

Agenda



Housing and Communities Committee

Date: Wednesday, 5 May 2021

Time: 14:00

Venue: Zoom Video Conference

Contact: Lynn Straker, Committee Officer
Email: lynn.straker@west-dunbarton.gov.uk

Dear Member

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

The Convener has directed that the powers contained in Section 43 of the Local Government in Scotland Act 2003 will be used and so Members will attend the meeting remotely.

The business is shown on the attached agenda.

Yours faithfully

JOYCE WHITE

Chief Executive

Distribution:-

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

All other Councillors for information

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

Date issued: 21 April 2021

HOUSING AND COMMUNITIES COMMITTEE

WEDNESDAY, 5 MAY 2021

AGENDA

1 STATEMENT BY CHAIR – AUDIO STREAMING

The Chair will be heard in connection with the above.

2 APOLOGIES

3 DECLARATIONS OF INTEREST

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

4 MINUTES OF PREVIOUS MEETING

5 - 9

Submit, for approval as a correct record the Minutes of Meeting of the Housing and Communities Committee held on 4 November 2020.

5 OPEN FORUM

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

6 HOUSING AND EMPLOYABILITY DELIVERY PLAN 2020/21 YEAR END PROGRESS REPORT AND 2021/22 DELIVERY PLAN

11 - 58

Submit report by the Chief Officer for Housing and Employability presenting the 2021/22 Delivery Plan for Housing and Employability and the year-end progress report for the 2020/21 Delivery Plan as agreed at Committee on 04 November 2020.

7/

7 MORE HOMES WEST DUNBARTONSHIRE – AFFORDABLE HOUSING SUPPLY 59 - 68

Submit report by the Chief Officer for Housing and Employability providing an update on progress with West Dunbartonshire's More Homes Programme which oversees the strategic delivery of the Council's new homes.

8 BETTER HOMES WEST DUNBARTONSHIRE – HOUSING ASSET MANAGEMENT STRATEGY UPDATE 69 - 82

Submit report by the Chief Officer for Housing and Employability updating Members on the More Homes Better Homes Housing Asset Management Plan 2018-2023 which was approved in February 2018.

9 SCRUTINY REPORTS

(A) POLICE SCRUTINY REPORT 83 - 84

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

(B) FIRE AND RESCUE SCRUTINY REPORT 85 - 94

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

HOUSING AND COMMUNITIES COMMITTEE MINUTES OF MEETING - 3 FEBRUARY 2021

At a Meeting of the Housing and Communities Committee held by video conference on Wednesday, 3 February 2021 at 2.00 p.m.

Present: Councillors Gail Casey, Karen Conaghan, Ian Dickson, Diane Docherty, Caroline McAllister, David McBride, Jonathan McColl, Iain McLaren, Marie McNair, John Millar, John Mooney and Sally Page.

Attending: Peter Barry, Chief Officer – Housing and Employability; Angela Wilson, Chief Officer – Supply, Distribution and Property; John Kerr, Housing Development and Homelessness Manager; Edward Thomas, Housing Operations Manager; Martin Feeney, Building Services Manager; Janice Rainey, Finance Business Partner; Sally Michael, Principal Solicitor; Alan Young, Housing Asset and Investment Manager; Michelle Lynn, Asset Coordinator; Lynn Straker, Committee Officer.

Also Attending: Chief Superintendent John Paterson, Police Scotland; Group Commander Gregg McKearney, Scottish Fire and Rescue Service.

Councillor Diane Docherty in the Chair

STATEMENT BY CHAIR – AUDIO STREAMING

Councillor Docherty, Chair, welcomed everyone to the February meeting of the Housing and Communities Committee which was being held remotely, in terms of Section 43 of the Local Government in Scotland Act 2003.

Accordingly, the Chair advised that a process/procedure had been developed for the meeting (a copy of which had previously been circulated to Members). Thereafter, the Committee agreed to note the procedure in place for the conduct of the meeting and the meeting then continued by video conferencing.

DECLARATIONS OF INTEREST

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

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Housing and Communities Committee held on 4 November 2020 were submitted and approved as a correct record.

OPEN FORUM

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

WEST DUNBARTONSHIRE EMPTY HOMES STRATEGY (PRIVATE SECTOR) 2021-2024

A report was submitted by the Chief Officer – Housing and Employability seeking approval for the Empty Homes Strategy (Private Sector) for the period 2021-2024.

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 progress and achievements made in implementing the previous Empty Homes Strategy for the period 2016-2019 including the positive impact of the Council's dedicated Empty Homes Officer; and
- (2) to approve the new Empty Homes Strategy to cover the period 2021-2024.

RAPID RE-HOUSING TRANSITION PLAN AND NEW APPROACHES TO HOMELESSNESS UPDATE REPORT

A report was submitted by the Chief Officer – Housing and Employability providing the Committee with an update in terms of Scottish Government funding received to deliver the Rapid Rehousing Transition Plan (RRTP), "Home at the Heart" and providing an update on the local response to the new recommendations made by the Homelessness and Rough Sleeping Action Group (HARSAG).

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 approve additional funding allocation that had been awarded for 2020/21 (£156k), and the funding awarded for 2021/22 (£234k), to meet the objectives of the West Dunbartonshire Rapid Rehousing Transition Plan;
- (2) to note the ongoing review of RRTP year 2 activities and some of the priority workstreams highlighted within section 4.7 of the report;

- (3) to note the progress being made in developing a local response to the new HARSAG recommendations;
- (4) to note the developments in relation to the proposed changes to the “local connection” provisions within the homelessness legislation;
- (5) to note the current position in terms of the new Unsuitable Accommodation Order; and
- (6) to note that an annual update and progress report would be provided to the next Housing and Communities Committee in May 2021, including an updated Year 3 plan.

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

A report was submitted by the Chief Officer – Housing and Employability providing the Committee with an update on progress with West Dunbartonshire Council's More Homes Programme which oversees the strategic delivery of the Council's new homes.

After discussion and having heard the Chief Officer – Housing and Employability, the Housing Development and Homelessness Manager and the Assets Co-ordinator 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 the delivery of the Council's More Homes West Dunbartonshire approach including the first handovers of the new homes at the Haldane development; and
- (2) to note that the report and the delivery of the Council's ambitious plans to deliver new homes to meet housing need would include significant Elected Member involvement in its delivery and as such a regular update report would be provided to each Housing and Communities Committee.

“INVOLVING YOU”, WEST DUNBARTONSHIRE COUNCIL'S TENANT PARTICIPATION STRATEGY 2021-2024

A report was submitted by the Chief Officer – Housing and Employability highlighting the Council's statutory obligations in relation to tenant participation and seeking approval for the new Tenant Participation Strategy for the period 2021-2024.

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 progress and achievements made in relation to the implementation of the previous Tenant Participation Strategy 2017– 2020, including the key role played by tenant representatives;

- (2) to approve the draft West Dunbartonshire Tenant Participation Strategy 2021-2024 and associated action plan, developed in conjunction with tenants; and
- (3) to invite the Chief Officer – Housing and Employability to ensure the effective implementation of the Strategy and associated action plan and provided an annual update report to the Housing and Communities Committee.

BUDGETARY CONTROL REPORT – P9 HOUSING REVENUE ACCOUNT

A report was submitted by the Chief Of Officer – Resources providing an update on the financial performance to 31 December 2020 (Period 9) of the Housing Revenue Account revenue and capital budgets for 2020/21.

After discussion and having heard the Finance Business Partner in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note that the revenue account currently showed a projected annual favourable variance of £1.911m (4.33% of the total budget), of which £2.029m was COVID related; and
- (2) to note the net projected annual position in relation to relevant capital projects which highlighted an in-year variance of £13.945m (23.28%) due to projected slippage of £14.928m (24.92%) and an overspend of £0.983m (-1.64%).

HOUSING AND COMMUNITIES BUDGETARY CONTROL REPORT FOR P9 FINANCIAL PERFORMANCE

A report was submitted by the Chief Officer – Resources providing the Committee with an update on the financial performance to 31 December 2020 (Period 9) of those services under the auspices of the Housing and Communities Committee.

After discussion and having heard the Finance Business Partner in further explanation of the report and in answer to Members' questions, the Committee agreed:-

- (1) to note the contents of the report which showed the revenue budget forecast to overspend against budget by £0.434m (8.56%) at the year-end. The adverse variance due to COVID-19 was £0.471m therefore the underlying variance after COVID-19 was £0.037m favourable;
- (2) to note the net projected annual position in relation to relevant capital projects which was showing no projected variance; and
- (3) to note the progress on efficiencies incorporated into budgets for 2020/21.

SCRUTINY REPORTS

(A) Police Scrutiny Report

A report was submitted by the Chief Superintendent, Police Scotland providing Members with an update on Quarter 3 2020/21 performance against the Local Police Plan.

After discussion and having heard the Chief Superintendent in further explanation of the report and in answer to Members' questions, the Committee agreed to note the update given on progress against the Local Police Plan.

(B) Fire and Rescue Scrutiny Report

A report was submitted by the Local Senior Officer, Scottish Fire and Rescue Service providing the Committee with appropriate performance data measured against priorities in the West Dunbartonshire Local Fire and Rescue Plan for the period 01 October 2020 – 31 December 2020.

After discussion and having heard the Local Senior Officer in further explanation and in answer to Members' questions, the Committee agreed that to note the contents of the attached Scottish Fire and Rescue Service West Dunbartonshire Council Year to Date Report.

The meeting closed at 4.35 p.m.

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer – Peter Barry

Housing & Communities Committee: 05 May 2021

Subject: Housing and Employability Delivery Plan 2020/21 year end progress report and 2021/22 Delivery plan

1 Purpose

- 1.1** The purpose of this report is to present to members the 2021/22 Delivery Plan for Housing and Employability and the year-end progress report for the 2020/21 Delivery Plan as agreed at Committee on 04 November 2020.

2 Recommendations

- 2.1** It is recommended that Committee:
- Notes progress made on the delivery of the 2020/21 plan.
 - Notes 2021/22 Delivery Plan

3 Background

- 3.1** In line with the Strategic Planning & Performance Framework each Chief Officer has developed an annual delivery plan for 2021/22. The plan sets out actions to address key priority areas and issues identified through the service planning process as well as actions to deliver the Council's strategic objectives. It also provides an overview of services and resources, including employees and budgets, and considers relevant risks.

4 Main Issues

2020/21 Year-end Performance

- 4.1** The 2020/21 Delivery Plan was presented to Corporate Services Committee on 4 November 2020. This was later than the usual April/May committee cycle due to the COVID-19 pandemic and consequently there was no mid-year progress report.
- 4.2** The Delivery Plan for 2020/21 was supported by an action plan of activities to be delivered over the year. Appendix 1 details the progress on delivery of this action plan. Twelve of the twenty two actions have been completed in year as planned.
- 4.3** The remaining ten actions have not been completed as planned, delay in progressing all actions is as a direct result of the COVID-19 pandemic; work

will therefore continue in 2021/22 to progress these to a completed status. These are:

- Develop a detailed Delivery Plan through consultation with CPWD and the local community to ensure the aims of the CE Strategy are deliverable; 75% complete- work will continue into 2021/22.
- Work with local citizens to co-produce Phase 5 of Community Budgeting; 66% complete- work will continue into 2021/22.
- Establish Tenant Liaison service; 50% complete- work will continue into 2021/22.
- Develop a revised ASB strategy; 33% complete- work will continue in 2021/22.
- Develop a Housing Academy to provide training and development for housing employees and tenant leaders; 20% complete- work will continue into 2021/22.
- Develop and implement Housing regeneration approaches to improve our communities; 20% complete- work will continue into 2021/22.
- Continued improvement of the existing CCTV infrastructure and development of an options appraisal for future investment; 20% complete- work will continue into 2021/22.
- Implement measures to support Community Councils and ensure they operate within the established guidelines; 20% complete – work will continue into 2021/22.
- Completion of our Early Action System Change research project on Youth Homelessness; during the pandemic this work was delayed however work will continue into 2021/22.
- Carry out review of provision of wifi inclusion into new build properties and priority areas of deprivation; during the pandemic this work was not prioritized however work will continue into 2021/22.

