHS Greater Glasgow and Clyde have revised the previous agreement on a financial assessment on the levels of abnormal costs within the site resulting in an offer of £584,500 subject to Housing and Communities Committee approval.

If approval is granted the transfer will be carried out using the process set out in the Scottish Public Finance Manual - Guidelines for the Transfer of Property within the Scottish Public Sector.

Dennystoun Forge Gypsy/Traveller Site

A submission was made to the Scottish Government for support funding from their Gypsy/Traveller Accommodation Fund for significant improvements to the Dennystoun Forge site, including new energy efficient chalet type accommodation following a consultation exercise with site residents.

However, we were notified that this submission was unsuccessful at this point. We have since engaged the Scottish Government following the outcome of this and have provided additional information to the Scottish Government in support of the application.

In another positive development the Council's Housing Development Officer has been providing support to the tenants within the Dennystoun Forge site to establish a registered tenants association, the absence of a recognised tenants group and ongoing site presence was seen as a relative weakness in terms of the initial submission.

We anticipate that following the new information provided to support our application for funding Scottish Government officials will reassess the application in advanced of the parliamentary recess

Queen Mary Avenue, Clydebank (Clydebank Gap Sites)

The transfer of the site at Queen Mary Avenue, Clydebank with vacant possession at the cost of £140,000 from the Council's General Fund to the Housing Revenue Account for the delivery of new Council homes was approved at the February meeting of the Housing and Communities Committee and has now been concluded. We are preparing a demolition programme to allow the site to be cleared as soon as is practically possible.

Gilmour Avenue, Hardgate (Clydebank Gap Sites)

As part of the wider development of our Clydebank Gap Site strategy we have identified a HRA gap site in the Hardgate area at Gilmour Avenue. The site was previously the location of timber garages on concrete bases. These have long since been demolished and the site has been beset with fly tipping issues for a number of years. We are currently undertaking site investigations, and are proposing to construct 2 semi-detached three bedroom homes at this location. As a result of some of the complexities and the scale of the site we are looking at the potential for a modular construction process. This would be the first of this type of construction within our wider More Homes West Dunbartonshire approach.

Buyback Programme

The Council's buyback programme which incorporates the Mortgage to Rent Scheme purchased 16 new homes to date in 2022/23. A further 4 completed in early April 2023.

In 2023/24 and following approval of the Strategic Housing Investment Plan by the Housing and Communities Committee in November 2022 and subsequently the decision by West Dunbartonshire Council in March 2023 to deliver an enhanced Housing Capital Investment Programme including additional funding for buyback purchases we are now scaling up ambition around our buyback programme. In 2023/24 and in each of the subsequent years up to and including 2027/28 we plan to deliver 60 new homes each year meaning a minimum of 300 new Council homes to meet identified need.

The additional funding that was approved by the West Dunbartonshire Council meeting of 1 March 2023 will target larger family homes to meet this specific need. To meet these defined targets we will add additional resource within the Housing team, and we will also refresh our Buyback Policy. This update policy will be submitted to the meeting of the Housing and Communities Committee in November 2023

- 4.5** The Housing Development Team are continuously looking for opportunities to provide additional new build council homes and will bring any potential site to the Housing and Communities Committee with as much information as possible as part of the regular More Homes update paper.

5. People Implications

- 5.1** An additional Senior Housing Development Officer role is required to deliver the increase and scaling up of the Council's buyback programme. This will be met within the existing resources outlined in Section 6 of this report. We will also review surveying resource within the team.

6. Financial and Procurement Implications

Financial

- 6.1** On 1 March 2023 Council approved the Housing Capital Programme 2023-2028 which saw significant resources committed to the delivery of new council homes in West Dunbartonshire. An expenditure budget of £155m for the affordable housing supply programme is factored into the HRA Capital Programme this will be updated to reflect the income and expenditure highlighted within this report. As it currently stands, it is anticipated that this programme will complete on project life budget.
- 6.2** The acquisition of the Clydebank Health Centre site will be delivered within the approved expenditure budget outlined in paragraph 6.1 of this report. The addition of the Gilmour Avenue is also incorporated within this expenditure budget.
- 6.3** The anticipated updated Affordable Housing Supply Programme grant benchmark assumptions will not be in place from 1 April 2023, and we await clarification from the Scottish Government as to when these will be published and implemented. Notwithstanding the expected increase in benchmark assumptions Housing and Finance Officers will continue to assess the ongoing affordability of future developments within the context of the Housing Revenue Account Business Plan.

Procurement

- 6.3** All new development sites will be subject to new detailed procurement strategies and the opportunities highlighted with 4.4 of this report will continue to be prioritised.
- 6.4** Where the contract award is less than £213,000, authority is delegated to the Chief Officer in consultation with the Procurement Manager to instruct the award of contracts for the planned revenue and capital spend detailed in this report to suppliers providing the most economically advantageous offer to the Council.
- 6.5** All procurement activity carried out by the Council in excess of £2m is subject to a contract strategy. The contract strategy for new housing development within the HRA Capital Programme will be developed by the Corporate Procurement Unit in consultation with Housing Development Officers. The contract strategy will include, but is not limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management. Opportunities to maximise the positive social, economic and environmental impact for the

Council through the relevant procurement processes will be developed in line with procurement policy.

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 in our current contract arrangements within the Scottish Procurement Alliance (SPA) framework and Scotland Excel.

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 previous 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. In addition, there was positive support for the wider delivery of new build housing as part of the recent Local Housing Strategy. 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 strategic priorities.

Peter Barry
Chief Officer, Housing and Employability
Date: 18 April 2023

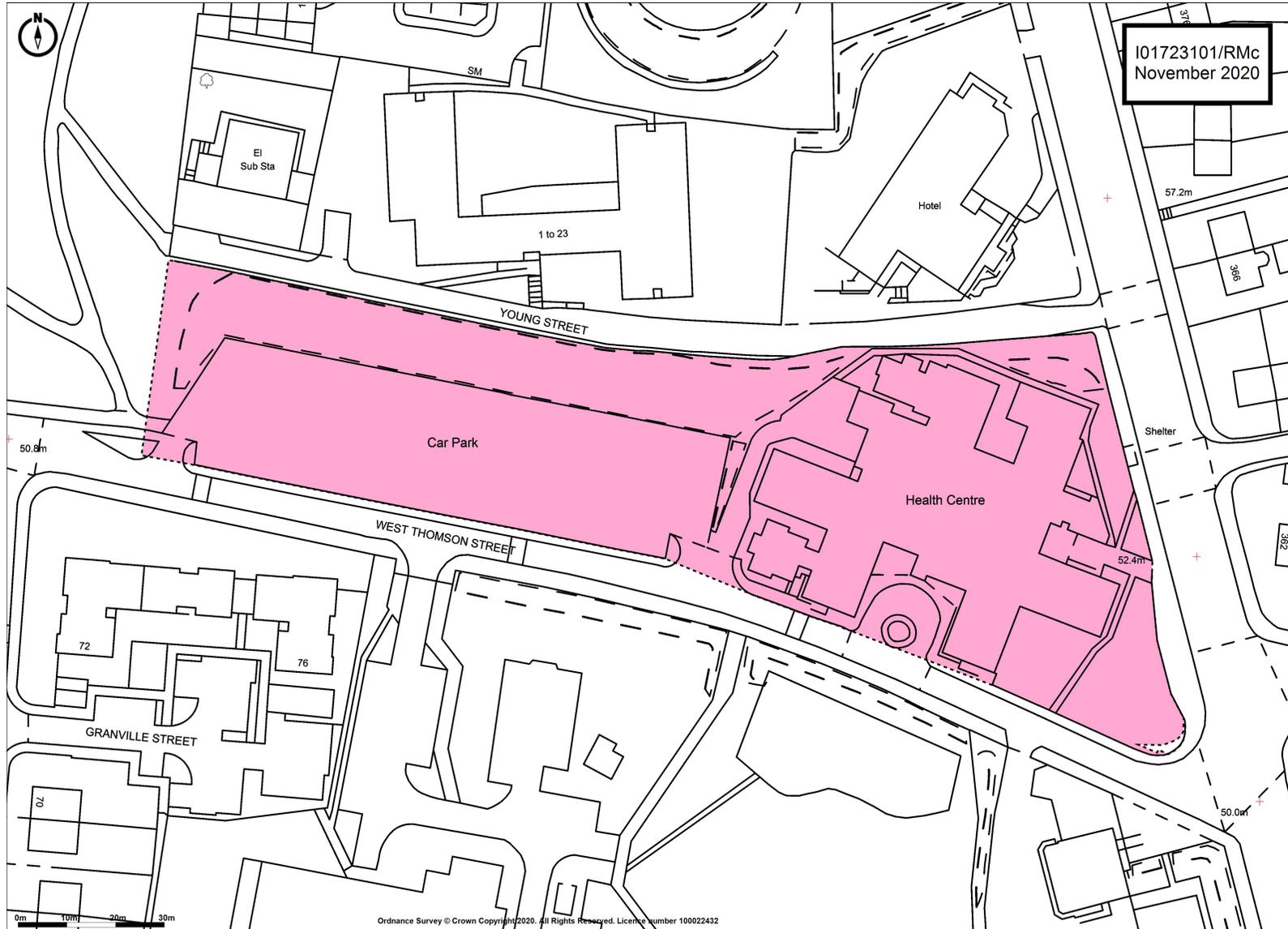
Person to Contact: John Kerr – Housing Development and Homelessness Manager, Housing Development and Homelessness Team, Housing and Employability, telephone: 07793717981, email: john.kerr@west-dunbarton.gov.uk

