

## WEST DUNBARTONSHIRE COUNCIL

### Report by the Executive Director of Housing, Environmental and Economic Development

Housing, Environment and Economic Development Committee:  
7 March 2012

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**Subject: Housing Inspection Improvement Plan Progress Report/  
Benchmarking of Key Performance Indicators 2010/2011**

#### **1. Purpose**

- 1.1** The purpose of this report is to inform members of the department's progress towards the achievement of the outcomes of the Housing Inspection Improvement Plan which was agreed with the Scottish Housing Regulator in June 2010. In addition this report will outline how our performance has fared compared to previous years and how we compare with other local authorities in respect of certain key housing management, repairs and homelessness indicators, and action being taken as a result.






#### **2. Background**

- 2.1** The Scottish Housing Regulator (SHR) carried out an inspection of the Council's housing management service during November/December 2009. Following the inspection, the Regulator published its Re-Inspection report in April 2010 and awarded the Council a 'C' (Fair) grade for its Housing Management Service. This was a positive outcome and reflected the tremendous efforts that had been made by staff at all levels within the organisation and the support given by elected members and tenant representatives.
- 2.2** As a result of the 'C' (Fair) award the Council was required to submit a Housing Inspection Improvement Plan (HIIP) to the Scottish Housing Regulator within 8 weeks of the publication date of the re-inspection report. The HIIP was approved at the Full Council of 27<sup>th</sup> May 2010 and the SHR advised us in writing on 10<sup>th</sup> June 2010 of their satisfaction with the HIIP which signalled the conclusion of the Re-Inspection. There is an additional requirement that we submit a progress update to the Scottish Housing Regulator no later than June 2012. This update will include relevant evidence to support the continued improvement the service has made.



- 2.3** The Housing Inspection Improvement Plan outlines the management and monitoring arrangements to ensure the objectives of the HIIP are met. These include regular 6 monthly progress reports submitted to the Housing, Environment and Economic Development Committee. This is the third of those 6-monthly reports.
- 2.4** Each year, Housing and Community Safety Services submit performance information to Audit Scotland as part of the Council's annual return of Statutory Performance Indicators. The Housing and Community Safety Service also submits performance information to the Scottish Housing Best Value Network (SHBVN). This information is used to compare our performance against that of other Network members (26 of the 32 Scottish local authorities plus, where appropriate, Glasgow Housing Association) and to identify areas for improvement. This process is referred to as 'benchmarking'.
- 2.5** Our annual return to the SHBVN includes Statutory Performance Indicators and other performance indicators that can be benchmarked against those of other local authorities. The SHBVN produces a report and follow-up visit to each Network member, commenting on:
- Performance and comparison with other members
  - Value for money
  - The 'direction of travel' - that is, if performance is getting better or worse.

### **3. Main Issues**

- 3.1** Progress against actions contained within the Housing Inspection Improvement plan has been generally good. It is anticipated that all actions contained within the action plan will be achieved within the lifetime of the HIIP with the exception of one.
- 3.2** A full progress report on the implementation of the HIIP is detailed in Appendix 1 of this report. The following table summarises progress against all actions contained within the HIIP as of 31 January 2012.

Action Status (39)		
	29	Completed
	2	Overdue
	0	Check Progress/Milestone missed
	7	In Progress
	1	Cancelled

**3.3** Those actions contained within the HIIP which have not met a specific milestone within the agreed timescales are highlighted in the table below.




Status	Action	Action Due date	Revised Due Date	Last comment	Responsible Officer
	Implement our new allocations policy as planned	31 Mar 2011	31 Mar 2012	The review date has been amended from April 2011 to March 2012 and will be part of the development of a Common Allocation Policy will all local housing providers	Janice Lockhart
	In partnership with our RSL partners we will develop and implement a fully operational Common Housing Register in West Dunbartonshire	31 Mar 2012	31 Mar 2013	A progress report has been submitted to the HEED committee in March. The CHR will go outlining key action dates.	John Kerr

**3.4** The Scottish Housing Regulator has met with senior staff from the Housing and Community Safety service to discuss progress from the 2009 Re-Inspection of Housing Services and has intimated that it will work with officers to undertake a self assessment exercise over the summer months.

**3.5** In preparation for the self assessment exercise the Housing and Community Safety service appointed an external consultant to carry out an independent assessment of progress against meeting the outcomes contained within the Housing Inspection Improvement Plan. Findings from this assessment are being finalised and will inform future progress reports to committee.