4.4 Key achievements delivered through the plan are highlighted in the Delivery Plan for 2021/22. Updates on the full set of performance indicators will be published in line with annual public performance reporting for the organisation later in 2021/22.

4.5 Each service area also developed a suite of quality standards, which set out the level of service that users and stakeholders can expect to receive, and remind both the organisation and employees of the challenges and obligations they face in delivering best value services. Where data is available, performance against these standards is set out at Appendix 2.

Delivery Plan 2021/22

4.6 The Housing and Employability Delivery Plan for 2021/22 is attached to this report as Appendix 3 and includes a detailed action plan for delivery as well as a workforce plan.

4.7 The delivery plan 2021/22 for H&E reflects those action and priority areas which will be delivered over the remainder of the year. Key areas include:

European funding; Welfare Reform; Supporting resident and Communities post pandemic; Employability and Learning; Digital Enablement; New housing supply; Climate change; Legislative considerations including new provisions within the Homelessness etc. (Scotland) Act 2003; Domestic abuse Act 2018, Community Empowerment (Scotland) Act 2015; Community Learning & Development and the Child Poverty (Scotland) Act 2017.

- 4.8** Progress towards delivery of the plan is monitored monthly through the senior management team of the service, and also scrutinised on a quarterly basis through the strategic leadership performance monitoring and review meetings. A mid-year progress report will be presented to committee in November 2021.

Workforce Planning

- 4.9** The Delivery Plan includes an annual workforce plan, which details the key workforce issues which will or may arise over the year and the actions planned to address these in order to fully support delivery of the plan.
- 4.10** These workforce issues are anticipated to have implications in terms of organisational change, resource planning, resource profiling, skills mix, training and development and restructuring. The workforce plan sits within the appendices of the 2021/22 Delivery Plan.

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 and 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 of the Council.

Chief Officer: Peter Barry
Service Area: Housing & Employability
Date: April 2021

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

Appendices: Appendix 1: H&E Delivery Plan 2020/21 - Year End Progress
Appendix 2: Quality Standards – 2020/21 Progress
Appendix 3: H&E Delivery Plan 2021/22

Background Papers: None

Wards Affected: All

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



	A strong local economy and improved job opportunities

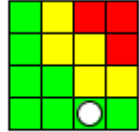
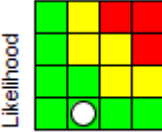
	Improve skills for life & learning

Action	Status	Progress	Due Date	Comments	Managed By
Ensure no one left behind by supporting skills and learning for work, life and learning		<div><div>100%</div></div>	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><div>100%</div></div>	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

	Increase employment and training opportunities


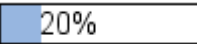


Action	Status	Progress	Due Date	Comments	Managed By
Support quality frameworks and partnership working to enhance work, learn, money service provision		<div><div>100%</div></div>	31-Mar-2021	This action was completed as planned. Meetings have taken place with HMIE about the development of the CLD 2010 - 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	 <p>Likelihood</p> <p>Impact</p>	 <p>Likelihood</p> <p>Impact</p>	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

	Efficient and effective frontline services that improve the everyday lives of residents

	A continuously improving Council delivering best value




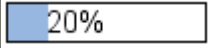

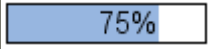

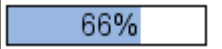


Action	Status	Progress	Due Date	Comments	Managed By
Develop a Housing Academy			31-Mar-2021	Progressing this action during 2020/21 has been impacted by the response to Covid-19. Some scoping work has been carried out, including getting information about existing qualifications held by housing staff, 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			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

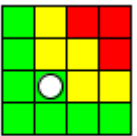
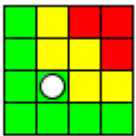
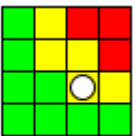
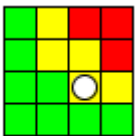
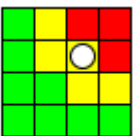
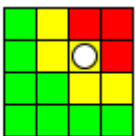
Action	Status	Progress	Due Date	Comments	Managed By
Continued improvement of the existing CCTV infrastructure and development of an options appraisal for future investment.		<div><div>20%</div></div>	31-Mar-2021	This action is one of continuous improvement however has been impacted by the response to 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><div>100%</div></div>	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><div>20%</div></div>	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><div>100%</div></div>	31-Mar-2021	This action has been successfully completed.	Edward Thomas
Establishment of new Neighbourhood service		<div><div>100%</div></div>	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><div>33%</div></div>	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
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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.			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.			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.			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.			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			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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Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Failure to secure partnership buy-in for the emerging Community Empowerment Strategy and Action Plan.	 Likelihood Impact	 Likelihood Impact	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.	 Likelihood Impact	 Likelihood Impact	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	 Likelihood Impact	 Likelihood Impact	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

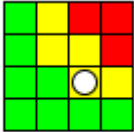
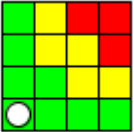
	Enhanced Life Chances

Action	Status	Progress	Due Date	Comments	Managed By
Completion of our Early Action System Change research project on Youth Homelessness		<div><div></div></div> 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 RRTP		<div><div></div></div> 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 RRTP is due to be submitted to the SG by the end of June 2021.	John Kerr
Establish Tenant Liaison service		<div><div></div></div> 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	✓	<div><div>100%</div></div>	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	✓	<div><div>100%</div></div>	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	✓	<div><div>100%</div></div>	31-Mar-2021	<p>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.</p> <p>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</p>	Stephen Brooks

Ob	More affordable and suitable housing options

Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
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Risk	Current Risk Matrix	Target Risk Matrix	Latest Note	Assigned To
Failure to achieve the outcomes of the Scottish Social Housing Charter	<div data-bbox="667 295 694 395" data-label="Text">Likelihood</div>  <div data-bbox="703 411 777 435" data-label="Text">Impact</div>	<div data-bbox="896 295 922 395" data-label="Text">Likelihood</div>  <div data-bbox="931 411 1005 435" data-label="Text">Impact</div>	Council has a robust self assessment framework in place in terms of meeting the requirements of the Scottish Social Housing Charter	John Kerr

H&E Quality Standards 2020/21- progress report



Action	2020/21			Latest Note	Managed By
	Status	Value	Target		
% of application outcomes communicated within 28 days	Data not yet available		100%	Year end data will not be available until June 2021	John Kerr
% of applications followed up for discussion within 7 working days	Data not yet available		100%	Year end data will not be available until June 2021	Edward Thomas
% of ASB reports followed up within 1 working day.	Data not yet available		100%	Year end data will not be available until June 2021	Edward Thomas
% of participation request acknowledgements sent within 5 working days of notification	N/A		100%	No participation requests were submitted during 2020/21.	Elaine Troup
% of referral acknowledgements sent within 5 working days of notification		100%	100%	Target met.	Stephen Brooks
% of tenant enquiries responded to on same working day	Data not yet available		100%	Year end data will not be available until June 2021	Edward Thomas
% of Tenants that have been provided with housing officer contact details		100%	100%	Target met	Edward Thomas
% satisfied with the quality of temporary or emergency accommodation	Data not yet available		85%	Year end data will not be available until June 2021	John Kerr

PI Status	
	Alert
	Warning
	OK

2021-22 DELIVERY PLAN

HOUSING & EMPLOYABILITY



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1. Overview

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

The gross general fund Housing and Employability budget is £10.455m with a net budget of £4.612m. The Housing Revenue Account has an expenditure and income revenue budget of £45.491m together with a Capital budget of £34.591m. It is one of 8 strategic areas with responsibility for delivering the Council's Strategic Plan.

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

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

2. Performance Review

The H&E management team completed a detailed performance review of 2020/21, looking at:

Key Performance Indicators (Appendix 2)

Monitoring and analysing current and previous performance helps to identify trends and to understand where we need to implement improvement actions to meet both the service objectives and overall Council priorities.

Benchmarking (Appendix 3)

All 32 councils in Scotland measure a common set of performance indicators called the Local Government Benchmarking Framework (LGBF). It comprises of service delivery, cost, and customer satisfaction indicators covering all major council service areas, including education, housing, social work, and leisure. Using the same indicators across all councils allows us to compare our performance so that we can identify best practice, learn from each other, and improve what we do.

User feedback including Complaints (Appendix 3)

It is important when developing the delivery plans that we capture learning from the range of mechanisms that provide feedback on our services. Central to this approach is ensuring we capture learning and make improvements to service delivery based on information from service user feedback and complaints.

Quality Standards (Appendix 4)

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

During 2020/21 H&E delivered a range of key achievements on behalf of the Council. In a challenging environment this service area has led exemplar statutory and strategic services within West Dunbartonshire; the following section contains some of the more notable achievements as well as a number of performance challenges to be addressed in 2021/22.

Key Achievements 2020/21

Communities Team

- In response to the COVID-19 pandemic the Communities Team designed and established the Volunteer Management team as part of the wider Crisis Support Service
- Established home-working procedures and moved appropriate services on-line
- Developed and launched a fully digital Community Budgeting Phase 5
- Continued to support community groups, extended and strengthened networks during the height of the pandemic
- Established a PB Mainstreaming Steering Group to lead the implementation of Participatory Budgeting across West Dunbartonshire

Housing Development and Homelessness

- Managed significant increase in Homeless presentation due to COVID-19 and provided full emergency response throughout pandemic
- New Housing developments continued including the first dementia designed development at Creveul Court
- Tenant participation strategy delivered
- Rapid rehousing/housing first scaled up
- Asset management stock assessment exercise carried out to inform regeneration plans

Housing Operations

- Comprehensive response to COVID-19 focused on tenant welfare
- Launch of new Neighbourhood and extended Anti-Social Behaviour service
- Development of tenant liaison service to assist vulnerable tenants
- Expansion of team delivering No Home for Domestic Abuse
- Revision of the Allocations Policy to strengthen rights for victims of domestic abuse
- Successful deployment of home based working

Working 4 U

- Designed and implemented a Covid-19 Rapid Response Crisis team
- Moved full team onto remote working
- Shift of services to online and introduction of new digital platforms including setting up a virtual employability hub
- Foundation apprenticeships

Challenges

As with other Council services the principle challenge over the last year has been the COVID-19 pandemic. Challenges faced were a mixture of being at the forefront of the Council's response to the pandemic through supporting both the Strategic and Organisational Resilience Groups through the volunteer programme and redeployment of staff. This period also brought challenges to delivery of front line services with increased demand for support particularly around the demand for Homeless services and temporary accommodation; support to residents who faced financial hardship due to poor economic activity including closure of businesses. The service has also faced challenges in adapting to new ways of engaging with residents and introduced changes to online /remote service deliver. However a challenge still remains to engage with residents who preferred face to face interaction and also to regain participation with established community groups. It is anticipated that this will continue to have far reaching implications for the service over the coming years as the impact of reduced levels of social interactions manifest in social isolation, loneliness and overall reduced social capital.