Appendices: 1. Clydebank Health Centre site plan

Background Papers: West Dunbartonshire Council's Local Housing Strategy
Local Housing Strategy, Health Inequalities Impact Assessment
DVS Valuation Report Development Site:
Clydebank Health Centre

Wards Affected: All

CLYDEBANK HEALTH CENTRE, KILBOWIE ROAD, CLYDEBANK, DUNBARTONSHIRE, G81 2TQ **PLAN 1**



WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Housing and Employability****Housing and Communities Committee: 3 May 2023**

Subject: Willox Park Sheltered Housing Complex**1 Purpose**

- 1.1** This purpose of this report is to provide the Housing and Communities Committee an update on the action we are taking to understand the damp and mould problems experienced by the tenants at Willox Park, Dumbarton and also the delivery of a wider masterplan approach to the future provision of sheltered housing within the location.

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 carrying out initial surveys and approve spend for future surveys and required works at Willox Park sheltered housing complex; and
 - (ii) Note that a report will be provided to the November meeting of the Housing and Communities Committee following consultation with the tenants on future housing provision within the location.

3 Background

- 3.1** Willox Park comprises 36 terraced bungalows offering sheltered housing in Dumbarton. It was built in the 1960s and is typical of the building and space standards of that time. Whilst the tenants like having their own front doors and a little outside space the internal layout is not conducive to easy living for those with limited mobility.
- 3.2** The existing homes have received replacement roof and external wall insulation over the last twenty years alongside investment in kitchens, bathrooms and windows.
- 3.3** However, tenants have complained of dampness and draughts. Following initial inspections, it was agreed that specialist advice was needed and we instructed several in-depth specialist surveys at an empty property which meant we did not need to disrupt or decant any tenants to carry out these intrusive and detailed surveys.

3.4 A number of actions were approved by the February meeting of the Housing and Communities Committee around steps being taken to investigate the issues highlighted and an update in progress is provided in Section 4 of this report.

4 Main Issues

4.1 Invasive damp surveys

Three tenants within Willox Park have now volunteered to participate in the more invasive specialist damp surveys. We have now agreed terms and conditions with the contractor and these are due to commence in May. The outcome of these surveys will be known in early June and any required actions will be undertaken on receipt of the survey report by the appropriate officers within the Housing Service.

4.2 Non-invasive damp surveys

In advance of the invasive surveys, the Council had hoped to have carried out a non-invasive damp survey to all the remaining properties within Willox Park, these were intended to provide a degree of assurance for all tenants. While, we have identified a specialist surveyor contractor to carry out these surveys. The formal appointment had been delayed due to terms and conditions being agreed. However, these have now been agreed and these intended surveys will be completed within similar timescales to the more invasive surveys being carried out as highlighted in 4.1 above.

4.3 New build update

The development of the new homes to be delivered at the former care home site continues within the design phase towards a full planning application. A landscape architect has been procured for the design team, however the appointment of engineering consultants (structural, civil, mechanical and electrical) has been delayed as we were unable to appoint following a recent tendering exercise. Our development timescales have been updated as a result of this setback and the development is scheduled to complete in Winter 2024/25.

4.4 Enhanced fire safety

It was highlighted to the February meeting of the Housing and Communities Committee in February 2023 that following our regular Fire Risk Assessment of the properties that actions were proposed to improve the compartmentalisation between the properties, amongst other changes such as locations of the bin.

4.5 Our appointed consultants have now prepared an option to improve compartmentalisation but due to complexities and liabilities of providing fire safety advice we are clarifying with their legal and insurance teams the required caveats before this will be enacted. In the meantime, the Housing

Operation team is identifying more suitable waste solutions for the homes and these will be agreed with tenants.

- 4.6** The works identified within this report will support and inform our existing Housing Asset Management information and this will be used to develop a future Willox Plan masterplan which will identify future housing investment in the Willox park sheltered housing complex. It is intended that following a full consultative period with the existing tenants a report will be provided to the Housing and Communities Committee in November 2023.

5 People Implications

- 5.1** There are no new people implications for this report. It should be referenced however that because of the demographic of the tenant population staff resource from the Housing Development and Housing Operations Teams will be required to be prioritised to support this and this may impact on other functions and priority workstreams.

6 Financial & Procurement Implications

- 6.1** The surveys and additional consultancy advice required to build a detailed picture of the homes have been budgeted for and likewise repairs and maintenance works will come from the appropriate budgets. However, once the survey findings and recommendations, including likely some indicative costings, are received we will carry out an asset management options analysis to ensure we are achieving value for money for these properties.
- 6.2** The suspension of lettings approved in February 2023 will result in lost rental income and this has been factored into void rent loss assumptions made within the Housing Revenue Account budget covering 2023/24. Should any properties become vacant this may provide a number of benefits namely it will allow the Council the potential to carry out further surveys or decant existing tenants into another property in the complex while any required work is completed to their home.

Procurement

- 6.3** We have procured our consultants to date through the appropriate competitive bids process and will continue to do so to ensure that we get the correct balance between quality and price to ensure value for money for the Council.
- 6.4** Where the contract award is less than £213,000, authority is delegated to the Chief Officer in consultation with the Procurement Manager to instruct the award of contracts for the planned revenue and capital spend detailed in this report to suppliers providing the most economically advantageous offer to the Council.
- 6.5** All procurement activity carried out by the Council in excess of £2m is subject to a contract strategy. The contract strategy for new housing development within the HRA Capital Programme will be developed by the

Corporate Procurement Unit in consultation with Housing Development Officers. The contract strategy will include, but is not limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management. Opportunities to maximise the positive social, economic and environmental impact for the Council through the relevant procurement processes will be developed in line with procurement policy.

7 Risk Analysis

- 7.1 We maintain risk registers for each project which highlights the risk within and out-with the project team's control. These are maintained and adjusted on an on-going basis.

8 Equalities Impact Assessment

- 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 We have worked to keep tenants up-to-date with the survey findings and next steps utilising newsletters, letters and the housing officer. The Tenants and Residents Association at Willox Park is actively involved in tracking the processes and have been heavily involved in the consultation for the new build element of the complex.

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. Having considered all the Council's strategic priorities, this report and the provision of new supply social housing for rent contributes greatly to all strategic priorities.

Peter Barry
Chief Officer, Housing and Employability
Date: 18 April 2023

Person to Contact: John Kerr – Housing Development and Homelessness Manager, Housing Development and Homelessness Team, telephone: 07793717981, email: john.kerr@west-dunbarton.gov.uk

Appendices: None

Background Papers: None

Wards Affected: Ward 3

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer –Housing and Employability****Housing and Communities Committee: 3 May 2023**

Subject: Enhanced Standards for Multi Storey Living – A strategy for enhancing the experience of living in a multi storey home in West Dunbartonshire 2023/28

1. Purpose

1.1 The purpose of this report is to provide the Housing and Communities Committee with an update on the recent resident consultation which gathered ideas on how to enhance our 19 multi storey homes and seek approval to implement a strategy to enhance living standards in these homes by delivering a number of improvement actions.