**3.6** A summary of our performance information in certain key areas for 2010/11 is provided below along with an indication of whether performance is improving or not and, where available, how we compared against other members of the SHBVN. This report presents the most up to date annual performance figures. Members should be aware that we will continue to report performance on a quarterly / six monthly basis to the committee across a range of housing services in 2012/13





### 3.6.1 Voids Management

Indicator	08/09	09/10	10/11	Rank	Scottish Average	Trend
Average days to let ( Low Demand)	269	182	110	21 <sup>st</sup>	69	
Average days to let (Not Low Demand)	39	41	29	9 <sup>th</sup>	37	
Percentage of rent lost due to voids	3.4%	2.7%	1.7%	20 <sup>th</sup>	1.4%	

**3.6.2** Performance for re-letting ‘not low demand’ properties improved from an average of 41 days in 2009/10 to 29 days in 2010/2011 and West Dunbartonshire was ranked 9<sup>th</sup> on this indicator in 2010/11. Our performance also improved with rent lost due to voids dropping to 1.7% from 2.7%.

**3.6.3** Our performance in terms of void management has improved significantly within the last few years. However when we benchmark our performance against our peer local authorities we remain one of the poorer performers in terms of the percentage of rent lost due to voids. Void management is an area of specific challenge within West Dunbartonshire, and our strategic approach now fully recognises the mismatch between the supply of the housing becoming available, in terms of the size, type and location, and the nature of the demand.


### 3.6.4 Income Management

Indicator	08/09	09/10	10/11	Rank	Scottish average	Trend
Current tenants rent arrears as a percentage of net rent due	10.6%	9.6%	9.2%	21 <sup>st</sup>	6.5%	
Percentage of current tenants owing more than 13 weeks rent (excluding those who owe less than £250)	4.5%	4.2%	4%	13 <sup>th</sup>	N/a	
Proportion of tenants terminating their tenancy owing more than one week rent	55.8%	52.9%	51.9%	23 <sup>rd</sup>	N/a	
Average number of weeks rent owed by tenants leaving in arrears	11.3	9.1	9.2	16 <sup>th</sup>	N/a	

**3.6.5** Overall, our performance for all of the current rent arrears indicators in the table above improved again in 2010/11 though not significantly and our performance in this area remains the most challenging to West Dunbartonshire Council. It is the Council's expectation that increased prevention activity, along with targeted early intervention, will be effective and will lead to performance improvements in 2012/13 and beyond.






**3.6.6** The continuing economic downturn is likely to impact on tenants' ability to pay their rent, and targeted arrears recovery activities and early intervention procedures are being prioritised to address this. Nevertheless, it is anticipated that, in light of planned welfare reform changes, this will remain a very challenging service area over the next few years.

### 3.6.7 Responsive Repairs

Indicator	08/09	09/10	10/11	Rank	Scottish Average	Trend
Percentage of repairs completed within target times	95.2%	96.45%	96.7%	4th	92.7%	

**3.6.8** Our performance on repairs completed within target timescales has been traditionally very strong, and we have made further progress in 2010/11 our relative ranking with other network members (ranked 4th in 2010/11) is also extremely positive.


### 3.6.9 Homelessness

Indicator	08/09	09/10	10/11	Rank	Scottish Average	Trend
Number of homeless presentations	2278	2143	2018	n/a	n/a	
% of homeless households assessed as priority homeless	97%	98%	99%	2nd	78%	
Decisions made within 28 days (duty)	84%	94.7%	93.4%	7 <sup>th</sup>	81%	
Average time to 'discharge of duty'	21.5	22	20.6	8 <sup>th</sup>	27 weeks	
% of cases re-assessed within 12 months of completion of duty	9.7%	8%	9.2%	22 <sup>nd</sup>	5.5%	

**3.6.10** West Dunbartonshire had 2,018 homeless presentations in 2010/11. This represents a drop of some 6% from the previous figure and may highlight a levelling out of presentations. In terms of population it is still a significant number. West Dunbartonshire continues to perform above the network average in reaching decisions on homeless applications, with investigations concluded and decisions made on 93.4%% of all cases within the 4 week target period (compared to the Network average of 81%).

**3.6.11** The time to discharge our duty to those who are homeless reduced by two weeks to 20 weeks in 2010/11, well below the Network average of 27 weeks. Our biggest challenge relating to homelessness is to reduce our levels of repeat homelessness, our services have been targeted with this regard over the past few months and it is anticipated that repeat homelessness will decline in 2011/12.