Adapting to ever changing legislation and guidance to ensure continued delivery of front line services has remained a challenge over the last year, particularly around the services statutory obligations. All of the services required to adapt quickly to these challenges whilst, in the main, working from home with minimal impact on the service provided both internally and externally.

Progression of key capital spend projects has also remained a challenge over the last year and in particular the Housing Investment Programme. During 2020/21 a significant period of time has been lost due to COVID-19 impacting upon the construction industry. Other financial challenges have also included reduced rental income due to the impact of lockdown relets and the cessation of lettings.

3. Strategic Assessment

The H&E management team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2021/22. As a result of this assessment the following factors were recognized as having a significant influence on the work of service in 2021/22:

Key Factors

Financial Challenges

The entire public sector is facing significant financial challenges. When the 2021/22 budget was set in March 2021, the Council was predicting cumulative funding gaps in 2022/23 and 2023/24 of £4.890m and £10.422m respectively. Funding pressures relating to COVID-19 continue into 2021/22, and with costs related to COVID-19 difficult to predict and some funding from the Scottish Government already announced, we will continue to monitor the overall financial position of the Council. The long term finance strategy is due to be reported to Council later in 2021, together with a draft 3-year detailed budget position.

This means that further action continues to be required to balance our budget and protect services for residents. This will undoubtedly mean that within our service area, available funding will be reduced and we will need to change how we do our jobs, what we do, where we work, and may reduce the number of people employed.

European Funding

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

Britain's exit from the European Union throws considerable uncertainty on the availability of this funding. However, current indications are that the funding will continue until December 2022. Discussions are underway at a national level for a replacement programme: 'Future Prosperity Fund'. Full details of the scale and priorities for these replacement funds have yet to emerge.

While it is unclear what funding will be available beyond December 2022 to replace European Structural Funds we will mitigate associated risks to employability services by utilising alternative sources of funding such as 'No One Left Behind': and 'Parental Employability Support Funds' and the 'Young Persons Guarantee'. Planning for the development and delivery of these funds are underway to ensure that the benefits from them are maximised.

Welfare reform

Universal Credit

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

While the initial shift to Full Service posed some issues, it was anticipated that the greatest challenge would occur when people in receipt of existing benefits are migrated to Universal Credit. It was unclear when this bulk migration of claimants was to take place. However, many of the risks and challenges were overtaken by events as a result of COVID-19. Claims were simplified, access was made easier and the benefits were made slightly more generous. Nonetheless we will continue to monitor changes in policy and its effect on Universal Credit in order to plan any required response from the Working 4U debt/money advice and employability services.

Rent collection following COVID-19 and Universal Credit rollout

Despite proactive efforts to engage with tenants following the impact of the COVID-19 pandemic and targeted assistance drawing upon a number of support schemes, the economic and social impact has adversely affected rent collection. In addition to this the rollout of Universal Credit in the area has compounded the challenge, in

terms of tenants adjusting to the new process, direct payments to tenants not always being paid towards rent accounts and management of 'technical arrears' due to the payment terms. Housing Operations will continue to work in partnership with colleagues from Corporate Debt and Working4U to mitigate and minimise the impact, including appointment of a specialist Welfare Rights Officer dedicated to that purpose.

Employability/ Economic

Local Developments

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 the 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.

Social Benefits

There is a range of emerging developments providing opportunities for people to secure employment. These include developments at the Golden Jubilee and the full re-opening of Cameron House. We have entered into dialogue with these organisations to make a contribution to their workforce development plans. This will include support for recruitment of employees and apprentices.

In addition, it is anticipated that there will be a range of employment opportunities in the care sector. This is due to the Scottish Government requirements for developing staff within the care sector and the provision of access to additional childcare. To capitalize on this, Working 4U is developing staff development processes in the care sector and will apply Parental Employment Support resources to ensure local residents secure access to employment and service provision opportunities.

In addition the team at Working 4U is working closely with colleagues from central procurement services to capitalise on social benefits that may be gained from a range of contracts currently being delivered or in the pipeline. We will be seeking access to work experience, training, employment and apprenticeships. Early efforts have netted us work experience, employment and apprentices from CCG through their house construction contracts. Further benefits will emerge through the

construction of the new health centre in Clydebank and the new Renton Primary School contracts.

Digital Enablement

During 2020/2021 W4U worked with SCVO through the Connecting Scotland Programme to provide local residents with access to equipment (ipads/chromebooks) and free Wi-Fi to enable full use of the equipment. In addition to equipment and Wi-Fi participants will receive 'digital champion' support in order to ensure that they make full use of the equipment and gain access to the full functionality of the devices.

The programme has focused efforts on those most likely to face digital exclusion with priority given to:

- Older people who were in the COVID-19 shielded group
- Families who are facing disadvantage
- Older people and disabled people.

It is anticipated that the scheme will be extended to those newly unemployed or seeking employment but face additional barriers which are heightened by the impact of COVID-19.

As services and projects are developed and moved on-line digital engagement and the removal of barriers must continue to be addressed to ensure everyone has the opportunity to participate.

As part of the development of our wider Better Homes West Dunbartonshire approach we will examine ways to strengthen digital enablement of those households within the social rented sector and those experiencing homelessness to address the perceived disadvantage which was further highlighted during the pandemic.

Legislative and Policy Drivers

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.

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 provision 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 must specify:

- How the provision of community learning and development will be coordinated with other organisations and agencies that provide community learning and development within West Dunbartonshire;
- What action will be taken to deliver the community learning and development plan between September 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.

The plan will be reviewed annually in line with Education Scotland expectations.

Rapid Rehousing/Housing 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.

Each Local Authority is tasked with developing an updated Rapid Rehousing Transition Plan by 30 June 2021.

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.

Homelessness Prevention Duty

The Scotland Prevention Review Group was convened to take forward a recommendation in the Ending Homelessness Together High Level Action Plan published by the Scottish Government and Convention of Scotland Local Authorities (CoSLA) in November 2018: “We will work with public bodies, housing providers and other partners to develop a new duty on local authorities, wider public bodies and delivery partners for the prevention of homelessness.”

The Group has now reported and has provided recommendations which have been accepted by the Scottish Government for a legal duty or duties on Scottish local authorities and wider public bodies to prevent homelessness. Guidance is being formalised with the expectation the Council as strategic housing authority will ensure that these recommendations in full are successfully implemented in the context of wider reforms to homelessness provision in West Dunbartonshire.

New Housing Supply

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

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 deliver this new strategy in 2021 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.

Community

ASB Strategy

A new Anti-Social Behaviour Strategy is being developed to consolidate and refocus the considerable partnership working and expanded service provision in West Dunbartonshire, through the Community Planning Safer WD Delivery Improvement Group. This will reflect recent changes and enhancements and will be published in the course of 2021.

Community Empowerment Strategy

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 on the consultation with local residents.

Approved at the end of 2019, the Strategy requires partners to work collaboratively to support empowered communities. It is an ambitious Strategy looking to build more resilient and empowered communities across West Dunbartonshire, much of which will be delivered by collaborative working between WDC, Community Planning

partners and local residents. It will require a real change to service delivery to ensure it is responsive to local need, particularly as part of the COVID-19 recovery.

Progress will be driven and monitored by a Project Board that will report to CPWD via the Empowered DIG.

Community Choices 1% Framework agreement

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 approach.

The framework is currently being refreshed in light of COVID-19 and is anticipated to include the need for greater deliberative and participatory processes that contribute to ensuring equality, inclusion and social renewal.

In doing so it is recognised that 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.

Climate Change

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.

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 commit 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.

Equality Outcomes Report 2021-25

The Council has set out a range of equality outcomes for 2021-25 in line with its statutory duty, each led by a relevant strategic service area. For Housing and Employability these include: Increase participation of BME people, disabled people and young people in Community Budgeting in West Dunbartonshire and Better meet accommodation needs of Gypsy/Travellers travelling through and staying in West Dunbartonshire. By focusing on outcomes, the Council aims to bring practical improvements to the life chances of those who experience discrimination and disadvantage.

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 best use of our resources. The output of the 10 step process is a set of recommendations.

Within Housing and Employability, Working 4U is participating in the programme in 2021/22.

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:

- Homeless DWP income - 2021/22 budget £3.524m

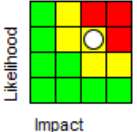
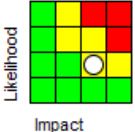
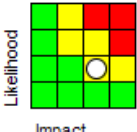
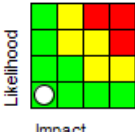
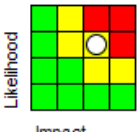
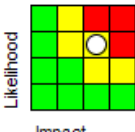
This income is dependent on occupancy levels in homeless units and assumptions around homeless tenants' eligibility for Housing Benefit / Universal credit. If the occupancy levels were to change by 5%, the income could range between £3.348m and £3.700m.

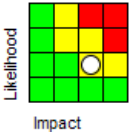
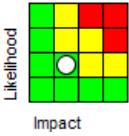
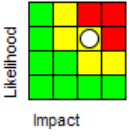
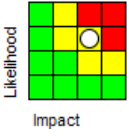
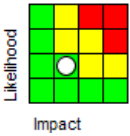
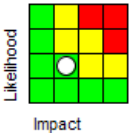
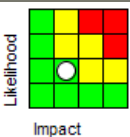
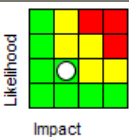
Action Plan & Risks

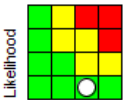
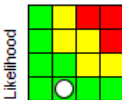
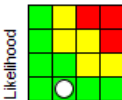
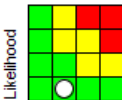
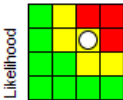
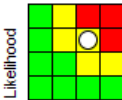
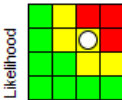
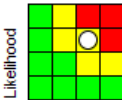

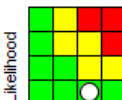
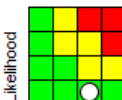
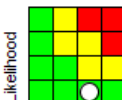
The challenges and issues identified in the performance review and strategic assessment sections as well as considerations from the budget sensitivity analysis have informed H&E priorities and outcomes for 2021/22. The management team has developed an action plan to address them (Appendix 2), supported by a range of performance indicators to enable progress to be monitored and reported to stakeholders. Progress will be monitored and managed on a regular basis and reported twice yearly to Committee, at mid-year and year end.

4. Risks

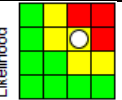
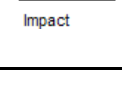
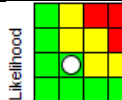

In planning for 2021/22, the H&E management team identified additional risks specific to the service (below). Actions to mitigate these risks are set out in our delivery plan at Appendix 2, with the aim of improving or maintaining the current position (i.e. the current risk score). The current risk scores reflect current actions taken to reduce the risks.