2. Recommendations

2.1 It is recommended that the Housing and Communities Committee:

- (i) note the contents of this report and the feedback received from current and future tenants regarding their experiences of living in our multi storey flat homes across the local authority area; and
- (ii) approve the strategic approach outlined with the Strategy document and improvement action plan developed to address the findings of the consultative exercise; and
- (iii) instruct the Chief Officer Housing and Employability to fully implement the strategy and associated action plan;

3. Background

3.1 West Dunbartonshire Council have 19 multi storey blocks of flats containing 1,232 homes. The blocks contain one, two and three bedroom flats. The blocks were built in the 1960s using concrete panels and were insulated and received new double glazing between 2010 and 2015 to make the homes more energy efficient. Apart from the three blocks at Littleholm, which are connected to the gas network, the remaining blocks use electric storage heaters as their main form of heating.

3.2 All blocks with the exception of one block are mixed tenure, while the Council is the majority owner in each of the blocks, the presence of owner occupiers and private landlords' means any major works have got to be agreed by all parties.

3.3 The homes are now around 60 years old and we have committed to review investment to ensure that we are putting in place the appropriate resource to enable them to continue to be attractive homes which contribute positively to our communities.

3.4 Indeed, the recent resident survey showed that residents liked the views and the generous sizes and storage space offered by the flats, however the survey also offered up numerous areas for improvement which this survey will look to take forward. In the appendixes of this paper there is a report detailing the survey findings in detail.

4. Main Issues

4.1 Consultation

We surveyed residents using survey monkey for 12 weeks between October and December 2022. We received a good response from all blocks and the residents have provided us with a clear steer in terms of what they would like to see improved in their home and block.

4.2 A challenge which emerged from the consultation findings is that many of the improvements people would like do not represent an enhanced living standard but are planned investment through the Housing Capital Investment Programme. For example, similarly to the recent rent consultation exercises kitchens and bathroom renewals and heating upgrades figured high in terms of priorities within the responses.

4.3 We also surveyed those on the Council housing waiting list and 40% of those who responded indicated that they would like to live in a multi storey flat and provided improvement suggestions, many of which aligned with what tenants would like to see such as improved estate management of the blocks.

4.4 Identifying priorities and creating an action plan

Taking the survey findings we identified key themes across the blocks which will form the overarching structure of the wider strategic approach and action plan. These tackle the common requests from our residents such as improving heating and hot water and deep cleaning and reimagining the common areas.

4.5 The wider approach will continue to be developed with tenants and residents to ensure that they reflect the needs of each block. As we have also reviewed findings on a block by block basis to ensure that we are identifying block specific requests and these can be captured within the wider strategic approach to enhance the living standards in all our multi story flats across West Dunbartonshire.

4.6 An improvement action plan has been developed to deliver the enhanced standards and this is attached as Appendix 1a of this report.

5. People Implications

5.1 A Senior Housing Development Officer will be tasked with effective project management to deliver the strategic aims contained within the strategy document and associated action plan. In addition, developing appropriate

service responses in areas where improvements actions have been identified will be managed from within existing resources within the Housing Revenue Account.

6. Financial and Procurement Implications

6.1 Financial

On 1 March 2023 Council approved the Housing Capital Programme 2023-2028 which committed resources of £4.25m to deliver an enhanced standard for multi storey living within the HRA Capital Programme. Housing and Finance Officers will continue to assess the ongoing affordability of future developments within the context of the Housing Revenue Account Business Plan.

Procurement

6.2 Where any contract award is less than £213,000 to deliver this strategy, authority is delegated to the Chief Officer, Housing and Employability in consultation with the Procurement Manager to instruct the award of contracts for the planned revenue and capital spend detailed in this report to suppliers providing the most economically advantageous offer to the Council.

6.5 All procurement activity carried out by the Council in excess of £2m is subject to a contract strategy. The contract strategy for new housing development within the HRA Capital Programme will be developed by the Corporate Procurement Unit in consultation with Housing Development Officers. The contract strategy will include, but is not limited to; contract scope, service forward plan, the market, procurement model and routes – including existing delivery vehicles, roles and responsibilities, risks, issues and opportunities and on-going contract management. Opportunities to maximise the positive social, economic and environmental impact for the Council through the relevant procurement processes will be developed in line with procurement policy.

7. Risk Analysis

7.1 There is a risk that failure to invest strategically in our multi storey flats will have a negative impact on their ongoing viability and in turn would lead to a loss of rental income and could potentially impact on the ongoing sustainability of the HRA Business Plan. In addition an ineffective approach to strategic asset management of our housing stock would attract an adverse reaction from the Scottish Housing Regulator.

7.2 We maintain risk registers for each project which highlights the risk within and out-with the project team's control. These are maintained and adjusted on an on-going basis.

8. Equalities Impact Assessment (EIA)

8.1 An EIA screening has been undertaken by officers and no issues were identified.

9. Consultation

9.1 As above, we carried out a 12 week consultative exercise and received a good response from residents and those on the waiting list. We will continue to develop the plans in conjunction with tenants and residents as we further develop a wider investment programme and a monitoring framework.

10. Strategic Assessment

10.1 The proposals contained in this report directly address all of the Council's strategic priorities. The investment in, and provision of attractive affordable housing will also indirectly support the objective of economic growth and employability through supporting employment and improving place attractiveness.

Peter Barry
Chief Officer, Housing and Employability

Date: 18 April 2023

Person to Contact: John Kerr – Housing Development and Homelessness Manager, Housing Development and Homelessness, Housing and Employability, telephone: 07793717981, email: John.Kerr@west-dunbarton.gov.uk

Appendices: Appendix 1/1a: Enhanced Living Standards Strategy and Improvement Action Plan

Background Papers: EIA. March 2023
Survey findings report, Housing Development 2022

Wards Affected: All



ENHANCED MULTI STOREY LIVING

A STRATEGY FOR ENHACING THE
EXPERIENCE OF LIVING IN A MULTI
STOREY FLAT IN WEST DUNBARTONSHIRE
2023/28

ABSTRACT

Our multi storey blocks are now over 50 years old and we want to prepare these homes for the future to ensure they offer an attractive place to live where communities can flourish.

Housing Development
Spring 2023

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Executive Summary

Consultation

We surveyed residents using survey monkey for 12 weeks between October and December 2022. We received a good response from all blocks and the residents have provided us with a clear steer in terms of what they would like to see improved in their home and block.

A challenge which emerged from the consultation findings is that many of the improvements people would like do not represent an enhanced living standard but are planned investment through the Housing Capital Investment Programme. For example, similarly to the recent rent consultation exercises kitchens and bathroom renewals and heating upgrades figured high in terms of priorities within the responses.

We also surveyed those on the Council housing waiting list and 40% of those who responded indicated that they would like to live in a multi storey flat and provided improvement suggestions, many of which aligned with what tenants would like to see such as improved estate management of the blocks.

Fire Safety

Fire safety is non-negotiable and has not been subject of community consultation. We currently have a tender out to procure refreshed fire risk assessments and expect to action some enhanced safety measures as a result of the findings. This scale of FRA needs to be completed by

external consultants but the internal H&S team have been, and will continue to be, involved in ensuring our homes are compliant with the required standards.

This strategic fire safety investment will be supported by day to day fire safety delivered by the Caretaking and Building Services team which ensure that there are no obstacles on the common areas and all fire doors operate as they should for example.

Asset Investment

Our multi storey blocks are now over 50 years old and require ongoing investment to ensure that they remain fit for the future. There is a need to balance in-property investment, which will continue, such as kitchens and bathrooms with whole block investment such as energy efficiency, heating, roofs, windows and lifts.

We will as part of the next steps of this strategy, and in response to survey findings:

Scope and procure building fabric surveys for all blocks.

Residents highlighted issues with dampness, mould and poor ventilation. We need to understand the cause. These surveys will also provide a foundation for future investment for example in energy efficiency measures by assessing the performance of the external wall insulation and windows.