### **3.6.12 Tenancy Sustainment**

Indicator	08/09	09/10	10/11	Rank	Scottish Average	Trend
% terminated within 12 months	24%	18%	13%	14th	11%	

**3.6.13** Our tenancy sustainment figure improved last year, with only 13% of tenancies terminated within the first 12 months compared to 18% in 2009/10. We will continue to focus on early intervention and provide support to new tenants. Given the current economic climate and the continuing financial difficulties facing many tenants, this focus on early intervention remains a key priority.

### **3.6.14 Value for money**

Attempts to benchmark housing management costs for 2010/2011 across SHBVN members continue to be challenging, with the results obtained not providing meaningful information. The SHBVN is currently looking at ways of improving VFM reporting which hopefully can feed in to next year's benchmarking return. West Dunbartonshire is participating in a Scottish efficiency benchmarking pilot.

## **4. People Implications**

**4.1** There are no people implications in relation to this report.

## **5. Financial Implications**

**5.1** There are no direct financial implications contained within this report.

## **6. Risk Analysis**

- 6.1** Failure to implement the Housing Inspection Improvement Plan appropriately would attract an adverse reaction from the Scottish Housing Regulator and may have wider consequences for the Council in the context of Best Value.

## **7. Equalities Impact Assessment (EIA)**

- 7.1** An equalities impact assessment is not appropriate as this report is a performance review of the Housing, Environmental and Economic Development Housing Inspection Improvement Plan. However, it is recognised that in developing the Plan, individual contributors considered the impact of their action plans on equalities groups.

## **8. Strategic Assessment**

- 8.1** The implementation of the Housing Inspection Improvement Plan is consistent with aims of our Local housing strategy. This approach places regeneration at the heart of local outcomes contributing greatly to social regeneration within the communities of West Dunbartonshire
- 8.2** The Scottish Housing Regulator has at the forefront a commitment that all social housing landlords should ensure that their customers receive good value for rent and other charges they pay, and honest and accurate reporting of how money is spent and the value that it is achieving for them.
- 8.3** The successful implementation of the proposed outcomes in the Housing Inspection Improvement Plan will assist in improving the Council's housing stock and will allow staff to operate in a better designed environment with fit for purpose resources to deliver an excellent service to our customers. Our progress in delivering the outcomes contained within the HIIP will define an approach to meeting customer's expectations and aspirations

## **9. Conclusions and Recommendations**

- 9.1** The Housing Inspection Improvement Plan is recording satisfactory outcomes and will continue to be a key tool in monitoring performance. Regular 6 monthly updates will be brought to the Housing, Environment and Economic Development Committee for scrutiny.

- 9.2** The Committee is invited to consider and note the progress made in implementing the Housing Inspection Improvement Plan and note Housing and Community Safety services performance in relation to key housing management, repairs and homelessness indicators, how that compared with other members of the SHBVN, and action being taken to address any identified areas for improvement.

**Elaine Melrose**

**Executive Director of Housing, Environmental and Economic Development**

**Date: 13 February 2012**

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**Person to Contact:** John Kerr - Housing Strategy Manager, Council Offices, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737889, e-mail: [john.kerr2@west-dunbarton.gov.uk](mailto:john.kerr2@west-dunbarton.gov.uk)

Stefan Kristmanns - Performance and Continuous Improvement Officer, Council Offices, Garshake Road, Dumbarton, G82 3PU, telephone: 01389 737545, e-mail: [stefan.kristmanns@west-dunbarton.gov.uk](mailto:stefan.kristmanns@west-dunbarton.gov.uk)





**Appendices:** 1. HIIP Progress Report




**Background Papers:** West Dunbartonshire Re-Inspection Report, SHR 4/10

**Wards Affected:** All





## Appendix 1 - Housing Inspection Improvement Plan Progress Report


Action Status	
	Overdue
	Check Progress/Milestone Missed
	In Progress;
	Completed


Icon	Name
	Housing Inspection Improvement Plan 2010/2012
Icon	Name
	A - Key Recommendations - All Service Areas
Icon	Name
	Continue to develop its performance management framework


  


Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will establish a performance management framework for the entire Housing Service within the context of the Council's Performance Framework.	31 Dec 2010	The creation of the Performance and Continuous Improvement Officer reinforces our commitment to embed a continuous improvement culture within Housing and Community Safety. We will continue to develop our performance framework to improve service delivery.	Appoint a dedicated Performance and Continuous Improvement Officer	31 Jul 2010	New officer commenced duties on 15 <sup>th</sup> August.	Yes	John Kerr
				Develop scorecards.	30 Nov 2010		Yes	
				Produce a series of performance reports monthly and quarterly	30 Nov 2010		Yes	
				Review report content and continue to develop as necessary	31 Dec 2010		Yes	
				Scope of performance framework agreed.	31 May 2010		Yes	
				Set up the report framework in Covalent, load action plans and performance targets	31 Aug 2010		Yes	