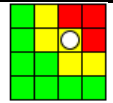
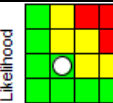
Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Universal Credit Full Service changes breadth and depth of demand for services.	Migration of all claims to Universal Credit may lead to increased service demand from people who would not have used Working 4U service otherwise. Including those requiring assistance to meet the digital by default requirement; those seeking to maintain their claim through increased employability service requirement; and the need to improve IT skills.			Stephen Brooks
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 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
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

Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
Failure to sufficiently engage with groups and citizens as part of the Review of the Scheme of Establishment for Community Councils.	The Review presents an opportunity to engage meaningfully in the Scheme in a move to generate increased interest in community councils and to review boundaries. It also provides an opportunity to review the Scheme in light of COVID-19 and to consider any opportunities that this might bring. The risk is heightened by the need to undertake the process on a digital basis.			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
Failure to secure community and partner 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

Title	Description	Current Risk Matrix	Target Risk Matrix	Managed By
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	 Likelihood  Impact	 Likelihood  Impact	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	 Likelihood  Impact	 Likelihood  Impact	Stephen Brooks
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.	 Likelihood  Impact	 Likelihood  Impact	Stephen Brooks

This table sets out the Council-wide risks associated with the COVID-19 pandemic. Over the coming months, we will consider the impact and likelihood of these risks for CCF services and mitigate them where possible.

Service Risk & Description	Note	Current Risk	Target Risk
Workforce The Council is faced with significant workforce demands in relation to	H&E employees are either at home or in work environments that have been risk assessed to maximise safety. In addition the vaccination programme is rolling out and so the exposure to infection will be greatly reduced going forward. Significant management focus on effective absence management	 Likelihood  Impact	 Likelihood  Impact

absence, reduction, recruitment and wellbeing.	and employee well-being which is keeping absence levels low.	Managed by Peter Barry
Service delivery The Council is faced with significant delivery demands in relation to moving services online, disruption, reduction and quality.	H&E has continued to provide essential services throughout the pandemic, including leading the Crisis Team and Volunteer Management Team. There are no outstanding gaps that await urgent action. It is acknowledged that there are challenges for individual employees and teams in a sustained period of working from home, when services open to the public again. This will be mitigated by ensuring employees have the right equipment to work safely and sustainably at home, effective individual and team management including employee support, and by ensuring appropriate touchdown and welfare points are available to facilitate spending time working in communities. In addition new ways of working have been developed to allow for remote or online client services including virtual employability hub and PB online.	<div>  Likelihood Impact </div> <div>  Likelihood Impact </div> Managed by Peter Barry

Appendix 1- Profile & Structure Chart



The Communities Team

is responsible for leading on the Community Empowerment agenda within the Council. This includes Participatory Budgeting (PB), Community Capacity Building (CCB), supporting Community Councils and the Community Alliance, The Your Community Neighbourhood Approach. It also includes managing and maintaining public space CCTV and managing the volunteer response to COVID-19 through the Volunteer Management Service.

The Housing Development and Homelessness Team

performs the strategic housing authority role within the local authority area, ensuring the provision of high quality, affordable housing. This includes development and implementation of the Local Housing Strategy and all housing policy areas and the Affordable Housing Supply Programme and the wider strategic More Homes Better Homes West Dunbartonshire approach. The service area also manages the delivery of homelessness and housing options service responsible for delivering a number of landlord functions and meeting the statutory tenant involvement roles and the promotion of tenant scrutiny of housing services.

The Housing Operations Team

is responsible for delivering key elements of the Housing Landlord function for West Dunbartonshire Council's c.10,000 social rented properties. It provides operational management of a range of integrated services encompassing tenancy and estates management, including Housing Management, Anti-Social Behaviour, Estate Caretaking and the newly formed Neighbourhood team.







The Working 4U Team

is responsible for leading on supporting customers and communities to improve their skills, learning and financial situations, assisting them on their journey into work and protecting the rights of our citizens. We will pursue these aims by supporting residents in West Dunbartonshire to *Maximise Their Income* from benefits and employment; support them to *Reduce The Cost of Living* by assisting them to manage debt. We will ensure that *No One is Left Behind*; supporting learners to overcome barriers to opportunity, improve life skills and develop work related skills. We will also support *Inclusive Growth* by supporting residents with access to apprenticeships and opportunities.

Appendix 2- Action Plan

P	A strong local economy and improved job opportunities					
Ob	Improve skills for life & learning					
Performance Indicator		2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
Employment rate		72.6%	Not yet available	72.5%	72.5%	Stephen Brooks
Proportion of people earning less than the living wage		17.6%	Not yet available	17.4%	17.4%	Stephen Brooks
Action					Due date	Managed By
Ensure no one left behind by supporting skills and learning for work, life and learning					31-Mar-2022	Stephen Brooks
Promote inclusive growth through access to opportunity					31-Mar-2022	Stephen Brooks
Ob	Increase employment and training opportunities					
Performance Indicator		2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
% of households that are workless		24.1%	Not yet available	21.8%	21.8%	Stephen Brooks
Percentage of local people with increased or sustained income through reduced debt liability/debt management		89%	Not yet available	87%	90%	Stephen Brooks
Action					Due date	Managed By
Support quality frameworks and partnership working to enhance work, learn, money service provision					31-Mar-2022	Stephen Brooks
P	Efficient and effective frontline services that improve the everyday lives of residents					
Ob	A continuously improving Council delivering best value					
Action					Due date	Managed By
Develop a Housing Academy to provide training and development for housing employees and					31-Mar-	John Kerr

P	A strong local economy and improved job opportunities				
tenant leaders				2022	
Digital inclusion – carry out review of provision of wi-fi inclusion into new build properties and priority areas of deprivation				31-Mar-2022	John Kerr; Edward Thomas
Development and implementation of revised Anti-Social Behaviour strategy				31-Mar-2022	Edward Thomas
Ob	Sustainable & attractive local communities				
Action				Due date	Managed By
Continued improvement of the existing CCTV infrastructure				31-Mar-2022	Elaine Troup
Develop and implement Housing regeneration approaches to improve our communities				31-Mar-2022	John Kerr
Develop our Housing Asset Management to respond to Climate Change				31-Mar-2022	John Kerr
Deliver new Local Housing Strategy				31- Dec-2021	John Kerr
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				
Performance Indicator		2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target
% of residents aware of the community empowerment 2015 Act		28%	34%	28%	34%
Action				Due Date	Managed By
Develop a detailed Delivery Plan through consultation with CPWD and the local community to ensure the aims of the CE Strategy are deliverable.				31-Mar-2022	Elaine Troup
Complete the Review of the Scheme for Establishment for Community Councils				31-March 2022	Elaine Troup
Lead on the Council's approach to Participatory Budgeting Mainstreaming.				31-March 2022	Elaine Troup

	A strong local economy and improved job opportunities					
	Open, accountable and accessible local government					
	Equity of access for all residents					
Performance Indicator		2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
% of Youth Homelessness levels in West Dunbartonshire		N/A	Not yet available	New baseline	25%	John Kerr
Tenancy Sustainment Levels within Housing First		N/A	Not yet available	New baseline	90%	John Kerr
	Supported individuals, families and carers living independently and with dignity					
	Enhanced Life Chances					
Action					Due Date	Managed By
Scale up Housing First					31-Mar-2022	John Kerr
Develop new Young Persons housing options					31-Mar-2022	John Kerr
Maximise income from employment					31-Mar-2022	Stephen Brooks
Maximise income from benefits					31-Mar-2022	Stephen Brooks
Ensure no one left behind by addressing life challenges and reducing costs					31-Mar-2022	Stephen Brooks
	More affordable and suitable housing options					
Action					Due Date	Managed By
Deliver New build Housing programme					31-Mar-2022	John Kerr
Performance Indicator		2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
Number of new supply social housing for rent		84	97	80	80	John Kerr

P	A strong local economy and improved job opportunities				
% of all homeless cases re-assessed within 12 months (repeat homelessness)	4.3%	Not yet available	4.5%	TBC	John Kerr
% of tenants satisfied with the overall service provided by their landlord	78.53%	Not yet available	84%	TBC	John Kerr
Performance Indicator	2019/20 Value	2020/21 Value	2020/21 Target	2021/22 Target	Managed By
Average length of time to re-let properties	26.85	Not yet available	25	TBC	Edward Thomas
% Unemployed People Assisted into work from Council operated / funded Employability Programmes	26.11%	Not yet available	14.5%	14.5%	Stephen Brooks
% of council rent that was lost due to houses remaining empty	0.85%	Not yet available	0.88%	0.8%	Edward Thomas
Percentage of Households in Fuel Poverty	28%	Not yet available	23.5%	23%	Stephen Brooks
Percentage of Children living poverty (after housing costs)	25%	Not yet available	25.25%	25%	Stephen Brooks
% of residents who feel safe/very safe in their local community	95%	96%	98%	98%	Edward Thomas

Appendix 3 – Performance review

Benchmarking

The most recent comparative benchmarking data for all councils was published in February 2021 and relates to the period 2019/20. The service assumes organisational responsibility for three of the LGBF performance indicators, the results for 2019/20 were very positive and showed:

- One of the indicators improved in rank from the previous year and is ranked first across Scotland;
- Two of the indicators improved in performance from the previous year; and
- Two of the indicators are above the Scottish average

Performance indicator	2019/20	Rank 19/20	2018/19	Rank 18/19	Scotland 2019/20	Change in rank
Percentage of rent due in the year that was lost due to voids	0.85	13	0.73	6	1.07	↓
% Unemployed People Assisted into work from Council operated / funded Employability Programmes	26.11%	1	22.86%	7	12.66%	↑
Proportion of people earning less than the living wage	17.6%	11	18.4%	6	16.9%	↓

The [Scottish Housing Regulator](#) (SHR) uses 37 Charter Performance Indicators to monitor the performance of all social landlords against the Charter performance indicators to monitor the performance of all social landlords against the Charter outcomes and standards. Both the ARC submission and the annual submission of performance information to Scotland's Housing Network, provide opportunities to compare performance against other landlords (all Scottish local authorities and, where appropriate, Glasgow Housing Association). This benchmarking activity helps to identify areas for improvement and develop actions and targets for the following year and which are then monitored closely by the Housing Improvement Board. In the main, the performance improvement trend among housing services in West Dunbartonshire, shows there is an continued journey of improvement, with 89% of the key indicators either meeting or almost achieving target.

Service User Feedback

Citizens Panel & Telephone Survey

A telephone survey of 1200 residents is carried out every year to gauge satisfaction levels with a range of Council services. Within Housing & Employability we evaluate attitudes towards Community Safety. Overall the results showed:

The 2020-21 telephone survey highlighted a general increase, in citizens identifying West Dunbartonshire as a safe place to live, from the previous year. Analysis shows that in terms of ASB, the overall the reduction in satisfaction largely occurred around the latter part of the year. The 2021 Citizens Panel showed an increase in awareness of the Community Empowerment Act over the last 2 years although showed a decline in interest in specific aspects of it. This will continue to be monitored over the coming year.