Install damp and mould sensors in tenanted properties as a priority

Damp and mould and sensors will help tenants maintain a healthy home whilst providing us with information about which homes are experiencing problems so we can take action to help.

This will support the building fabric surveys by highlighting where problems are and helping us to target repairs.

We will carry out a heating and hot water options appraisal for all blocks

Residents, particularly with electric storage heaters, expressed dissatisfaction with their heating systems and it is important that we review the heating and hot water to ensure that it complies with our fuel poverty and climate change ambitions.

Install Connected Response smart switches in tenanted properties to improve tenant experience of electric storage heaters.

Residents with electric storage heating told us the heating and hot water was expensive and was not available when needed e.g. evenings due to overnight charging periods.

These smart switches will give tenants more control over their heating and hot water and allow them to access better off peak tariffs.

Review asset investment in kitchens, bathrooms and windows

Residents expressed a wish for upgraded kitchens and bathrooms,

including the installation of showers instead of baths. We will investigate our asset investment in the flats to ensure it is meeting cyclical requirements.

Pilot noise insulation in homes (initially void properties)

Whilst some noise is to be expected we will pilot noise insulation options either in void properties in partnership with residents.

Future proofing for our homes

In addition to making homes more energy efficient we need to prepare our homes for the future in terms of technology such a smart home technology. Some residents highlighted in the survey that they struggle to certain internet based tech such as smart meters and Sky services.

Improve Wi-Fi choice in the blocks

We are not responsible for utilities such as WIFI but we will investigate means to improve tenant choice and WIFI connection speed and on opportunities to become more involved.

Common spaces (foyers, landings and CCTV)

The common areas of a block of flats represent first impressions but also receive a lot of traffic from residents and their friends, family, delivery and trades people. It is clear from the survey findings that residents would like to see these spaces improved.

Scope and procure a deep clean contract for all the blocks on a 2 year pilot basis initially

One of the clearest asks from residents were that closes and common areas were cleaner. The caretakers on site do clean the buildings daily but they have a number of other responsibilities and it is apparent that residents would like this to be enhanced.

We will arrange for blocks to be deep cleaned multiple times per year, and review to ensure that it is meeting resident expectations.

Investigate options to refurbish foyers and closes

Foyers and closes are high traffic areas which also provide the vital first impression of a home and residents identified refurbishment as a priority alongside improvements to stores and laundry. It was also noted by residents that signage could be clearer and improved e.g. block names, flat and floor numbers.

Scope works contract for CCTV and emergency lighting

In addition to refurbishing common areas, residents expressed ambitions for improved CCTV coverage and lighting in their blocks to make them feel safer and discourage ASB.

We will also review the intercom systems, which are an important means of controlling who is coming and going in the building.

Green space and amenity offer

The Covid-19 pandemic has highlighted how important local green spaces and amenities such as shops are to our communities. Generally, our residents were happy with the level of amenity offered by our blocks with many commenting on the ease of access to shops and green spaces were attributes they liked about their home.

Develop, in conjunction with residents, plans to improve the immediate greenspace/ parking around their blocks.

Residents expressed ambition to improve their immediate greenspace or parking but each block has specific needs so this will need to be developed in conjunction with residents.

Waste & opportunities for recycling

As the council works to deliver its Climate Change Strategy and achieve national targets around reducing waste sent to landfill, helping all residents but particularly those living in flats to reduce their waste and recycle as much as they can is vitally important. Currently all the multi storey blocks of flats are serviced by a central bin chute. This does not separate waste and is instead taken to landfill.

Instigate a working group to improve waste management and investigate new solutions

The bin chutes in the flats whilst convenient were identified in the

survey as being smelly, noisy and susceptible to blocking. We will form a working group to review waste management for the multi storey blocks.

Supply more recycling bins to the multi storey blocks

Residents at a number of blocks expressed a desire for more recycling facilities. We will work with the waste team to supply additional recycling bins for residents. This may require investment in bin stores or similar to ensure they are housed safely.

Management

Multi storey flats offer a comparatively dense form of housing and whilst this often brings benefits such as sustaining demand for local shops and bus services, it does mean that everyone is living in quite close proximity of one another which can

bring complaints for example noise or smells.

Review housing management policies in relation to resident identified areas of concern such as laundry etiquette, ASB, dogs.

The behaviours of other residents were identified as a major source of dissatisfaction amongst residents. Whilst we cannot control individuals, we can work to encourage respectful behaviour through management and policy.

We will review our policies and utilise communication methods to remind residents of our policies such as how to report ASB and the lift protocol. Some reviews may require some investment such as controlled access to laundry rooms or the introduction of additional staff present at all times.

About our multi storey blocks of flats

- West Dunbartonshire Council have 19 multi storey blocks of flats and contained within these blocks are 1,232 homes.
- The blocks contain one, two and three bedroom flats, some blocks contain a mix but some contain only two bedroom homes.
- All bar one of the blocks are mixed tenure meaning that WDC own some, often the majority, but owner occupiers and private landlords own the remaining share.
- The blocks were built in the 1960s using concrete panels and were insulated and received new double glazing between 2010 & 2015 to make the homes more energy efficient.
- Apart from the three blocks at Littleholm (which are connected to the gas network) and Mountblow House (which has a communal system) the remaining blocks use electric storage heaters as their main form of heating.

Background to the strategy

In 2021 we carried out consultation for our current Local Housing Strategy (2022-2027). We surveyed residents of West Dunbartonshire and received feedback unprompted about the multi-storey flats.

Some people feedback that they thought should be used to house elderly people some people thought they shouldn't, some people thought children shouldn't live in them meanwhile others thought they should, and some people thought they needed investment. West Dunbartonshire Council, acknowledge this feedback and have committed to reviewing our multi-storey stock and looking to enhance what these properties offer our current and future residents.

Using our asset management database we reviewed these properties against a number of criteria including number of voids, number of refusals and cost of repairs. This approach highlights that from an asset management perspective these homes are performing satisfactory but could perform better. Therefore, we also need to ensure that they represent value for money for our HRA long term.

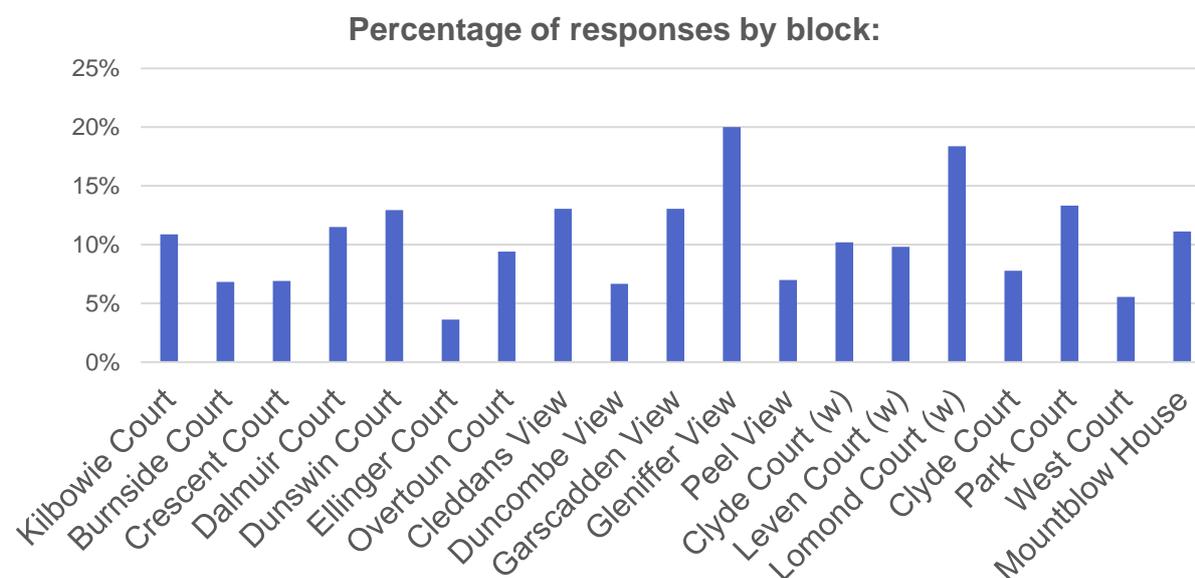
We also note that in the period since Grenfell (2017) multi-storey blocks have been subject to increased scrutiny and concern and it is vital that these homes are as fire safe as any other home and are known to be so.