Icon	Name
	Continue to improve its management of suspensions and bypassing


Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will continue to review our management and monitoring of suspensions and by passing to ensure that the process is clear and transparent.	30 Apr 2010	The management of suspensions and by passing continues to be closely managed and monitored.	Ensure information from monthly audit reports is used to shape on going service improvements	30 Apr 2010		Yes	Janice Lockhart
				Ensure that procedures and processes are subject to continuous monthly review	30 Apr 2010		Yes	
				Produce monthly reports	30 Apr 2010		Yes	


Icon	Name
	Continue to work to reduce rent lost through rent arrears and empty houses


Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will set clear targets benchmarked against other landlords so that we are at or better than the current Scottish average by the end of 2012/13.	01 Apr 2012	We are continuing to improve performance in the management of empty homes and rent arrears. Our void performance exceeded target in 2010/11.	The Arrears Service within our Corporate Services Department are working on a 3 year plan to reduce arrears to 7% by March 2013.	01 Apr 2011	In 2010/11 our rent arrears level was 9.2%, this was an improvement on 2009/10 figure of 10%	No	Vincent Gardiner; Janice Lockhart
				We will continue to improve performance in the management of empty homes from the year end figure for 2009/10 of 2.7% to 2% by the end of 2010/11 and will aim to be at or better than the current Scottish average of 1.4% by the end of 2012/13	01 Apr 2011	In 10/11 we achieved a figure of 1.7% ahead of the 2% target. Good progress has been made.	No	


Icon	Name
	Further improve its complaints processes


Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	The Housing Service will improve its complaints processes by piloting the Council's new corporate complaints system as part of an integrated approach to the management of complaints	30 Apr 2011	Housing Pilot has now been rolled out to the whole of HEED. Performance reports will be developed and reported monthly within our performance framework.	Agree new procedures for complaints handling	31 Aug 2010		Yes	Stephen Daly
				Develop process maps and workflow diagrams	31 Jul 2010		Yes	
				Pilot the new complaints process	01 Nov 2010		Yes	
				Review pilot	01 Feb 2011		Yes	
				Roll out to the whole HEED Department	30 Apr 2011		Yes	


Icon	Name
	Implement its new allocation policy as planned


Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	Implement our new allocations policy as planned	31 March 2012(revised date)	The review date has been amended from April 2011 to March 2012 and will be part of the development of a Common Allocation Policy will all local housing providers.	Implement new allocation policy.	31 May 2010		Yes	Janice Lockhart
				Review outcomes to ensure the new allocation policy is effectively addressing housing need	31 Mar 2012	The review date has been amended to March 2012 from April 2011 to allow for meaningful engagement with service users	No	


Icon	Name
	Improve its communication on anti social behaviour cases




Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will incorporate regular progress letters and communication with our customers.	30 Jun 2010	Processes implemented during inspection will continue to be reviewed on a regular basis as we develop customer satisfaction activity.	Carry out monthly audit and quality assurance checks to measure customer satisfaction.	30 Jun 2010		Yes	Andy Cameron
				Implement new letters outlining progress notification and conclusion/outcome feedback	30 Jun 2010		Yes	
				Review Procedures & Processes	30 Jun 2010		Yes	




Icon	Name
	Prioritise its tenant participation and improve communication with tenants



Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will provide support and opportunities to encourage tenant engagement.	31 Dec 2010	Phase 2 of organisational review will see extra resources be allocated to develop TP in West Dunbartonshire	Develop and implement tenant communication strategy to improve communication with our tenants.	30 Dec 2010		Yes	Joanne Martin
				Ensure Implementation of the first phase of our Tenant Participation Strategy Action Plan.	31 Aug 2010		Yes	
				Investigate resource requirements to deliver effective Tenants Participation	30 Sep 2010		Yes	



<b>Icon</b>	<b>Name</b>
	B - How well is West Dunbartonshire Council delivering housing management?