	PI	2020/21	2019/20
Telephone survey	% of respondents who felt their local areas was a safe place to live in	96%	95%
	% of respondents who felt that ASB was an issue in their local area	44%	37%

	Question	2020/21	2019/20
Citizens Panel	% of respondents stated they had heard of the Community Empowerment Act	34%	28%
	% of respondents most interested in Participation requests	48%	74%
	% of respondents most interested in Community right to buy	40%	66%
	% of respondents most interested in Asset Transfer	38%	65%
	% of respondents most interested in Allotments	33%	60%

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

Rent Consultation

Our annual rent setting consultation asked tenants for their views about 3 rent options developed for 2021/22. With restrictions on any face to face meetings, a virtual public discussion was held in November and tenants then received information through the post

about the three options, with details about how each option would affect rent charges. Tenants were asked to share their views by returning their vote on a pre-paid voting card or by voting online, via email or using text messaging. More tenants than ever before took part in the consultation with a total of 1344 tenants casting their vote on their preferred option – an increase in votes of 63% compared to last year and representing 14% of all tenants. Online voting was far more popular this year with 64.8% of votes cast online compared to 19.3% last year. Of the 3 rent options available, the majority of tenants supported the option of a 1.5% rent increase, with the result as follows:

- Option 1 – 1.5% increase 54.9%
- Option 2 – 1.9% increase 31.8%
- Option 3 – 2.2% increase 13.3%

The views of tenants shaped the recommendation made to Council in March to approve the 1.5% rent increase.

Complaints

Between 1 April and 31 December 2020, the Housing & Employability service area received a total of 59 complaints representing a 26% reduction from the previous year. We will continue to review complaints on a regular basis to identify and address any issues that emerge.

Service Area	1 April 2020 - 31 December 2020			
	Total Received	Total closed Stage 1	Upheld Stage 1	Upheld Stage 2
Estate Management and Anti-social behaviour	29	15	5	3
Access to Housing	24	15	5	1
Housing Development & Homelessness	6	3	1	0
Total	59	33	11	4
Complaint Category				
Citizen expectation not met - quality of service	39		7	3

Citizen expectation not met – timescales	10		4	1
Employee behaviour	9			
Error in Service Delivery	1			
Total	59		11	4

Appendix 4- Quality Standards

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

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

Service area	Description	How it will be measured
Housing Operations	We will contact you within 7 working days of receiving a housing application to provide advice on housing options	% of applications followed up within 7 working days
	We will follow up reports of Anti-Social Behaviour within 1 working day.	% of ASB reports followed up within 1 working day.
Housing Development	We will aim to let you know about the outcome of your homeless application within 28 days of your first interview	% of application outcomes communicated within 28 days
	We will provide good quality temporary or emergency accommodation if you have nowhere to stay.	% satisfied with the quality of temporary or emergency accommodation
Communities	We will acknowledge all participation requests within 5 working days	% of participation request acknowledgements sent within 5 working days of notification
W4U	We will acknowledge receipt of referral within five working days of notification	% of referral acknowledgements sent within 5 working days of notification

Appendix 5- Resources

Finance

The 2021/22 revenue budget for the Housing & Employability strategic area is £4.612m. The resources to deliver on this in 2021/22 action plan for Housing and employability are:

Service	Gross Expend 2021/22 £m	Gross Income 2021/22 £m	Net expenditure/ (Income) 2021/22 £m
Homeless	4.639	4.318	0.321
Communities	0.991	0.124	0.867
W4U	4.339	1.400	2.939
Anti- Social Behaviour	0.447	0.001	0.446
Private sector Housing	0.039	0.000	0.039
Total	10.455	5.843	4.612

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

	Gross Expenditure (Revenue) £m	Capital £m
HRA budget 2021/22	45.491	34.591

Workforce Planning

Workforce planning is integrated within the strategic planning process, highlighting the key workforce related activities for the year and reflecting the longer term strategic aims of the services. Each Chief Officer is responsible for the annual review of requirements for their respective service areas to ensure that any key actions are identified at an early stage.

Employees

The headcount and full time equivalent staff in each service area is as follows:

Section	Headcount (6/4/21)	FTE
Communities Team	16	15.34

Housing Development & Homelessness	97	80.73
Housing Operations	123	117.89
Working 4 U	105	82.11
Total	341	296

Absence in 2020/21

The quarterly absence statistics for H&E are shown below together with the Council average for the same periods for comparison. The service has reported the same level of absence in Quarter 1, slightly higher levels of sickness absence than the Council wide average in the second quarter and lower level of sickness absence than the Council wide in quarter 3. At this point in the year absence data is only available from 1 April 2020 –31December 2020.

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Housing & Employability	2	2.22	2.89	Data not yet available	Data not yet available
Council Wide Total	2	2.12	3.25	Data not yet available	Data not yet available

SL Workforce Plan 2017-2022 – Annual Action Plan 2021/22

1. Addressing the gap between current workforce supply and predicted future demand

Strategy

Continue to implement the outputs of service reviews to address gap taking cognisance of opportunities to realise savings through voluntary turnover and consideration of management spans of control

Expected Outcome

Gap is addressed, whilst:

. Protecting critical roles (and avoiding associated turnover)

- . Ensuring service priorities are met
- . Avoiding or minimising risk of voluntary or compulsory redundancy
- . Enabling flexibility to address fluctuations in service demand through appropriate management of fixed-term contracts

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to implement new funding model for homeless service to support service requirements including new appropriate sourced funding	Staff Resource/Budgetary commitment	Financial Controls	31-Mar-2022	John Kerr
Complete implementation and evaluate the effectiveness of new service delivery models for HD&H and identify any improvement and training development actions	Recruitment/Increased Staff Resource/Succession Planning	Benefits of new model are being realised. Evidence of CPD.	31-Mar-2022	John Kerr

Develop appropriate teams to deal with emerging service demands around poverty and social inclusion and Parental Employability Support to address child poverty	Staff Resource	Staff filling the PESF and PSI roles	31-Mar-2022	Stephen Brooks
Continue and expand Caretaker Apprenticeship programme	Staff Resources and current service budget	Number of Apprentices and Outcomes	31-Mar-2022	Edward Thomas

2. Addressing the gap between current and required additional workforce capabilities

Strategy

Continued review and implementation of associated training plans to enable capabilities to be developed within existing workforce

Expected Outcome

Gap is addressed, whilst:

- . Ensuring value for money in terms of training solutions
- . Minimising requirement to recruit for new capabilities (and thereby avoiding or minimising risk of voluntary or compulsory redundancy)
- . Ensuring service priorities are met as a result of application of those new capabilities
- . Ensuring employees are encouraged to re-train and re-align to newer digital skills to allow the Council to reduce attrition while making jobs interesting

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review and include any development needs to support new ways of delivering services to ensure employees are equipped to work effectively.	Time and Budgetary commitment	Ongoing review of implementation plan	31-Mar-2022	All managers
Continued upskilling staff and supporting implementation of Housing Options Training Toolkit	Time and Budgetary commitment	Ongoing review of implementation plan	31-Mar-2022	John Kerr
Continue to implement development plans for Community Learning & Development, welfare rights/debt and money advice employees equating to 30-35 hours of CPD.	Time commitment	Quality of service provided continues to meet required standards in line with regulatory/external body requirements	31-Mar-2022	Stephen Brooks
Establish a housing academy to enable employees and tenants to develop their skills knowledge and experience of housing through accredited training.	Time and commitment. Budget consideration	Dedicated training resource.	31-Mar-2022	John Kerr

Continue to develop staff skills to ensure they are confident with the	Staff resource	Number of staff	31-Mar-	All
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various digital platforms required to provide digital access to services. For example MS Teams; Zoom; Google Classrooms; Near Me,		capable of facilitating digital service delivery sessions	2022	managers
Comprehensive Assessment of Digital Needs and Skills within Housing Operations	Staff Resources	Output of assessment	31-Mar-2022	Edward Thomas
3. Improve resilience within teams				
Strategy Develop and implement training plan in relation to critical roles Expected Outcome Improved resilience across teams and retention of knowledge and skills associated with critical roles				
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Review and develop resilience plans across all service business critical areas	Time	Ongoing review at Management meetings	31-Mar-2022	All managers
Develop resilience plans that respond to ongoing and future challenges.	Time	Ongoing review at Management meetings	31-Mar-2022	All managers
4. Ensuring clear, effective and stable organisational design				
Strategy Planned service reviews within and across Chief Officer area. Supporting new ways of working and service delivery COVID specific actions Expected Outcome A systems-based approach is adopted to organisational design, ensuring that services satisfy the needs of our citizens				
Action Title	Resources	Measure of	Due Date	Assigned

	needed	Outcome		To
Continue supporting key staff to apply for and secure external funding – using National programmes proposal to develop these skills	Staff support	No of bids submitted	31-Mar-2022	Stephen Brooks; Clare English
Further upskill staff on project management and reporting, particularly on output based projects where progress targets have to be achieved and the need to provide funders with appropriate progress reports.	Time commitment	No of bids submitted	31-Mar-2022	Stephen Brooks
Establishing role for W4U compliance team in the development of service agreements with external organisations	Staff resources	Service agreements compiled	31-Mar-2022	Stephen Brooks
Review of Void Processes	Staff Resource	Output of review	31-Mar-2022	Edward Thomas
5. Addressing workforce diversity objectives				
Strategy Develop and implement action plans in relation to the following: <ul style="list-style-type: none"> . Increase diversity in the Council workforce . Reduce the disability pay gap . Decrease occupational segregation . Outcomes of the Equal Pay Audits Expected Outcome Council workforce-related equality outcomes are met, as demonstrated by achievement of associated improvement targets.				
Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Continue to support implementation of Employee Wellbeing Strategy including providing representation on Employee Wellbeing Group.	Time	Improved employee engagement, lower sickness absence rates	31-Mar-2022	All managers

6. Improved use of technology and new ways of working

Strategy

- . Implement Workplace of the Future Strategy
- . Develop and implement workforce and organisational development solutions

Expected Outcome

Improved efficiency and effectiveness of service provision

Action Title	Resources needed	Measure of Outcome	Due Date	Assigned To
Ensure the team continues to be provided with training and development to enable them to fully utilize IHMS and other systems.	Time Commitment OD & Change	Process efficiencies achieved Confidence and capability of employees increases Improvement to front line service delivery.	31-Mar-2022	All managers
Continue to implement modules and development of system to enhance IHMS and service improvement for all areas of housing and support services with appropriate training	Time/Staff Resource (fully budgeted)	Project Board monitoring	31-Mar-2022	John Kerr; Edward Thomas; Graham Watters
Ensure teams have digital skills to effectively communicate with Citizens through various digital platforms.	Time and Commitment of OD & Change	Confidence and capability of employees increases Improvement to front line service delivery.	31-Mar-2022	All managers

WEST DUNBARTONSHIRE COUNCIL

Report by the Chief Officer, Housing and Employability

Housing and Communities Committee: 5 May 2021

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 strategic delivery of the Council's new homes.

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 including handover of the full project at Creveul Court and partial handovers at St Andrews, Aitkenbar and Haldane.
- (ii) Approve the development of the Passivhaus pilot at Pappert outlined at 4.10 of this report and invite the Chief Officer, Housing and Employability to provide a regular update to Committee on progress;
- (iii) Note the acquisition of the sites at Bank Street, Alexandria and Willox Park, Dumbarton have been concluded to allow the delivery of new Council homes following approval by the Housing and Communities Committee in November 2020; and
- (iv) Approve the purchase of the former care home site at Mount Pleasant, Old Kilpatrick for the delivery of new Council homes outlined in 4.10 of this report for £200k subject to clear title.

3. Background

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

- 3.2** The Council's latest development at Creveul Court, Alexandria completed in March 2021. This was the Council's first fully dementia designed development and delivered 22 new homes in a popular town centre location providing high quality new housing to a demographic identified as in housing need . The Council have now completed 7 new build developments since 2013 delivering 183 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
Totals	183	

- 3.3** The Strategic Housing Investment Plan (SHIP) 2020-2025, 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 2020.