Ultimately, our goal is to ensure that these homes are popular to live in and people who live there feel and desire to stay there a long time and become part of the community.

Consultation

We surveyed residents using survey monkey for 12 weeks between October and December 2022. We received a good response from all blocks, as demonstrated by the chart below, which shows the number of responses as a percent of the total flats in each block. The residents have provided us with a clear steer in terms of what they would like to see improved in their home and block and their constructive feedback is greatly appreciated.

Chart 1: Chart showing the percentage of response by block



Source: Enhanced multis living survey 2022

A full summary report of the survey findings are available as an appendix to this strategy and it highlights that there were a number of positive elements for residents living in the blocks including the neighbours, the size of flats, their layout and storage and unsurprisingly for many – the view.

Residents also put forward a number of suggestions for how to enhance their homes and these have formed the basis for this strategy and action plan. However, it should be noted that a challenge which has emerged from the consultation findings is that many of the enhancements people do not represent an enhanced living standard but are planned investment through the Housing Capital Investment Programme.

We also surveyed those on the waiting list and whilst some people expressed a dislike of the multis, 40% said they would like to live there and provided suggestions for how to improve the books, many of which aligned with what residents would like to see for example cleaner blocks and improved surrounding.

Fire safety

Since the Grenfell tragedy in 2017 increased focus has rightly been on fire safety in taller buildings, particularly those which have been insulated with certain types of insulation. Therefore it is imperative that we assure our residents and communities that we have sufficient fire safety policies and protocols in place for these homes.

We have continued to monitor the recommendations and guidance that has emerged and worked with the Scottish Government's specialist team. The insulation which we installed in our blocks has been found to be in compliance with building standards at the time and does not have the same attributes as the insulation which has caused concern elsewhere. However, we continue to keep it under review because frankly it is too important not to.

As a result of this strategy, we intend to review the key protocols and practices that will help us ensure that these homes are as safe as any other.

Day to day fire safety

Responsible premises officer:

This person is the key point of contact within WDC for all aspects of health and safety within the blocks. They are responsible for ensuring that all checks are completed and concerns dealt with.

They are also responsible for liaising with Scottish Fire and Rescue and any concerns they may raise. Scottish Fire and Rescue visit the blocks regularly and inspect various elements such as fire doors and report back to WDC as factor and landlord any actions which need to be taken.

Caretakers:

Each block has a caretaker who is on site daily, in addition to duties such as cleaning the caretakers are responsible for ensuring all landings and stairwells are clear of obstructions and reporting any issues for example broken fire doors to repairs and maintenance.

Repairs and maintenance specialist team:

We are trialling a new specialist team utilising the contractor who supply and maintain the fire doors, who will survey the blocks and organise repairs. The trial started in August 2022 and we will keep this under review.

Fire Risk Assessments:

Fire risk assessments (FRAs) are standard assessments which are required for some types of residential accommodation such as multi-storey blocks. They need to be undertaken and reviewed regularly. We last had FRAs undertaken on the multi-storey blocks in 2017.

The guidance for FRAs has been updated and we are looking to get refreshed assessments undertaken, these are currently out for procurement. We would also like to supplement this with some fire engineering advice to ensure we have all required information to support our long term fire safety in the blocks.

As part of the procurement strategy we considered various options and engagement with the H&S team found that they did not have the capacity to carry out this scale of FRA and thus it was agreed that these would be completed by external consultants, who can also provide us with the specialist fire engineering advice.

However, the internal H&S team have been, and will continue to be, involved in procuring and overseeing the appointment of consultants to complete FRAs and they will help us maintain our documentation going forward which in turn will help ensure our homes are compliant with the required standards.

Action: Carry out refreshed fire risk assessments for all blocks and action any identified safety enhancements.

Asset investment

Surveys

The blocks were built in the 1960s of concrete panels and are now nearing 60 years old consequently it is important that we survey the fabric to ensure they are in good condition. The need for these building fabric survey was highlight by residents who complained about dampness, mould and poor ventilation alongside issues with drainage.

We need to understand the cause of these problems and target any remediation works. Having quality building fabric information will also provide a foundation for future investment, for example by enabling us to enhance the energy efficiency of the homes which was also identified as a priority by residents.

Action: Scope and procure building fabric surveys for all blocks.

Action: Install damp and mould sensors in tenanted properties as a priority

In the meantime, we recommend installing damp and mould sensors in all tenanted multi storey homes. These sensors will help tenants maintain a healthy home whilst providing us with information about which homes are experiencing problems so we can take action to help. This will support the building fabric survey. As per the capital programme paper, we ask that multi storey properties are prioritised.

Energy efficiency improvements

Our multi storey homes have already received external wall insulation (EWI) between 2010 and 2014 but residents expressed an ambition for this to be enhanced. However, the heating and hot water systems in the multistoreys were one of the

resident's main gripes with many citing the costs of heating their home and the lack of flexibility due to the current typically overnight charging methods. This was applicable to those blocks which have electric storage heaters.

Action: We will carry out a heating and hot water options appraisal for all blocks

For some blocks of flats (Littleholm and Dalmuir) the preferred heating replacement will be connect them to the Queens Quay district heating system. A business case to establish costs for this is being worked on by the team at WDC responsible for the district heating. This would offer these residents a low carbon and efficient heating system.

For the remaining blocks other options will be investigated, the scale of multi storey flats offers an opportunity for communal or shared systems and these will be investigated.

A heating and hot water options appraisal will take time and technology is evolving but all options should be considered for example ground source heat pumps, air source heat pumps and modern electric storage heaters.

In the meantime we recommend extending the Connected Response pilot to include all tenanted properties with electric storage heating in the multis. These smart heating and hot water controls move users off the radio tele switch and onto a digital one which gives more control over charging which in turns allows users to access better tariffs and get smart meters. This can help residents use their systems more efficiently with the potential of saving money and energy.

Action: Install Connected Response smart switches in tenanted properties to improve tenant experience of electric storage heaters.

Lifts

Lifts are a crucial element of life in a multi storey block and are an attractive feature compared to tenement blocks which do not have lifts to any floors. However, when lifts breakdown this is understandably problematic for residents.

Therefore we are working to ensure that when lifts break they are out of action for as short a time as possible and all residents are communicated with regarding timescales as quickly as possible. Our recent survey highlighted the importance of communication and speedy repairs for residents.

Breakdown policy

The Council have recently introduced a new lift breakdown policy for alerting residents and residents when one or more lift in their block is down. This policy will be supplemented with text messages with residents and residents to update them in real time to timescales regarding repairs.

Long term strategy

Lifts in our blocks have a maintenance cycle which sees them checked annually by our appointed contractor. The same contractor also responds to and repairs any issues with the lifts when they breakdown. To assist this contractor, the repairs and maintenance team have been reviewing frequent repairs to try and identify and keep in stock commonly needed parts.

Kitchens and bathrooms

The recent survey highlighted the importance of kitchen and bathroom upgrades for residents. This is something they have requested to enhance their home and as such as will review our asset investment programme for kitchens and bathrooms to make sure these are being updated within appropriate timescales.

Action: Review asset investment in kitchens, bathrooms and windows

Noise insulation pilot

Whilst some noise is to be expected we will pilot noise insulation options either in void properties or in partnership with residents. If successful then the pilot could be extended to more homes in the blocks to help deal with noise transfer between homes.

Action: Pilot noise insulation in homes (initially void properties)

WIFI

As our homes become smarter and more systems look to utilise internet it is important we ensure that our multis have excellent connectivity to enable both ourselves and residents to utilise smart home devices.

Our recent survey highlighted that some residents have frustrations with their current options for Wi-Fi and TV for example not being able to get certain types of Sky or a smart meter. Whilst we are not responsible for utilities we will investigate if there are steps we could take to help improve options for our residents and the possibility of becoming more involved in the provision.

Action: Investigate improving Wi-Fi choice in the blocks

Outcome:

Ongoing investment in our homes is important and procuring building fabric surveys will provide the foundation for future investments which our residents have highlighted as important to them such as heating, hot water and energy efficiency enhancements.

