




# H&E Delivery Plan- 2020-21 Year end report

<b>P</b> A strong local economy and improved job opportunities

<b>Ob</b> Improve skills for life & learning

Action	Status	Progress	Due Date	Comments	Managed By
Ensure no one left behind by supporting skills and learning for work, life and learning		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2021	The learning teams have focussed on delivering a range of activities that develop resident skills. Activities are set within schools - family learning and youth representation; delivered in partnership with key stakeholders such as the West of Scotland College (sectoral learning in childcare).	Stephen Brooks
Promote inclusive growth through access to opportunity		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2021	We have consolidated our apprenticeship pathway and included further development of the Foundation Apprenticeship frameworks. In addition we have established good working relationships with local employers through employer engagement and we have developed processes for capitalising on community benefits from procured contracts.	Stephen Brooks

<b>Ob</b> Increase employment and training opportunities

Action	Status	Progress	Due Date	Comments	Managed By
Support quality frameworks and partnership working to enhance work, learn, money service provision		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	31-Mar-2021	This action was completed as planned. Meetings have taken place with HMIE about the development of the CLD 2010 - 2024 plan and we have reviewed the new Quality Standard Indicators. We will map current and planned activity to these new indicators and begin the process for developing the CLD Plan which is due to be published in September 2021.	Stephen Brooks

Action	Status	Progress	Due Date	Comments	Managed By
				<p>We are currently undergoing a peer review of money and advice services. This is being carried out by Scottish Legal Aid Board. The initial stage has been completed and we the service has exceeded the expected standard for the accreditation.</p> <p>We have re-established the local strategic employability partnership to develop the required approach to delivering the No One Left Behind programme.</p> <p>We are currently developing the method and approach for gathering and reviewing information for the third local child poverty report.</p>	







Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
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			We have prepared and published the actions that we are taking to mitigate child poverty. This is an annual process and we are currently reviewing actions for the publication of the third report in June 2021	Stephen Brooks

<b>P</b> Efficient and effective frontline services that improve the everyday lives of residents

<b>Ob</b> A continuously improving Council delivering best value






Action	Status	Progress	Due Date	Comments	Managed By
Develop a Housing Academy		<input type="text" value="20%"/>	31-Mar-2021	Progressing this action during 2020/21 has been impacted by the response to Covid-19. Some scoping work has been carried out, including getting information about existing qualifications held by housing staff, what level and type of qualifications a Housing Training Academy could offer and providers and costings. Aim is to provide a discussion/options paper to the Housing Improvement Board in May 2021.	John Kerr
Digital inclusion – carry out review of provision of wifi inclusion into new build properties and priority areas of deprivation		<input type="text" value="0%"/>	31-Mar-2021	This action was unable to be completed due to the pandemic and will be carried over to 21/22 delivery plan.	John Kerr; Edward Thomas