4. Main Issues

- 4.1** The Strategic Housing Investment Plan and HRA Capital Plan outlined the plans the Council have for meeting their new build ambitions. The initial plans have been impacted as a result of the pandemic and the revised new build targets for the Council are outlined below:

Table 2: Council New Build

Site/Developer	Number of Units	Est Completion Date
Haldane Primary School	58	April 2021
Aitkenbar Primary, Bellsmyre	55	May 2021
St Andrews High School, Clydebank	126	July 2021
Dumbarton Harbour	45	August 2021
Queens Quay, Site B/C, Clydebank	60*	March 2022
Clydebank East	89	February 2023
423 units		

29 units at Site B and a projected 31 units at Site C

- 4.2** Since all construction sites re-opened in June 2020, they are operating in line with the Construction Industry 6 Stage Roadmap with restrictions in place in terms of social distancing, hand sanitising etc. This inevitably has had a

further effect on timescales but positive progress is being made across all our current sites.

4.3 Updates for each site are noted below:

St Andrews School:

Of the 126 units, 25 have been handed over by 31 March 2021. The remainder will be handed over in a phased manner by July 2021. There is an estimated 11 week delay to programme principally due to the pandemic restrictions. A demonstration flat is available to assist staff in familiarising themselves with the various features of the property and provide an area to safely work from when signing tenants up to the properties; this is also providing the opportunity to show tenants any features they are unsure of without the need for any unnecessary visits to their property. This is working extremely well.

Aitkenbar Primary School:

Of the 55 new council homes, 16 have been handed over by 31 March 2021 with the remainder being handed over in a phased manner by May 2021. As above, this project has experienced Covid-19 related delays. This site also has a demonstration property on the same basis as described under St Andrews.

Haldane Development:

Of the 58 new build council homes, 32 have been handed over by 31 March 2021. The remainder will be handed over in a phased manner by April 2021. This project has also experienced a covid related delay, albeit by only four weeks. A demonstration property is also available for this project.

Dumbarton Harbour:

Currently on-site to provide 45 new council homes. This project has encountered delays caused by the liquidation of the original main contractor. Cullross (Dumbarton Harbour) Ltd, having since taken on the Main Contractor role, managed to resume on site activity following the collapse of the original contractor very quickly, however lockdown occurred immediately after this. Further delays have been faced due to the pandemic and winter weather conditions when brickwork was planned. Handovers are now planned to take place from Mid May 2021 though to August 2021 when the development will complete.

Clydebank East:

The demolition of 339 properties was completed in October 2021. Design of 89 new build council properties has been underway with CCG and architects Anderson, Bell and Christie. A consultation event with tenants and residents, Ward Members and Housing and HSCP staff took place in February 2021. All feedback and questions were extremely helpful and influenced the final design. A Pre Planning Elected Members Briefing took place on 30 March 2021 and planning approval is now being sought for this project. It is hoped

that the project can go on-site towards the end of this year. This will be the Council's first fully zero carbon housing development.

Queens Quay, Site B, Clydebank:

A partnership with Wheatley Group and Clydebank Housing Association, the Council will deliver 29 out of the 146 properties currently on-site. It is likely that the Council will take handover of their properties in a phased manner towards the end of 2022, completing in March 2023.

Buy Back Scheme:

Since 2015 the Council has operated a Buy Back Scheme that assists the Housing Team in purchasing properties of formally Council homes that were sold through the Right to Buy Scheme. Not only does this Scheme assist with tackling homelessness and housing need and some common capital works, it also contributes towards the More Homes agenda by adding additional stock to the Council's portfolio that is the right type and size and in the right location. The Scheme continues following lockdown albeit at a slower pace with social distancing and virtual viewings still in place. However the Council did manage to complete 15 purchases in 2020/21 providing new homes to household in housing need.

The Council has also managed to secure Scottish Government Affordable Housing Supply funding to support these purchases of £511,000. This additional funding will support the Council's HRA's wider Affordable Housing budget.

- 4.4** As noted above, a large number of the new homes are completed within a short timeframe culminating in late Summer. The Housing Service has developed a strategic approach to deal with this and at the same time taking into consideration the way that the pandemic has changed how we deal with viewings, sign ups, and house moves, in liaison with HSCP.

Future New Build – West Dunbartonshire

- 4.5** Building new affordable homes has an important role to play in revitalising local economies and assisting with post-pandemic recovery plans. It is also clear that the need for affordable homes is and will increase. *Future New Build – West Dunbartonshire* is an ambitious plan that aims to continue the positive momentum of the More Homes West Dunbartonshire programme.
- 4.6** As an affordable housing developer West Dunbartonshire Council has identified potential future 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. We have identified the future Pappert development site as the optimum site to develop our planned Passivhaus pilot. More detail on this is outlined below.

- 4.7** The ongoing pandemic has highlighted that housing and health outcomes are interconnected. We must build on our recent progress if we are to address health inequalities within our communities. As early adopters of the Dementia Framework at Creveul Court, West Dunbartonshire Council are at the forefront of Dementia Design best practice. The fundamentals of Dementia Design have been embedded in West Dunbartonshire's Design Standard as a further commitment to respond to the varying housing needs of our residents.
- 4.8** Our Design Standard already incorporates the following elements which the Scottish Government are planning on making mandatory conditions of any future grant from the Affordable Housing Supply Programme
- all new homes will offer private or communal outdoor space (this could include a private garden, patio, roof terrace or balcony, or a communal shared garden or courtyard);
 - all new homes will space for home working or study (this could be located in a circulation space and could occupy a room by itself or could form part of another room);
 - all new homes to be digitally-enabled (when a tenant gets the keys to their home this would mean that they are able to arrange for an internet connection to 'go live' with any internet service provider available in the area without the internet service provider having to provide additional cabling either within the premises, or as importantly, to the premises from the relevant Cabinet);
 - The installation of automatic fire suppression systems in new homes; and
 - The installation of zero emissions heating systems in all new homes ahead of the 2024 regulations coming into force.
- 4.9** One of the ambitions through the future new build plan is to address housing inequalities, tackle fuel poverty and improve health outcomes for future generations within West Dunbartonshire.
- 4.10** In order to contribute to future new build, the Housing Development team have been working on investigating potential sites that affordable housing can be developed on. In addition to investigating the increased provision of social housing at Clydebank East, which will also be the first zero carbon social housing development, the following sites are currently being looked at as future affordable new build sites:

Pappert, Bonhill

As indicated within the February Housing and Communities Committee Report, the site at Pappert has been identified through an options appraisal exercise as the best site to pilot the use of Passivhaus design technologies. Housing Development have undertaken a feasibility study on the site which has provided us with an idea of housing mix and indicative costs for the site. The site is being designed to maximise the optimum location for Passivhaus properties and includes net zero and silver standard properties in the areas of

the site that are less suitable for passivhaus. In total there would be 26 properties, including 1, 2, 3 and 4 bedroom cottage flats, terraced and semi detached houses.

Overall, the costs for this project will be high in relation not only to the Passivhaus elements but the ground conditions within the site. The following table provides an indicative cost plan for the development:

Table 3: Pappert Feasibility Costs

Type	Sq.	No. of Properties	Build Cost (pSqM)	Total Build Cost	Av. Property Size	Av Cost Per Property
Silver Standard	1076	10	£2,051	£2,206,876	107.60	£220,668
Net Zero	866	9	£2,183	£1,890,478	96.22	£210,053
Passivhaus	710	7	£2,373	£1,684,603	101.43	£240,658
Totals	2652	26	£2,183	£5,781,957	102.00	£222,383

These costs are around £20,000 per property more than our average cost per unit. However, in order to achieve passivhaus and deal with the challenging steeply sloping topography of the site with associated levels, drainage and foundation strategies it is inevitable that this project would come with a higher cost than other projects.

We would seek to maximise and Affordable Housing Supply Grant for this project beyond the current grant benchmark level of £59k and have already discussed the indicative costs with the Scottish Government More Homes Team.

Queens Quay, Site C, Clydebank

The Council is currently developing a design to deliver a projected 30 family type homes 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.

Willox Park, Doveholm, Dumbarton

This site was transferred in March 2021 to the Housing Revenue Account to deliver new council homes for £220k after being approved by the Housing and Communities Committee in November 2020. The acquisition was fully funded by additional grant funding from the Scottish Government.

Further and more detailed discussions with HSCP will now be arranged and the design of the project will be progressed.

Bank Street, Alexandria

This site has now been transferred to the Housing Revenue Account from the General Services account at a cost of £194k; the acquisition was supported by an additional £150k of grant funding from the Scottish Government. There

are a number of constraints within the site and the costs of remediating these issues will be shared by both the General Services and Housing Revenue Capital budgets. Work on designing the site will now progress.

Mount Pleasant, Old Kilpatrick

This site was introduced as a potential site for council new build following the last Housing and Communities Committee in February 2021 having been referenced in the Strategic Housing Investment Plan approved by the Housing and Communities Committee in November 2020.

In order to secure additional £200k of Affordable Housing Supply Grant Funding, the Housing Revenue Account has purchased the site from the General Services Account subject to retrospective approval from the Housing and Communities Committee. In the absence of a formal committee approval at this point, as the additional grant funding of £200k would otherwise have been lost to West Dunbartonshire, the More Homes Project Board chaired by the Chief Officer for Housing and Employability approved the transaction pending retrospective Committee approval.

While planning in terms of this development is at an early stage we would seek to deliver a similar development to the recent Creveul Court development.

- 4.11** The provision of much needed new housing has contributed to positively regenerating local communities. In addition, other initiatives through our Better Homes approach, such as the implementation of the Housing Asset Management Strategy, housing management initiatives and the HRA Capital Programme carrying out significant works on existing stock have all contributed positively to the overall regeneration of these priority areas.

5. People Implications

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

6. Financial and Procurement Implications

Financial

- 6.1** As with all financial projections and plans, the affordable new build budget within the Capital Programme has been impacted by Covid-19. The full effect of this is still being assessed, however the notified additional costs for St Andrews, Aitkenbar, Creveul and Haldane are around £474,000 which equates to around £1,800 per property.
- 6.2** We have been in discussions with the Scottish Government at a national and local level regarding the impact of Covid-19 on the overall new build programme, financial considerations and how to assist in the recovery and will continue to do this.

- 6.3** In recent months the Housing Service has secured just under £1.5m of additional Affordable Housing Supply funding for West Dunbartonshire for land acquisitions, buy backs and in increased grant for the Dumbarton Harbour development. The Team will continue to pursue any potential for additional funds at all times when appropriate.
- 6.4** In March 2021 Council approved the Housing Capital Programme 2021-2026 which saw significant resources committed to the delivery of new council homes in West Dunbartonshire. An expenditure budget of £83.393m for the affordable housing supply programme is factored into the HRA Capital Programme. The additionality in the costs highlighted for the Pappert development can be met from this existing budget; however we would anticipate additional grant funding would be made available.
- 6.5** The introduction of the West Dunbartonshire Affordable Housing Design Standard approved by the Housing and Communities Committee in November 2015 and updated in February 2019 will ensure all new affordable housing developments in West Dunbartonshire will be eligible for the higher 'greener' subsidy levels of £72k (RSL) and £59k (Council). This enables the leverage of an additional £2k of grant funding per unit of affordable housing in West Dunbartonshire.