In the meantime the installation of damp and mould sensors will empower our tenants to manage the moisture in their homes whilst providing us with data on moisture in our homes to help us take targeted action to tackle it.

Similarly, the connected response switches offer an opportunity to improve the storage heaters and hot water systems by changes residents over to digital switches which unlocks the option of better off peak tariffs and smart meters.

The pilot of noise insulation options in void properties and in conjunction with residents will help us trial building fabric measures to improve noise between properties.

Common spaces (lobbies, landings and cleaning)

The common areas of a block of flats represent first impressions but also receive a lot of traffic from residents and their friends, family, delivery and trades people. It is clear from the survey findings that residents would like to see these spaces improved.

Refurbish common spaces

On the biggest asks from residents was to refurbish the common areas alongside improvement to laundries (where available), store rooms and signage all of which combine to make a more attractive and welcome first impression. Ultimately this will need to be developed with residents but the initial scoping works will seek to understand possible improvements based upon initial suggestions.

Action: Investigate options to refurbish foyers and closes

Deep cleaning of closes, landings and foyers

Residents expressed an ambition for closes and foyers to be cleaner and suggested that deep cleans would be beneficial. We will pilot deep cleaning the common areas of the blocks a couple of times per year and review if this improves satisfaction. Caretakers will still be responsible for day to day cleaning.

Action: Scope and procure a deep clean contract for all the blocks on a 2 year pilot basis initially

Enhanced CCTV and emergency lighting

In addition to refurbishing and deep cleaning common areas, residents expressed ambitions for improved CCTV coverage and lighting in their blocks to make them feel safer and discourage ASB. Initial discussions with colleagues in consultancy services suggests that this will require a specialist design and build contract to supply and fit these systems safely and thus it may benefit from being tied into other works such foyer refurbishment.

Action: Scope works contract for CCTV and emergency lighting

Outcome:

Combined these enhancements offer the potential to improve the common spaces in our blocks which our residents have told us are important to them. The caretakers will continue to be responsible for keeping the common areas clean on a day to day basis alongside reporting any repairs needed to the fire doors and ensuring that any rubbish is removed but the actions identified here seek to enhance the existing offer.

Surrounding green space and amenities

The recent Covid -19 pandemic has highlighted to many of us the value in our local green spaces and parks, whilst residents of multi storey flats do not have their own gardens or balconies many of the blocks have nearby grassed and green spaces or are nearby sources of water such as canals and the River Clyde.

Indeed many of those responding to our survey highlighted the amenities near their flats as one of their top attributes of their homes. Tenants mentioned access to the shops, transport links, sport facilities and parks as very important to them.

Looking to the immediate area around their homes many of the residents have suggested that the areas around their homes could be improved for example by creating spaces to sit, tidying it up, providing children's play spaces or increasing, or improving, parking provision. Each block has specific needs so this will be developed in conjunction with residents.

Action: Develop in conjunction with residents plans to improve the immediate greenspace/ parking around their blocks.

Waste Strategy

As the council works to deliver its Climate Change Strategy and achieve national targets around reducing waste sent to landfill, helping all residents and particularly those living in flats to reduce their waste and recycle as much as they can is vitally important. Currently all the multi storey blocks of flats are serviced by a central bin chute. This does not separate waste and is instead taken to landfill. The bin chutes in the flats whilst convenient were identified in the survey as being smelly, noisy and susceptible to blocking.

We have formed a working group which will consider various options for improving waste management within the blocks with an emphasis on making it easier to recycle. For example, we will work with the waste team to supply additional recycling bins for tenants in the first instance because many residents told us they didn't have them or there weren't enough. This may require investment in bin stores or similar to ensure they are housed safely.

Action: Instigate a working group to improve waste management and investigate new solutions

Action: Supply more recycling bins to the multi storey blocks

Management

Multi storey flats offer a comparatively dense form of housing and whilst this often brings benefits such as sustaining demand for local shops and bus services, it does mean that everyone is living in quite close proximity of one another which can bring complaints for example noise or smells.

The behaviours of other residents were identified as the source of dissatisfaction amongst residents. Whilst we cannot control individuals, we can work to encourage respectful behaviour through management and policy.

We will review our policies and utilise communication methods to remind residents of our policies such as how to report ASB and the lift protocol. Some reviews may require some investment such as controlled access to laundry rooms or additional staff during evenings and weekends.

Action: Review housing management policies in relation to resident identified areas of concern such as laundry etiquette, ASB, dogs.

Action	Reason:	Outcome:
Carry out refreshed fire risk assessments for all blocks and action any identified safety enhancements.	It is vital our homes are compliant with fire safety standards.	We will receive the current FRAs this year 2023 and it is important that we action any identified enhancements, potentially as part of wider works programme, as soon as possible.
Scope and procure building fabric surveys for all blocks.	Residents complained about dampness, mould and poor ventilation. We need to understand the cause. They will also provide a foundation for future investment.	The survey will give us detailed information about the building fabric of our homes and allow us to target any repairs or remediation.
Install damp and mould sensors in tenanted properties as a priority	Damp and mould and sensors will help tenants maintain a healthy home whilst providing us with information about which homes are experiencing problems so we can take action to help.	Tenants will be empowered to manage moisture in their homes and we will have information about homes experiencing problems with ventilation. This will support the building fabric survey. As per the capital programme paper, we ask that multi storey properties are prioritised.
We will carry out a heating and hot water options appraisal for all blocks	Residents, particularly with electric storage heaters, expressed dissatisfaction with their heating systems.	This will put in place a longer term strategy for heating and hot water for the blocks. This will align with net zero ambitions and may for example see some blocks connected to the district heating system at Queens Quay. Heating and hot water budgets will require budget to be identified for the appropriate investments.
Install Connected Response smart switches in tenanted	Residents with electric storage heating told us the heating and hot water was expensive	The smart switches move tenants off the radio tele switch which allows them to get smart meters, access better tariffs and have more control over

Action	Reason:	Outcome:
properties to improve tenant experience of electric storage heaters.	and was not available when needed due to charging periods.	their heating and hot water. The switches can be deployed relatively swiftly and offer numerous benefits.
Review asset investment in kitchens, bathrooms and windows	Residents expressed a wish for upgraded kitchens and bathrooms, including the installation of showers instead of baths.	These are on cyclical programme but we will review to ensure that homes have kitchens and bathrooms which meet the required standards.
Pilot noise insulation in homes (initially void properties)	Noise from other residents and whilst some noise is to be expected we will pilot noise insulation options either in void properties in partnership with residents.	This pilot will see us investigate and pilot noise reducing insulation in our homes. If successful then the pilot could be extended to more homes in the blocks.
Investigate improving Wi-Fi choice in the blocks	Residents expressed frustration with their current Wi-Fi options.	We are not responsible for utilities such as WIFI but we will investigate means to improve tenant choice and connection speed and opportunities for the Council to become more involved in provision.
Investigate options to refurbish foyers and closes	Foyers and closes are high traffic areas which also provide the vital first impression of a home and residents identified refurbishment as a priority alongside improvements to stores and laundry.	Ultimately this will need to be developed with residents but the initial scoping works will seek to understand possible improvements based upon initial suggestions e.g. laundry, store rooms, welcoming.
Scope and procure a deep clean contract for all the blocks on a 2 year pilot basis initially	Residents expressed an ambition for closes and foyers to be cleaner and suggested that deep cleans would be beneficial.	We will pilot deep cleaning the common areas of the blocks a couple of times per year and review if this improves satisfaction. Caretakers will still be responsible for day to day cleaning.
Scope works contract for CCTV and emergency lighting	In addition to refurbishing common areas, residents expressed ambitions for improved	This will require a specialist design and build contract to supply and fit these systems safely and