**Ob** Sustainable & attractive local communities

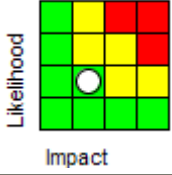
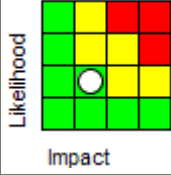
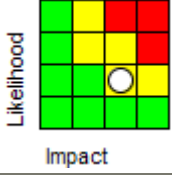
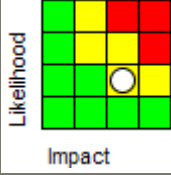
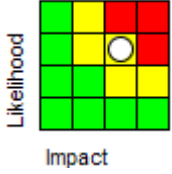
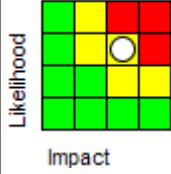
Action	Status	Progress	Due Date	Comments	Managed By
Continued improvement of the existing CCTV infrastructure and development of an options appraisal for future investment.		<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	31-Mar-2021	This action is one of continuous improvement however has been impacted by the response to Covid-19 during 2020/21. Where budgets allow progress has been made resulting in significant improvement to image quality. The progress made has been limited to the funding available.	Elaine Troup
Deliver the Scottish Social Housing Charter outcomes		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	31-Mar-2021	We continue to ensure full compliance with the Scottish Social Housing Charter Outcomes, the latest key milestone was the submission of our Annual Assurance Statement in partnership with tenant representatives and elected members. We continue to liaise proactively with the Scottish Housing Regulator and they have indicated satisfaction with the delivery of housing and homelessness services in West Dunbartonshire.	John Kerr
Develop and implement Housing regeneration approaches to improve our communities		<div style="width: 20%;"><div style="width: 20%;"></div></div> 20%	31-Mar-2021	Full stock assessment exercise utilising our asset management modelling framework has been completed and outcomes reported to Housing and Communities Committee. In response to the findings of this exercise we will develop regeneration plans for those housing types/housing areas highlighted and agree Housing led regeneration plans for those areas with tenant representatives.	John Kerr
Rollout of restructured Estate Caretaking service		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	31-Mar-2021	This action has been successfully completed.	Edward Thomas
Establishment of new Neighbourhood service		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	31-Mar-2021	The Neighbourhood Team was due to launch in April and the pandemic impeded the intended training and process development which had been scheduled. Instead the team commenced their work based on priority duties in the community, specifically maintaining cleanliness and fire safety within our high density properties. Following the easing of restrictions in the summer, the team diversified their role to encompass more early intervention and low-level anti-social behaviour work, which has been commended by the respective tenant and resident groups.	Edward Thomas
Develop revised ASB strategy		<div style="width: 33%;"><div style="width: 33%;"></div></div> 33%	31-Mar-2021	To date some progress has been made on this action including data gathering, work will continue over the following year to produce a fully developed strategy.	Edward Thomas

**P** Meaningful engagement with active, empowered and informed citizens who feel safe and engaged

**Ob** Fully consulted and involved citizens who are able to make full use of the Community Empowerment Act




Action	Status	Progress	Due Date	Comments	Managed By
Further progression of the roll-out of the neighbourhood approach as part of the Your Community Initiative.		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2021	The Your Community approach is well established across the authority with many communities engaged in different aspects of it, including Community Budgeting, local place plans and Improvement Fund Projects. The restrictions of 2020 reduced the level of face-to-face community engagement undertaken however this was replaced by email, video conference and telephone calls to all known community groups. Plans are underway to re-start neighbourhood based engagement again as soon as possible.	Elaine Troup
Following a review on 2019/20 implement measures to support Community Councils and ensure they operate within the established guidelines.		<div style="width: 20%;"><div style="width: 20%; background-color: #4f81bd; color: white; text-align: center;">20%</div></div>	31-Mar-2021	This review has been over-taken by the statutory Review of the Scheme for Establishment for Community Councils which started in March 2021. This Scheme review was scheduled to take place during 2020/21 however was delayed due to Covid-19 restrictions and the team being diverted to the emergency response work. The Scheme review is now in the first consultation phase.	Elaine Troup
Develop a detailed Delivery Plan through consultation with CPWD and the local community to ensure the aims of the CE Strategy are deliverable.		<div style="width: 75%;"><div style="width: 75%; background-color: #4f81bd; color: white; text-align: center;">75%</div></div>	31-Mar-2021	The Delivery Plan is currently being consulted upon by internal and external partners prior to wider engagement. This action will carry forward to be completed in 2021/22.	Elaine Troup
Work with local citizens to co-produce Phase 5 of Community Budgeting.		<div style="width: 66%;"><div style="width: 66%; background-color: #4f81bd; color: white; text-align: center;">66%</div></div>	31-Mar-2021	Work to encourage and support people to register to vote is still underway and will remain in place throughout the voting phase. The voting site will open w/c 22nd March for the public vote. Progress in being made for the evaluation of successful projects to be undertaken digitally.	Elaine Troup
Delivery new tenant participation strategy		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	31-Mar-2021	Our new Tenant Participation Strategy covering the period 2021/25 was approved the Housing and Communities Committee on 3rd February 2021. We continue to be one of the exemplar organisations in terms of tenant engagement and participation.	John Kerr