<b>Icon</b>	<b>Name</b>
	Access and Lettings

Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will ensure that staff are fully trained and competent in all aspects of the application process	30 Jun 2010	Processes have been put in place to ensure that the timescales for processing applications are recorded accurately	Ensure all staff, including new staff, are trained on processing housing applications.	30 Jun 2010		Yes	Janice Lockhart
				Implement quality assurance systems by carrying out weekly checks on processing housing applications	30 Jun 2010		Yes	
	We will ensure that all Allocations and Housing Advice staff are fully trained in identifying clients at risk of homelessness/ potential homelessness	31 Dec 2010	All necessary actions have been taken forward within phase 2 of Organisational Review.	Ensured closer liaison between the Homeless Casework team and Housing Advice staff by merging sections within a new Homelessness and Allocations team.	30 Apr 2010		Yes	Janice Lockhart
				Investigate the option of establishing a small team of Advice staff attached to the Casework team to provide specialist homelessness prevention advice	31 Dec 2010		Yes	
				Raised awareness of homelessness issues through staff briefing sessions.	30 Apr 2010		Yes	
	We will continue to improve the management of our housing waiting list.	30 Apr 2010	We have improved the management of our housing waiting lists through the development of the rolling review. This action will continue to be developed to ensure accurate waiting lists.	Continue the rolling review process to ensure accuracy of our housing waiting list.	30 Apr 2010		Yes	Janice Lockhart
				Implement a quality assurance system to ensure all cancellation letters are filed and saved.	30 Apr 2010		Yes	
				Trained all housing allocation staff on rolling review process.	30 Apr 2010		Yes	





	In partnership with our RSL partners we will develop and implement a fully operational Common Housing Register in West Dunbartonshire.	31 March 2013 (revised date)	A progress report has been submitted to the HEED committee in March outlining key action dates.	Agree Common Allocation Policy and medical assessment	31 Dec 2010	Target dates will be revised to accommodate project board calendar	No	John Kerr
				Complete consultation period with West Dunbartonshire community	30 Nov 2011		No	
				Complete staff training programme.	31 Oct 2011		No	
				Implement a fully operational CHR in West Dunbartonshire	31 Dec 2011		No	
				Install, Populate and test system	31 Aug 2011		No	
				Partners will reach agreement on ICT solution to progress CHR development	31 Aug 2010		Yes	
				Procure ICT solution.	30 Apr 2011		No	
	We will develop and implement a performance management framework around the management of suspensions from our housing waiting list.	30 Jun 2010	A more robust monthly performance management framework has been introduced	All housing allocations staff have been trained to ensure that the approved guidance is applied in relation to suspensions from our housing waiting list.	30 Apr 2010		Yes	Janice Lockhart
				Introduce more robust monthly monitoring arrangements in relations to suspensions from our housing waiting list.	30 Jun 2010		Yes	
	We are currently developing a comprehensive range of systems to ensure that full information on ethnicity is collated for all our services and analysed to inform the needs of BME communities:	31 Mar 2012	Draft Equalities Framework approved to be implemented within the next few months.	Develop robust monitoring and reporting procedures.	30 Mar 2012		No	John Kerr
				Undertake an analysis of current information, Identifying gaps in information	31 Oct 2010		Yes	



	<p>We will improve the transparency of our lets to homeless households by Introducing quality control procedures to demonstrate that the process is fair.</p>	<p>30 Jun 2010</p>	<p>At the time of the Regulator's inspection, a procedure was put in place to improve the transparency of lets to homeless households. All staff in Allocations and Homeless have been trained on the new procedure</p>	<p>We have developed quality control procedures around the allocation of properties to statutory homeless households</p>	<p>30 Apr 2010</p>		<p>Yes</p>	<p>Janice Lockhart</p>
				<p>We will ensure all staff working in Homelessness and Allocations receives training to properly implement the new procedures.</p>	<p>30 Jun 2010</p>		<p>Yes</p>	
				<p>We will introduce clear audit trails around the allocation of properties to statutory homeless households.</p>	<p>30 Jun 2010</p>		<p>Yes</p>	
	<p>In partnership with our RSL partners we will improve performance in respect of our nominations procedures.</p>	<p>30 Apr 2011</p>	<p>Nominations are now being discussed at the quarterly Section 5 meetings with the RSLs. This will improve the efficiency of the process and also ensure that nominations are given the appropriate priority. Discussions are on going with the RSLs on ways to improve the process.</p>	<p>Continue to regularly monitor and review both our section 5 and nomination</p>	<p>30 Apr 2011</p>	<p>Ongoing Action</p>	<p>Yes</p>	<p>Janice Lockhart</p>
				<p>We will ensure all staff are trained on nominations procedures to raise awareness</p>	<p>31 Aug 2010</p>	<p>Ongoing process, new staff will continue to be trained as part of induction process</p>	<p>Yes</p>	
				<p>We will explore ICT system upgrades to manage the nomination process more effectively</p>	<p>31 Aug 2010</p>	<p>This action will be incorporated within CHR development</p>	<p>Yes</p>	
				<p>We will include nomination processes and performance as a regular agenda item at quarterly liaison meetings with our RSL partners.</p>	<p>31 May 2010</p>	<p>Nomination performance now standing agenda item at quarterly liaison meetings with RSLs</p>	<p>Yes</p>	