Action	Reason:	Outcome:
	CCTV coverage and lighting in their blocks to make them feel safer and discourage ASB.	thus it may benefit from being tied into other works such foyer refurbishment.
Develop in conjunction with residents plans to improve the immediate greenspace/ parking around their blocks.	Residents expressed ambition to improve their immediate greenspace or parking but each block has specific needs so this will need to be developed in conjunction with residents.	We will work to develop options with tenants per block identifying appropriate budgets and outcomes.
Instigate a working group to improve waste management and investigate new solutions.	The bin chutes in the flats whilst convenient were identified in the survey as being smelly, noisy and susceptible to blocking.	Working with colleagues across WDC we will develop a waste options appraisal but as per below the first steps are to improve recycling at the blocks. However we will actively look at alternative solutions to the chute system
Supply more recycling bins to the multi storey blocks	Residents at a number of blocks expressed a desire for more recycling facilities.	We will work with the waste team to supply additional recycling bins for tenants. This may require investment in bin stores or similar to ensure they are housed safely.
Review housing management policies in relation to resident identified areas of concern such as laundry etiquette, ASB, dogs.	The behaviours of other residents were identified as the source of dissatisfaction amongst residents. Whilst we cannot control individuals we can work to encourage respectful behaviour through management and policy.	We will review our policies and utilise communication methods to remind residents of our policies such as how to report ASB, the lift protocol. Meanwhile other reviews will be undertaken that may require additional investment e.g.; controlled access to laundry rooms or additional staff during evenings and weekends.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Housing and Employability****Housing and Communities Committee: 3 May 2023**

Subject: Tenant Satisfaction Survey**1. Purpose**

- 1.1** This purpose of this report is to provide members of the Housing and Communities Committee with the results of a comprehensive Tenant Satisfaction Survey on Housing and Homelessness Services that has been carried out and the results of which will be reported to the Scottish Housing Regulator as part of our 2022/23 Scottish Social Housing Charter requirements.

2. Recommendations

- 2.1** It is recommended that the Housing and Communities Committee:
- (i) note the contents of this report and recognises the Tenant Satisfaction levels across all areas of housing and homelessness services since the introduction of the Scottish Social Housing Charter;
 - (ii) approve the improvement action plan developed to address the drivers of dissatisfaction raised by tenants and instruct the Chief Officer Housing and Employability and the Chief Officer, Supply, Distribution and Property to fully implement this action plan;
 - (iii) note that this satisfaction data will be reported to the Scottish Housing Regulator (SHR) as part of our Annual Return on the Charter (ARC); and
 - (iv) agree that the information and improvement plan contained in this report is shared with the West Dunbartonshire Tenant Scrutiny Panel and WDTRO (West Dunbartonshire Tenants and Residents Organisations) and is distributed more widely to tenants and housing and homelessness staff.

3. Background

- 3.1** The Scottish Social Housing Charter (SSHC) requires all social landlords to have robust and up to date Customer Satisfaction information and to report this annually to the SHR via the ARC.
- 3.2** In order to meet this obligation, it was agreed by Housing, Environment and Economic Development Committee in November 2013 that a comprehensive tenant satisfaction survey be carried out on an annual basis for the duration of the first 4 full years of the Charter, when it would then be reviewed by the Scottish Housing Regulator and Scottish Government.

Subsequently, after the review it was agreed in partnership with tenants and residents organisations that a comprehensive tenant satisfaction survey would be carried out for our housing and homelessness services every second year.

- 3.3** However, because of service priorities emanating from the recovery from the pandemic, the planned survey to be carried out in 2021/22 was delayed until 2022/23.

4. Main Issues

- 4.1** The main aim of the Tenant Satisfaction Survey was to seek tenant views of the housing landlord services provided by the Council and to identify areas where the service can be improved.

- 4.2** The survey was designed to meet the guidance provided by the Scottish Housing Regulator with regard to assessing tenant satisfaction. As such, the survey was designed to ensure that:

- the questions asked covered the key tenant satisfaction Charter indicators in the way which is prescribed.
- the sample was designed to meet the guidance provided by the Scottish Housing Regulator which states that a minimum of data accurate to +/-5% should be achieved and the sample should be designed to be representative of the organisation's tenant population.

- 4.3** The IPSOS MORI guidance prepared on behalf of the Regulator debates the use of a range of different methodologies for carrying out large scale tenant satisfaction surveys, including postal, online, telephone and face to face survey methods.

- 4.4** Given the requirement to achieve data accurate to +/-5% and ensuring a representative sample of tenants, it was decided that the tenant survey was carried out utilising a telephone survey. The main benefits of this were:

- utilising an interviewer led methodology allows us to maximise the response rate;
- this methodology is an inclusive methodology and allows interviewers to ensure that, for example, elderly or those with a disability or literacy problems can be included in the process; and
- the methodology facilitates high quality of survey output as it allows the interviewer to build up a rapport with the participant ensuring that the questionnaire is answered in full and allowing explanation of the necessity for asking personal data.

- 4.5** A total of 600 telephone interviews were carried out between 11 October and 27 November 2022, providing data accurate to +/-4.25%. Analysis of the participant profile shows that the survey sample is broadly representative by geography and property size. Therefore, there was no requirement for the survey data to be weighted.

- 4.6** The table below shows the results for the six Charter Indicators that this survey is used as the source for and assesses performance trends over the period of the Scottish Social Housing Charter:

West Dunbartonshire Council Tenant Satisfaction Survey 2022							
	2014	2015	2016	2017	2019	2022	Satisfaction level since 2014
% of tenants satisfied with the overall service provided by their landlord	72%	81%	84%	84%	79%	68%	-4%
% of existing tenants satisfied with the quality of their home	74%	80%	81%	86%	77%	73%	-1%
% of tenants who feel that their rent represents good value for money	67%	73%	68%	75%	77%	61%	-6%
% of tenants who feel their landlord is good at keeping them informed about services and decisions	72%	76%	87%	84%	86%	76%	+4%
% of tenants satisfied with opportunities to participate in decision making	52%	59%	67%	79%	84%	69%	+17%
% of tenants satisfied with the management of the neighbourhood they live in	76%	78%	80%	80%	79%	63%	-13%

Overall Satisfaction

- 4.7** The survey opened by asking respondents how satisfied or dissatisfied they were with the overall service provided by West Dunbartonshire Council as their landlord. A majority of tenants (68%) are satisfied with the housing service overall, whilst 28% are dissatisfied.
- 4.8** Considering overall tenant satisfaction by property size (as measured by bed spaces), satisfaction ranges from 69.5% for 1 bed homes, through 69.4% for two bed properties to 55.7% for three or more bed homes.
- 4.9** Analysis of the responses for overall tenant satisfaction by housing format illustrates some degree of variation, e.g. 66.7% satisfied for tenants living in tenements compared to 50.0% satisfied amongst those living in end terrace homes.
- 4.10** In terms of newer homes overall tenant satisfaction was 100% in homes built after 2021 compared with 60% in older homes.
- 4.11** In relation to Council areas, the most satisfied tenants overall reside in Dumbarton (66.2% satisfied) and Alexandria (62.6% satisfied), whilst the

least satisfied are living in Clydebank (58.5%).

Repairs and maintenance

- 4.12** The satisfaction data relating to repairs for our ARC submission is sourced via the existing exit surveys (as per the technical guidance). However, we also use the opportunity in this representative survey to ask all tenants about their general satisfaction with repairs and maintenance.

	2014	2015	2016	2017	2019	2022	Satisfaction level since 2014
Generally how satisfied are you with the way your landlord deals with repairs and maintenance	66%	69%	77%	81%	75%	68%	+2%

- 4.13** 68% of tenants surveyed were very or fairly satisfied in this respect compared to 7% who were neither satisfied nor dissatisfied and 25% who were very or fairly dissatisfied. Satisfaction has decreased since the last survey from 75% in 2019 to 68% in 2022. However, satisfaction levels are higher than those recorded in the baseline survey in 2014 after the introduction of the Scottish Social Housing Charter. It is evident from the wider responses that the impacts of the pandemic and the subsequent recovery period have been a factor in the wider satisfaction levels.