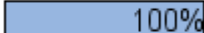




Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
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Failure to secure partnership buy-in for the emerging Community Empowerment Strategy and Action Plan.			The risk level remains the same as work re-starts on the Delivery Plan and the establishment of a Project Board following the emergency response to Covid-19 in 2020. .	Elaine Troup
Failure to secure funding to invest in WDC's CCTV infrastructure.			This work continues to evolve with measures taken at every opportunity to improve the existing infrastructure in an incremental manner.	Elaine Troup
Failure to deliver on the capacity building of the Community Empowerment (Scotland) Act			As communities emerge and begin 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

 Supported individuals, families and carers living independently and with dignity

 Enhanced Life Chances

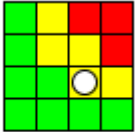
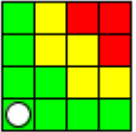
Action	Status	Progress	Due Date	Comments	Managed By
Completion of our Early Action System Change research project on Youth Homelessness		<input type="text" value="0%"/>	31-Mar-2021	This work is being carried forward and led by Action for Children and is still on-going. Report and recommendations will be considered when received.	John Kerr
Planned expansion of Housing First and Supported Tenancies programme in line with R RTP		<input type="text" value="100%"/>	31-Mar-2021	Year 2 of our Rapid Rehousing Transition Plan progressed the expansion of our Housing First approach and Supported Tenancies programme. An updated R RTP is due to be submitted to the SG by the end of June 2021.	John Kerr
Establish Tenant Liaison service		<input type="text" value="50%"/>	31-Mar-	Some progress has been made to launch of the new Tenant Liaison service	Edward Thomas

Action	Status	Progress	Due Date	Comments	Managed By
			2021	to assist tenants struggling most to maintain their home however this work was impacted by the pandemic, with officers being deployed over to priority duties and intended training and process development being delayed. Work has however commenced and will be stepped up in 2021.	
Ensure no one left behind by addressing life challenges and reducing costs			31-Mar-2021	We have promoted and delivered a number of projects and activities designed to reduce the cost of living for local people. This, alongside managing debt, includes projects to support fuel efficiency, supporting access to grants for 'white goods'; assisting young people to sign up to the Young Scot card; and assisting service users with expenses to attend employability and learning events.	Stephen Brooks
Maximise income from benefits			31-Mar-2021	The Working 4U Money teams have maintained business as usual in the provision of debt and money advice. These activities have been adjusted to reflect the constraints of the COVID-19 pandemic. During the year the team applied for accreditation as an Information and Advice service provider and passed stage 1 of the process. Stage 2 will be undertaken during the forthcoming year.	Stephen Brooks
Maximise income from employment			31-Mar-2021	The teams have continued to deliver employability services while contributing to the development of the COVID-19 crisis support service. During the year we have established a virtual employability hub; developed our modern apprenticeship offer; reinforced the apprenticeship pathway; established our No One Left Behind partnership and delivery and generally consolidated service provision within the context of COVID-19 restrictions.  New projects include Parental Employability Support, PACE+(supporting those affected by redundancy); Young Persons Guarantee/Kickstart; and a series of sector specific academies. As such we are well placed to re-set and recover	Stephen Brooks

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	More affordable and suitable housing options
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<p>Failure to achieve the outcomes of the Scottish Social Housing Charter</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Likelihood</p>  <p>Impact</p>	<p>Council has a robust self assessment framework in place in terms of meeting the requirements of the Scottish Social Housing Charter</p>	<p>John Kerr</p>