Icon	Name							
	Income Maximisation							
Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	Continue to improve rent arrears performance	31 Mar 2011	Performance has improved in 2010/11 when benchmarked against 09/10 levels in respect of both cumulative arrears and % of rent arrears. Further actions will be developed between Housing and Community safety and Finance to ensure our targets are achieved and performance continues to improve.	Carry out staff training to improve the management of individual arrears cases	31 May 2010		Yes	Marion Smith
				Finalise the restructure of the Revenues & Benefits Section	30 Jul 2010		Yes	
				Implement latest version of Corporate Arrears system	30 Jul 2010		Yes	
				Implement the interface of the Corporate Arrears System to sheriff officers	30 Jul 2010		Yes	
				Include former tenant arrears balances in the annual Corporate statement issued to debtors	30 Apr 2010		Yes	
				Introduce a twilight shift to maximise contact with debtors	31 Aug 2010		Yes	
				Introduce an online benefit claim form to speed up the award of benefit for new tenancies	31 Oct 2010		Yes	
				Locate an arrears advice officer within the arrears service	31 Aug 2010		Yes	
				Maximise use of write off procedures	31 Mar 2011		Yes	
				Monitor sign up process on monthly basis (through arrears working group) to ensure effectiveness of new procedure	31 Mar 2011		Yes	
				Review our standard letters to improve our customer focus	31 Aug 2010		Yes	
				Streamline court process	31 Mar 2011		Yes	
				Update arrears procedures to incorporate all new working practices	30 Jul 2010		Yes	





Icon	Name							
✔	We will continue to improve performance in the management of empty homes from the year end figure for 2009/10 of 2.7% to 2% by the end of 2010/11 and will aim to be at the Scottish average by the end of 2012/13	31 Mar 2011	Rent loss due to voids is continuing to reduce. We are continuing to manage and monitor the void process very carefully.	Continue to work in partnership with Repairs & Maintenance to streamline the management of empty homes	31 Aug 2010		Yes	Janice Lockhart
				Develop robust management and monitoring procedures	31 Aug 2010		Yes	
				Ensure that strategies/ action plans are in place to take early action in areas where letting times are increasing.	31 Aug 2010	This will continue to be an on going process in consultation with our colleagues in Enforcement.	Yes	
✔	Void pilot is fully operational and is being monitored on a regular basis.	31 Jul 2010	The void pilot is fully operational and after an anticipated initial increase in repairs timescales, properties are being returned within the target of an average of 15 days. The situation will continue to be closely monitored.	Ensure systems are in place to manage and monitor the timescales for all stages of the void process	31 Jul 2010		Yes	Janice Lockhart
				Ensure that areas of responsibility are clear and defined through published guidance and staff training	31 Jul 2010		Yes	
✔	We will develop and implement a robust monitoring system for the management of the re let process	30 Jun 2010	More robust management and monitoring systems have been put in place. The target timescales have been reduced.	Develop a clear and transparent monitoring process for all stages of the lettings function which will allow us to Identify areas for improvement and/or further surplus stock	30 Jun 2010		Yes	Janice Lockhart
				Ensure that necessary resources are in place to deliver the Void Management Charter to manage the process more effectively.	30 Jun 2010		Yes	




Icon	Name							
	Tenancy and Neighbourhood Management							
Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	In partnership with all social landlords operating in West Dunbartonshire we will develop a tenancy sustainment strategy to maximise successful tenancy sustainment in West Dunbartonshire	31 Mar 2012	Tenant Sustainment rates improved to 87% from 80% to date in 10/11 this reflects a greater focus on tenancy sustainment. The development of a tenancy sustainment strategy will drive further improvements.	We have established a short life working group to develop a tenancy Sustainment Strategy involving all social landlords in West Dunbartonshire We will deliver a joint tenancy sustainment strategy for all social landlords in West Dunbartonshire	30 Apr 2010 31 Mar 2012	 Date amended. tenancy sustainment strategy will be developed in partnership with all social landlords operating in west Dunbartonshire.	Yes No	John Kerr
	We will implement a new fit for purpose service delivery model in partnership with stakeholders.	31 May 2010	Review complete and new staff structure implemented in advance of HIIP approval	We will improve tenancy sustainment rates in West Dunbartonshire.	30 Apr 2011		Yes	Andy Cameron
	We will develop and implement a procedure for management of SSSTs	30 Jun 2010	A procedure is in place for the management of SSSTs.	Implement new procedure for the management of a SSST when an ASBO is in place.	31 May 2010		Yes	Janice Lockhart