Value for Money

- 4.14** Respondents were then asked what factors they deem to be important with regards to value for money. Respondents were most likely to say investment in their home and new homes by their landlord (94%) was very important, followed by how much income they have left after paying their rent (85%), the quality of service they receive from their landlord (81%) and how their rent compares with other landlords (80%).
- 4.15** When asked what they would like to see the Council spending more money on, tenants were most likely to say more regular maintenance programmes (93%) followed by a new house build programme (92%) and an increased budget for external improvements (41%).
- 4.16** More than six in ten (61%) believed the rent for their home represents very or fairly good value for money, compared to 24% who said it was neither good nor poor value for money and 15% who rated it as very or fairly poor value.
- 4.17** Over seven in ten tenants (72%) of respondents were in receipt of full or partial housing benefit, compared with 28% who said they paid full rent. Those who paid their rent (either fully or partially) were asked how easy they find it to afford the rent payments for their home. Only 37% said the

rent for their home was very or fairly easy to afford, 45% said it was just about affordable and 18% said it was very or fairly difficult to afford.

- 4.18** Analysis of rent value by property size shows that tenants living in 1 bed homes are the most positive on this measure (64.4% say rent is good value), whilst the least positive are those living in 2 bed properties (57.1%).
- 4.20** In relation to property type, tenants living in semi-detached homes (74.2% say rent is good value) are the most likely to say that rent is good value for money. Tenants living in end terrace homes (54.8% say rent is good value), or other types of property (54.5%), are the least likely to be positive about rent value.
- 4.21** Measured by area, the most positive tenants on rent value live in Dumbarton (75.2% say rent is good value) which compares favourably to both Clydebank (58.5%) and Alexandria (52.2%).

Housing quality

- 4.22** Most tenants (73%) are satisfied with housing quality (27%) are dissatisfied. The 2022/23 figure for satisfaction is 4% points lower than 2019 (77% satisfied). The 2021/22 sector average for housing quality satisfaction is 77.2% (based on results submitted since April 2020).
- 4.23** Housing quality satisfaction is highest for tenants living in 1 bed homes and lowest for those living in 2 bed homes (only 60.6%). There is some degree of variation in satisfaction with housing quality by property type with the highest satisfaction found amongst tenants living in semi-detached homes (88%).
- 4.24** Analysis of housing quality satisfaction by area shows that the most satisfied area in relation to housing quality is Dumbarton (80.6% satisfied) whilst the least satisfied area is Clydebank (68.9%).
- 4.25** Only one in three tenants (36.0%) agreed that they can easily afford to heat their home; 49.2% disagreed. Compared with previous data, it is notable that the proportion of tenants who cannot afford to easily heat their home has more than doubled. This can be easily attributed to the wider cost of living crisis and the wider impact on the enjoyment our tenants have of their home as a result.

Tenant Participation and Engagement

- 4.26** More than 7 in 10 tenants (76%) said their landlord was good at keeping them informed about services and decisions against 24% who said the Council was poor on this measure. The sector average in 2022 was 80.8%.
- 4.27** 69% of tenants were happy with opportunities to participate in decision making against 25% of tenants who were dissatisfied with these opportunities. It is noticeable that the level of dissatisfaction has increased from 12% at the last comprehensive tenant satisfaction survey and this

might reflect tenants' views on decision making and responsiveness within the service.

- 4.28** Respondents were asked about the source of information they use to obtain information about the Council's housing services. Written communications were the most common method used, with 85% stating they use the quarterly newsletter Housing News, this compares with 18% that use social media platforms.

Neighbourhood management

- 4.29** More than six in ten tenants (63%) are satisfied with neighbourhood management, whilst 27.8% are dissatisfied. Satisfaction with neighbourhood management varies by area:-

Dumbarton – 69%

Alexandria – 62%

Clydebank – 61%

Summary and Improvement actions

- 4.30** Whilst a majority of tenants have expressed satisfaction with the housing services they receive from the Council, a sometimes large minority have identified some dissatisfaction and based on the tenant feedback in these and other areas, these are 5 main areas of dissatisfaction which in large have informed the Improvement plan attached as Appendix 1 of this report. The five areas are stated below:-

- Being able to heat the home
- Housing quality
- Repair service
- Management of the neighbourhood
- Rent value for money

- 4.31** The design of our tenant satisfaction survey meant that any tenants who expressed dissatisfaction were asked to expand about the reasons for this. The feedback has been analysed in some detail and an identified need for improvement in the following five areas:-

- Better repair service (quality, speed, keep appointments) (19.0% of all tenants)
- Be more responsive, follow up and resolve issues, reduce delays (9.7%)
- Be easier to contact, have better communications (7.2%)
- Improve internal parts of the home (5.2%)
- Deal with anti-social behaviour more effectively (neighbours, youths, pets) (4.7%).

4.32 Improvement actions have been developed to address areas of dissatisfaction and is improvement plan is attached as Appendix 1.

5. People Implications

5.1 Developing appropriate service responses in areas where weaknesses are identified will be managed from within existing staffing resources.

6. Financial and Procurement Implications

6.1 There are no financial and procurement implications. Any improvement actions will be resourced within existing resource allocation and budget.

7. Risk Analysis

7.1 There is a risk that failure to have a comprehensive approach toward Customer Satisfaction and toward benchmarking as part of our wider response to the Scottish Social Housing Charter, would attract an adverse reaction from the Scottish Housing Regulator.

8. Equalities Impact Assessment (EIA)

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

9. Consultation

9.1 The findings from the tenant satisfaction survey will be presented to tenant representatives and we will develop an agreed process for ongoing tenant involvement in the monitoring of the Improvement Action Plan attached as Appendix 1 of this report.

10. Strategic Assessment

10.1 The proposals contained in this report directly address all of the Council's strategic priorities. The investment in, and provision of attractive affordable housing will also indirectly support the objective of economic growth and employability through supporting employment and improving place attractiveness.

Peter Barry
Chief Officer Housing and Employability

Date: 18 April 2023

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Appendices: Appendix 1: Tenant Satisfaction Survey Improvement Action Plan

Background Papers: None

Wards Affected: All

Tenant Satisfaction Survey 2022/23 - Improvement actions



1. Overall satisfaction		
Action	Assigned To	Due date
Implement improvement plan for Building services – Phase 3	Martin Feeney	Mar 2024
Review and update Tenant Communication Strategy	John Kerr	Mar 2024
Develop and Implement Revised ASB Policy	Nicola Pettigrew	Mar 2024
Ensure the Council's Housing stock progresses towards the achievement of the energy efficiency standard for social housing (ESSH2).	Alan Young	Mar 2024
Deliver a Greener, Fairer Housing Asset Management Strategy and Investment Plan	John Kerr	Mar 2024
Conduct follow up tenant satisfaction survey in final quarter 2023/24	John Kerr	Mar 2024
2. Repairs and maintenance		
Action	Assigned To	Due date
Review Repairs Policy	Martin Feeney	Mar 2024
Improve customer satisfaction with Building Services	Martin Feeney	Mar 2024
Improve maintenance & repairs performance	Martin Feeney	Mar 2024
3. Value for Money		
Action	Assigned To	Due date
Review Direct Tenant Support Funding Schemes	Nicola Pettigrew	Mar 2024
Review provision of assistance to tenants in terms of energy efficiency	Alan Young	Mar 2024
Undertake Rent Affordability Assessment as part of Rent Consultation Exercise	John Kerr	Mar 2024
4. Housing Quality		
Action	Assigned To	Due date
Implement and monitor process for Dampness and Mould in Tenants Homes	Martin Feeney	Mar 2024
Deliver the HRA Capital Improvement programme for 2023/24	Alan Young	Mar 2024
Improve progress on Electric Installation Condition Reports	Martin Feeney	Mar 2024
Implement and Review new void relet standard	Nicola Pettigrew	Mar 2024
Implement Multi Storey Enhanced Living Strategy	John Kerr	Mar 2024
Deliver the Council's Affordable Housing Supply Programme	John Kerr	Mar 2024

5. Tenant Participation and Customer Engagement		
Action	Assigned To	Due date
Explore new methods to provide information and obtain tenants' views (social media, IHMS)	John Kerr	Mar 2024
Review and improve the content on the Housing web pages and use of digital media	John Kerr	Mar 2024
Maximise the tenant self-serve portal within IHMS	John Kerr	Mar 2024

6. Neighbourhood management		
Action	Assigned To	Due date
Increase awareness of how to report Anti-Social Behaviour (ASB)	Nicola Pettigrew	Mar 2024
Deliver new ASB strategy with focus on council properties	Nicola Pettigrew	Mar 2024
Promote estate walk about programmes to tenants	Nicola Pettigrew	Mar 2024