Procurement

- 6.6** Following a robust contract strategy CCG Scotland Ltd were appointed to deliver five of our new build development sites inclusive of enabling and construction works.
- 6.7** Further opportunities to maximise the positive social, economic and environmental impact for the Council through this contract will also be explored.

Community Benefits

- 6.8** As part of each project, the contract has incorporated an element of Community Benefits that can support a wide range of social, economic and environmental benefits for communities including jobs, apprenticeships and local charity and community initiatives. A summary of the community benefits achieved through the first phase of the More Homes West Dunbartonshire approach is outlined in the table below:-

Community Benefit Value	Total
Work placement opportunities (16 plus years) – no. individuals	30
Construction Curriculum support activities – no. individuals	16
Graduates - no. individuals	1
Apprenticeship starts - no. individuals	17
Existing Apprenticeships - no. individuals	17
Apprenticeships completed - no. individuals	22
New jobs created on construction project - no. individuals	16
Community Engagement/Investment	£67k

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.
- 7.3** Risk associated with the impact of and ongoing Covid-19 pandemic will be incorporated within the Risk Registers going forward.

8. Equalities Impact Assessment (EIA)

- 8.1** The proposal does not alter any existing policy or pattern of service delivery and so is not considered to require an equalities impact assessment.

9. Consultation

- 9.1** As part of our recent rent consultation exercise, 92% of respondents indicated their support for the Council's ambitious plans to deliver the Housing Revenue Account (HRA) new council house build programme. Regular updates on new build development are provided to the West Dunbartonshire Tenants and Residents Organisation at the bi-monthly liaison meetings. As detailed at 6.8 above, each project will have their own element of Community Benefits. This will provide opportunities for the community to become involved and participate whether this is pupils at the local school or interested community members.

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: 21 April 2021

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:

West Dunbartonshire Council's Local Housing Strategy 2017-2022
<http://www.west-dunbarton.gov.uk/media/4311723/housing-strategy-2017-2022-final.pdf>

Local Housing Strategy, Equalities Impact Assessment, November 2016
http://www.west-dunbarton.gov.uk/media/716927/lhs_eia_sept_2011-revised.pdf

Wards Affected:

All

WEST DUNBARTONSHIRE COUNCIL

Report by the Chief Officer, Housing and Employability

Housing and Communities Committee: 5 May 2021

Subject: Better Homes West Dunbartonshire – Housing Asset Management Strategy Update

1. Purpose

- 1.1** This report updates Members on the More Homes Better Homes Housing Asset Management Strategy 2018-2023 which was approved in February 2018

2. Recommendations

- 2.1** It is recommended that the committee:

- (i) Note the progress made in the Strategy and the comments regarding the impact of Covid-19 on current and future progress;
- (ii) Note the results of the Asset Management Database assessment and the priorities that are emerging from this exercise;
- (iii) Invite the Chief Officer, Housing and Employability to enter into a consultative exercise with tenants in respect of the future of Brunswick, Montreal and Quebec Houses and report back to Committee in November 2021;
- (iv) Approve the suspension of letting activity for the above properties pending the completion of the options appraisal exercise;
- (v) Approve the revised approach to dealing with Owner Occupiers within the properties that have structural problems in Silverton; and
- (vi) Agree to receive progress reports on a yearly basis.

3. Background

- 3.1** West Dunbartonshire Council's 2012/15 Assurance and Improvement Plan (AIP) Update identified 'housing maintenance and assets' as a 'significant scrutiny risk' for the council in 2012/13 and the concern of achieving the SHQS by 2015. A new Housing Asset Management Strategy 2013-2018 was developed and this was identified as a key strength by the Scottish Housing Regulator (SHR). SHR ended any regulatory focus around the asset management of our housing stock, as a result of our robust and credible approach to strategic housing asset management.

3.2 The Housing Asset Management Strategy 2013-2018 was successfully implemented and in February 2018 Housing and Communities Committee approved the new 2018-2023 Housing Asset Management Strategy entitled More Homes Better Homes West Dunbartonshire.

3.3 The overall Aim of the Housing Asset Management Strategy 2018-2023 is:

“To ensure that through appropriate investment, maintenance and management of existing properties all homes are warm, dry and secure and build new affordable homes all of which meet the needs of tenants and residents of West Dunbartonshire”

3.4 To achieve this aim, the Housing Asset Management Strategy 2018-2023 established the following objectives:

- Manage the stock across all relevant departments to a high standard whilst meeting and aiming to exceed all specified standards
- Identify housing stock that requires intervention and carry out appropriate actions to address this
- Build quality affordable accommodation of the right size and type that is energy efficient and meets needs, including particular needs
- Ensure all actions contained in the Housing Asset Management Strategy provide best value for existing tenants and future customers and are affordable to the HRA

4. Main Issues

4.1 Following its approval in 2018, the Strategy is on its way to achieving a number of its actions and milestones including:

- Over 300 new council homes are currently under construction and despite the challenges of Covid-19 and a period of lockdown, these well needed new homes will be complete by summer 2021.
- A further programme of new build will start with Clydebank East and new sites are being prepared that will commence during the period of this Strategy
- An assessment of the stock has taken place through the refresh of the Asset Management Plan Database and this will be used to inform decisions on improving the stock. This is discussed below at 4.4
- Establishment of the Better Homes Board to bring together key departments to share and approve decisions made regarding council housing stock
- Extended the Buy Back Scheme

4.2 Staff across various departments continue to work on developing and completing the actions within the strategy and progress will be reported yearly.

- 4.3** It should be noted that a number of milestones within Strategy have been affected by the situation with Covid-19. Milestones that were targeted for the 2019-20 and 2020-21 financial years have been impacted by the period of lockdown and following this the restrictions around physical distancing. Whilst Officers in their own respective areas are now working in a way that respects the restrictions but also provides a service to tenants, the limitations to this have and will cause unavoidable delays.

Asset Management Plan Database

- 4.4** The Council's Housing Development Team has recently completed an update of the Housing Asset Management Plan Model which is one of the actions within the Strategy. The model gathers a wide range of information from the past 3 years about all council house properties at an individual level and assesses how they are performing against 9 key indicators. These are detailed in the Summary document Appendix 2 but cover Current Costs, Demand and Future Costs.
- 4.5** Since 2008, the Database has identified over 1000 properties of surplus stock, that is, stock that is not fit for purpose, unpopular and largely has been void for a number of years. This stock has been demolished over the years and the current demolition programme will end with the completion of the demolition of the multi storey flats and maisonettes at Clydebank East in October 2020.
- 4.6** The information that the model provides enables the Housing Team to see what properties are performing well, what properties may need some further action to help them perform well and what properties are a risk to the Council and not sustainable as future assets.
- 4.7** The results of the Model refresh can be found within Appendix 1 which also explains the methodology used to achieve the outcomes. In general the results of the refresh of the model outlines that the Council's housing stock is performing well overall:

Classification	No of Properties (2020)	% of Stock (2020)
Stock Performing Well	8391	84%
Possible Investigation Required	1576	15%
Poor Performing Stock	95	1%
	10,061	100

- 4.8** The 95 units of stock in the poor performing category are all individual units of stock and not significant clusters within the same area. There are reasons behind each of these units of stock performing poorly such as expensive, ongoing repairs or in need of substantial void repair works.

- 4.9** Using the knowledge of the Better Homes Project Board alongside the assessment results, a number of key priorities for action have been identified. These either focus on an area or on certain types of property. The following have been identified as priorities during the period of this Strategy and noted below is the action taken so far with any approval required from Housing and Communities Committee indicated:

Brunswick, Montreal and Quebec Houses, North Mountblow

The 3 blocks situated at the top of the North Mountblow housing estate have been under review for a number of years. Whilst they contain large property sizes, they are unpopular due to the layout of the buildings. Over the years they have also been affected by recurrent anti social behaviour and vandalism resulting in a run down appearance.

An Options identification exercise has now been carried out by the Better Homes Board and can be found at Appendix 2. A wide range of options have been examined including carrying out capital works; fully refurbishing the blocks including trying to re-design the layout and full or partial demolition of the blocks. Before making a final decision on these blocks, consultation will be carried out with tenants who are resident within them on the options appraisal. In the meantime Committee are being asked to approve the suspension of letting activity within these addresses until the options appraisal exercise has been concluded.

The results of the consultation will be brought back to Committee in November 2021.

Silverton Structural Issue Properties

Issues with a number of flat roofed properties within the Silverton housing estate emerged in 2013 when a roof collapsed within a property. This led to an investigation of similar properties and a defect was discovered relating to the age and the concrete structure.

The Council re-housed all tenants within affected properties and provided a support package to 20 owner occupiers which included the offer to purchase the property at the price that the property was originally sold by the Council through the Right to buy scheme.

Over the last 8 years there has been very little progress made with these properties and those that were vacated by the tenant or owner have now been empty for that length of time which is starting to have an impact on the overall area. Some owners are still in situ and are surrounded by empty properties. In order to try and overcome this and improve the area, in particular 2 sections within the estate that would benefit from action, the Better Homes Board are in agreement that a revised Action Plan to deal with this issue is required and that would require approval from Members to revise the decision taken in 2013 to purchase back properties at the original Right to Buy price.

An Options Appraisal has been carried out by the Better Homes Board assessing the following options:-

Options Appraisal

1. Continue with the offer to repurchase at the original RTB price
2. Increase the offer of re-purchase to a flat rate of £25,000
3. Remove the re-purchase offer in totality
4. Increase the offer to re-purchase at flat rates that differ for property size and type

The outcome of which provides a recommendation to members to approve Option 2 to purchase owned properties at a flat rate of £25,000. With the condition that any owner who sold back to us previously at less than this would be reimbursed.

Any future decision to demolish the properties and what would happen with the land would be brought back to a future Housing and Communities Committee for consideration.

Mini Multi Blocks across Council Estates (also known as Stub Blocks)

The Asset Management assessment has also shown that across our Housing Estates there are issues with this particular type of property. In general, these blocks have not performed well within the assessment. There are a number of this type of block within our estates and they are most commonly made up of flats on the ground floor with 2 levels of maisonettes above them; although they can be all flats.

The Better Homes Project Board will develop an action plan and options appraisal for a future Committee on what is possible to improve this type of housing. It is proposed that that a pilot project may be undertaken within a block that is one of the worst performing that will assist in future decision making.

O'Hare

This estate has been highlighted by the Asset Management Assessment as having a number of poorly performing properties. Unlike some other areas that have also been identified, these cannot be attributed to individual properties within that are known to officers. It appears that within this area the over provision of flatted blocks which are unpopular and suffer from high turnover. The Better Homes Board will examine this more closely and bring back an action plan to a future Committee.

- 4.10** The Better Homes Board over the period of the Strategy will also investigate and establish further priorities including looking at the 'amber' scoring stock to establish actions that will enable this stock to perform more successfully. This will be done in parallel with looking at developing proposals to meet the future Energy Efficiency Standards for Social Housing and the wider decarbonisation agenda. Any actions related to this will be reported to future Housing and Communities Committees.

5. People Implications

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

6. Financial and Procurement Implications

Financial

- 6.1** The additional costs attributed to the delivery of the acquisition of properties in the Silverton area will be met within existing provision in the Housing Capital Programme. There are no additional financial implications arising directly from this report (the delivery of the Strategy is dependent on existing resources). The agreed HRA Capital Plan supports the objectives of the wider Housing Asset Management Strategy.