Icon	Name			
	<p>We will form a working group in May 2010 to take forward a review of alternative IT solutions and will progress implementation of a new IT system by June 2011.</p> <p>30 Jun 2011</p> <p>Although a working group has been established. This action has been delayed and will be incorporated into an action within the Housing and Community Safety Operational Plan to develop an integrated housing management IT system.</p>			
	<p>A Working Group has been formed to consider and evaluate alternative IT solutions</p>	<p>31 May 2010</p>	<p>Yes</p>	<p>Andy Cameron</p>
	<p>Identify new alternative software solutions.</p>	<p>31 Dec 2010</p>	<p>No</p>	
	<p>Implement a new IT system</p>	<p>30 Jun 2011</p>	<p>No</p>	
<p>Review Inspection Process and implement best practice to ensure consistency across all estates.</p>	<p>30 Jun 2011</p>	<p>No</p>		
	<p>We will develop and implement an Estate Management Communications Strategy to increase and improve opportunities for resident involvement.</p> <p>31 Dec 2010</p> <p>Action incorporated within Tenant Communication Strategy approved by HEED in October 2010</p>			
	<p>Complete area action planning process for all areas.</p>	<p>30 Jun 2010</p>	<p>Yes</p>	<p>Andy Cameron</p>
<p>Implement Estate Management Communications Strategy</p>	<p>31 Dec 2010</p>	<p>Yes</p>		



Icon	Name							
	Tenant Satisfaction							
Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will collect and report on tenant satisfaction levels on our housing management services bi annually	31 Oct 2010	In addition to this action in response to the Regulator comments we intend to develop a Customer Satisfaction strategy in 2011/12.	Carry out a comprehensive tenant satisfaction survey.	30 Jun 2010	TSS Completed November 2010	Yes	John Kerr
				Examine levels of satisfaction rates among all minority groups.	31 Oct 2010	Action will be incorporated within HCS Equalities Monitoring Framework	Yes	
				Publish results of survey extensively and use results to act as a baseline to gauge future performance in all aspects of the housing service.	31 Oct 2010	To be completed by December 2010 and progress reported to December HPIB	Yes	



Icon	Name
	C - Is West Dunbartonshire Council managed for improvement?

Icon	Name
	Customer Focus and Influence




Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will develop in partnership with stakeholders a series of service standards across all housing service areas to improve service delivery.	1 April 2012	This action has been postponed due to the development of the Scottish Social Housing Charter which will come into effect on 1 April 2012. the Charter will include a series of service standards all landlords must achieve our approach will reflect the charter	Investigate participation in quality assurance schemes e.g.; Customer Service Excellence	31 Dec 2011	Housing and Community to undertake PSIF in 2011	No	John Kerr
				We will develop a series of service standards covering all aspects of the housing services which will lead to improved service delivery	30 Apr 2011	Best Practice examples being gathered but action postponed due to the introduction of Scottish Social Housing Charter	No	
				We will implement a robust performance monitoring and reporting framework for the series of service standards	30 Apr 2011	See above	No	
	We have asked the West Dunbartonshire Tenants & Residents Organisation how it would like to receive financial information during the rent setting consultation.	30 Jun 2010	Developed as part of the consultation and implementation of the tenant communication strategy.	We will incorporate preferences for information and good practice for producing financial information into our tenant communication strategy	30 Jun 2010		Yes	John Kerr
	We will ensure all housing staff are trained on tenant participation issues to raise awareness of TP as part of their PDPs.	31 Dec 2011	All relevant staff have received TP training; this will continue for all new staff members to reflect our ongoing commitment to effective tenant participation.	Complete the programme to ensure that all relevant housing staff receive tenant participation training	31 Dec 2011		No	John Kerr





Icon	Name							
	We will produce a tenant communication strategy which will address information provided to our tenants.	30 Sep 2010	Tenants' Communication Strategy and incorporated service pledges approved by HEED committee meeting of 6th October 2010	Develop a service charter for engagement and consultation	30 Sep 2010	Charter is incorporated in communication strategy	Yes	John Kerr
				We will develop a tenant communication strategy that will address the following issues highlighted by tenants;	30 Jun 2010		Yes	



Icon	Name							
	Efficiency and Value for Money							
Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will continue to utilise the Asset Management Planning model to underpin the business plan.	31 Mar 2012	A rigorous option appraisal conducted as part of the exercise to establish the four approved transfer areas. Stock Condition survey complete, awaiting final structural information.	We have produced a new stock transfer strategy including identification of key risks and scenarios.	31 May 2010		Yes	John Kerr
				We will conduct additional scenario planning following consultation with tenants and RSLs on stock transfer packages.	31 Aug 2010		Yes	
				We will update stock condition data and the content of the Asset Management Plan.	30 Mar 2012		No	John Kerr

Icon	Name							
	Equalities and Diversity							
Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We are currently developing a comprehensive range of systems to ensure that full information on ethnicity is collated for all our services and analysed to inform the needs of BME communities:	31 Mar 2012	Draft Equalities Framework approved to be implemented within the next few months.	Develop robust monitoring and reporting procedures.	28 Feb 2012	New Performance and Continuous Improvement Officer will action this	No	John Kerr
				Undertake an analysis of current information, Identifying gaps in information	31 Oct 2010	Report submitted to HCS SMT in November 2010	Yes	



Icon	Name							
	Leadership and Strategic Planning							
Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will continue to improve our approach to partnership working through new and existing routes.	31 Aug 2010	Homelessness and Housing Access Forum and Regenerating, Investment and Affordable Housing Group now report directly to Housing Thematic Group.	We will carry out a review of the West Dunbartonshire Community Planning Partnerships Housing Thematic Group to improve partnership working.	31 Aug 2010		Yes	Elaine Melrose
	We will continue to utilise the Asset Management Planning model to underpin the business plan.	30 Nov 2010	A rigorous option appraisal was conducted as part of the exercise to establish the now approved four transfer areas.	We have produced a new stock transfer strategy including identification of key risks and scenarios. We will conduct additional scenario planning following consultation with tenants and RSLs on stock transfer packages.	31 May 2010 31 Aug 2010		Yes Yes	Helen Turley

Icon	Name							
	Performance management, planning and reporting							
Status	Action	Due Date	Comments	Milestone	Due Date	Note	Completed	Assigned To
	We will ensure that the roll out of Personal Development Plans (PDPs) is complete	31 May 2010	PDPs rolled out effectively to all housing staff.	Implement plan to deliver PDP framework throughout department	31 May 2010		Yes	Anne Marie Cosh
	We will develop a planned approach to communicating performance information to all members of housing staff	31 Mar 2012 (revised date)	The development of a specific housing strategy. Housing Strategy will lead on this and it is an area where we will continue to develop.	We will implement a plan for ensuring effective communication on all performance information to staff	31 Feb 2012		No	John Kerr
				We will review present performance communications	31 Aug 2011		Yes	
	We will identify key staff who assist in collating performance information and roll out the use of the covalent performance management system.	31 Mar 2011	Training is ongoing for all relevant members of staff within Housing and Community safety.	Identify relevant staff	31 Jul 2010		Yes	Jan McKinley
				Implement training plan	31 Oct 2010		Yes	
				Prepare training plan	06 Aug 2010		Yes	

	<p>In partnership with key stakeholders we will carry out a review to improve our approach public performance reporting taking into account feedback from tenant assessors and RTOs.</p>	<p>31 Dec 2010</p>	<p>Performance information is now reported regularly to tenants. However this is an area we are committed to develop and actions within the Housing and Community safety operational plan reflect this.</p>	<p>Develop and implement plan which will lead to improved PPR with housing services</p>	<p>31 Dec 2010</p>		<p>Yes</p>	<p>John Kerr</p>
				<p>Undertake an analysis of our current PPR activity</p>	<p>31 Dec 2010</p>		<p>Yes</p>	
	<p>In partnership with key stakeholders including our RTOS we will carry out a review to improve our approach to public performance reporting.</p>	<p>31 Dec 2010</p>	<p>Action will continue to be developed as we ensure PPR leads to service improvements</p>	<p>Develop and implement plan which will lead to improved PPR with housing services</p>	<p>31 Dec 2010</p>		<p>Yes</p>	<p>John Kerr</p>
				<p>Undertake an analysis of our current PPR activity</p>	<p>31 Dec 2010</p>		<p>Yes</p>	