Procurement

There are no procurement implications arising directly from this report.

7. Risk Analysis

- 7.1** As mentioned above, the strategy has been impacted by the Covid-19 situation and therefore this carried risks for completion of some actions and milestones particularly if they involve contact with others. However, as this is an emerging situation and all Local Authorities are currently reacting to it, the real and ongoing impact of the risks are as yet unknown. These will be built into the Strategy with any possible mitigation as impacts become clearer and will be reported to a future Housing and Communities Committee.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment (EIA) was carried out in November 2017 and approved. This is attached at Appendix 2. No negative impacts were identified for the protected characteristic groups and the conclusion was that the strategy should impact favourably on all tenants as the long term objectives is to ensure that there is sufficient good quality housing stock to address all types of housing need.

9. Consultation

- 9.1** If Committee agree to suspending allocation of housing within Brunswick, Montreal and Quebec Houses, consultation will take place with tenants who are resident in this block over the options for the future of the block and results and a decision reported back to the November Housing and Communities Committee.
- 9.2** There was an 8 week consultation period for the Housing Asset Management Strategy. This included a survey consulting on the main objectives of the Strategy. A total of 32 responses to the survey were received and all

comments have been taken into consideration when preparing the final draft of the Strategy.

- 9.3** A group session was also held in Dalmuir CE Centre on 6 November 2017. This was attended by 7 interested tenants/residents. This provided the opportunity to speak in depth about the Strategy and its objectives and the final draft has been influenced by the discussions that took place.

10. Strategic Assessment

- 10.1** The Strategic Housing Asset Management Strategy sits within the Council's Asset Management Framework and will contribute to the objectives within the Council's Local Housing Strategy.
- 10.2** The ongoing implementation of the West Dunbartonshire Housing Asset Management Strategy contributes greatly to all five strategic priorities but principally to the priority to improve local housing and environmentally sustainable infrastructure.

Peter Barry
Chief Officer, Housing and Employability
Date: 21st April 2021

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: Appendix 1: HRA AMP Assessment Summary
Appendix 2: BMQ Options Appraisal

Background Papers: Housing Asset Management Strategy 2018-2023

Wards Affected: All

Asset Management Plan Assessment 2020/21

Background

West Dunbartonshire Council has been assessing its council housing stock against a number of demand and financial indicators since 2008.

This assessment has been used to make evidence based decisions about the future of the Councils stock. From 2008 until this month, around 1000 properties have been demolished. The majority of the land left by these demolitions has been used to build new Council Housing on.

Current Indicators

The Plan has recently been updated for the 10,062 (July 2020) properties the council had at the time of assessment and incorporates information from 2019/20, 2018/19 and 2017/18. The plan assessed the stock against the following indicators:

Current Costs

- Average Void Rent Loss %
- Average Repair and Void Repair Spend per property
- Management Cost Per Unit
- Net Present Value

Demand

- Days void per property 2014-15
- Total Refusals
- Overall Demand

Future Costs

- Overall Cost – 30 year plan
- Structural Costs

Assessment Outcome

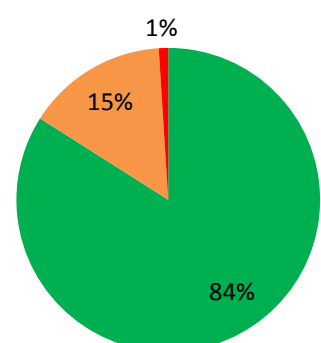
The results of the assessment can be looked at by individual property and also by area groupings – where a number of properties are grouped together in terms of where they are and their construction type.

Each property receives a score of 1 to 5 on how they perform against the indicators listed above, 1 being a good score, 5 being the worst. Properties are classified as good, average or poor performing properties in terms of the total score they accumulate against the 9 indicators.

Individual Properties

When looking at the outcomes by individual property the results are as follows:

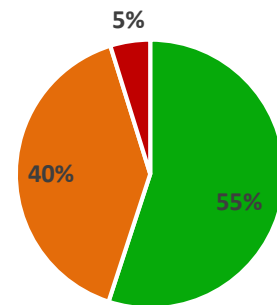
- **8,436 good performing properties (84%)**
- **1,563 average performing properties (15%)**
- **63 poorly performing properties (1%)**



Area Groups

When looking at the outcomes by area groupings the results are as follows:

- **126 good performing groups (55%)**
- **92 average performing groups (40%)**
- **10 poorly performing groups (5%)**



Where is the poorly performing individual stock located?

The 63 (1%) of poorly performing stock can be found in the following estates, for information, there are 7 Estates with only 1 unit of stock and these have been removed from this table:

Estate	No. of Units	% of stock	% of stock in Estate
Alexandria Town Centre	11	0.1	5.5
Brucehill	4	0.0	0.9
Castlehill East	2	0.0	2.0
Castlehill West	4	0.0	2.3
Haldane	9	0.1	1.9
North Mountblow	2	0.0	0.9
O'hare	11	0.1	8.1
Old Bonhill	2	0.0	1.6
Rosshead	4	0.0	1.9
Tullichewan	3	0.0	0.8
Westcliff	4	0.0	1.9

The 11 (5%) poorly performing groups can be found in the following areas:

Estate
Alexandria Town Centre
Haldane
O'Hare
Glenside
North Mountblow
Tullichewan
Westcliff
Gartocharan

Conclusions and Future Actions

The outcome of the assessment would suggest that a number of priorities for action have emerged. The Better Homes Board will recommend to the Housing and Communities Committee that the following are the emerging priorities:

- Brunswick, Montreal and Quebec Houses
- Silverton Defective Properties
- Mini Multi Properties across our Housing Estates (Stub Blocks)
- O'Hare

As the majority of poorly performing stock is largely within areas that already feature a strategic plan and where not, the number of units is negligible as a percentage of all stock and should be looked at individually for solutions to their performance. This is mirrored within the area groupings, where the poorly performing groups include the individually performing poor stock.

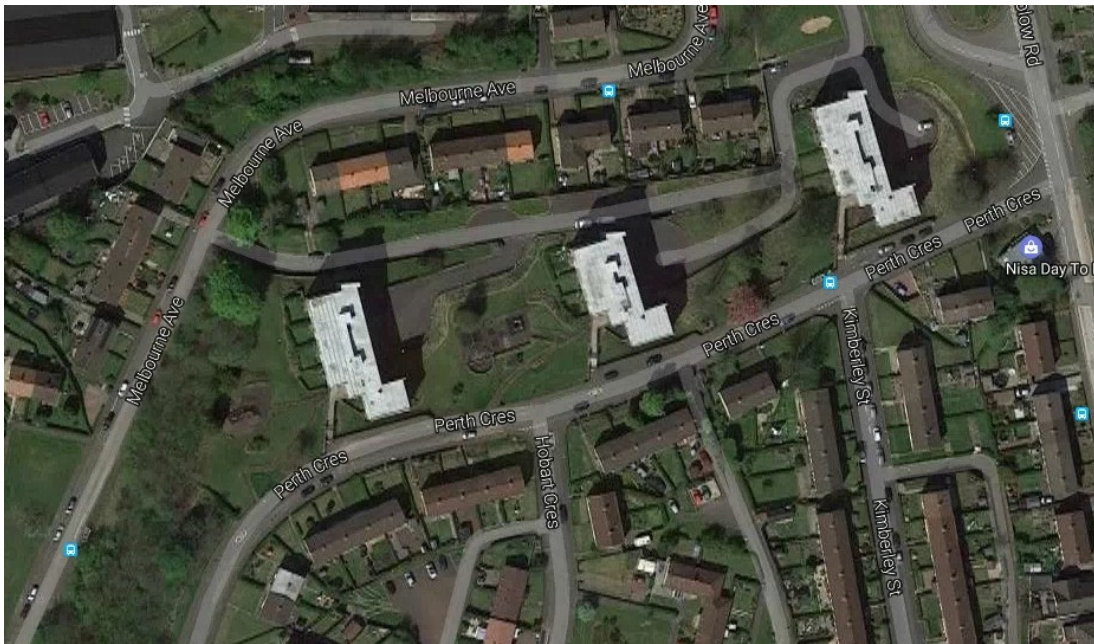
The Better Homes Board will investigate the poorly performing stock, both individual units of stock and those within poorly performing groups to establish future actions. This will also include looking more closely at the higher end of the scoring range of the average performing stock.

Brunswick House, Montreal House and Quebec House Options Appraisal

Background

Brunswick House, Montreal House and Quebec House were constructed in 1964. Both Brunswick and Quebec Houses have 28 properties in the blocks and Montreal House has 22 properties equaling 78 properties in total.

Throughout the 3 blocks there are 66 3 apartment properties and 12 4 apartment properties. As of 1 April 2021 there are 66 active tenancies, 3 void properties, 5 homeless units, 3 resilience flats and 1 caretakers flat. There are no owner occupiers.



Over time these properties have become less popular and to differing extents have fallen into disrepair. In accordance with the Asset Management assessment of stock, these 3 blocks are performing poorly against the 9 key indicators they are assessed against in terms of demand, future costs and current costs.

In order to move forward and establish an action plan for these properties, a range of different future options have been explored by the Council's Better Homes Board with a final list of options proposed to be consulted upon with tenants in the blocks, the WDTR and presented thereafter to the Housing and Communities Committee in November 2021.

Options Appraisal

Noted below are a range of options for the future use of the properties. Following this is an initial cost, benefit and risk analysis. All costs are estimates at this stage:

1. Do nothing and keep the properties as they are
2. Retain the properties, carry out capital works and try to let the empty properties
3. Declare the blocks as surplus to requirements and demolish all 3 blocks and market the site for future external development
4. Declare the blocks as surplus to requirements, demolish all 3 blocks and use the site for new build development
5. Declare the blocks as surplus to requirements and retain all 3 blocks and fully refurbish both internally and externally with decants and a lettings plan
6. Declare the blocks as surplus to requirements and demolish one or two of the blocks and fully refurbish internally and externally with decants and a lettings plan

Option	Costs	Benefits	Identified Risks
1	Cost Neutral – although with continued lost rent through voids	No disruption to existing tenants and owners	Properties remain as low demand, difficulty in letting and therefore reduced income through void levels. Does not address the access issues and awkward layout of the blocks. Unpopularity in the area grows
2	Capital works of £1m*approx. per block.	Potential increased rental income and improve building	Demand does not increase; does not address the access issues and awkward layout of the blocks
3	Demolition costs of £500,000 (est) for each block and £94,500 in Homeloss payments and potentially £150,000 in disturbance payments: DV Valuation cost of £2,000	Management issues removed; improved area outlook; income for HRA	Loss of 74 properties to the stock some of which are larger homes;
4	Demolition costs of £500,000 for each block and £94,500 in homeloss payments and £150,000 in disturbance payments. £4m prudential borrowing to build 10-20 properties on land	Remove unpopular stock and replace with new build of the right type and size	Due to the topology of the site the opportunity for new build is limited. To maximise would have to replace with flats, would not reach same numbers due to planning considerations. Potential for small number of houses, would again not replace existing numbers.
5	Demolition costs of £500,000 for each block and £94,500 in homeloss payments and around £150,000 in disturbance payments. Around £1m (est) per block to refurbish internally and externally	Retain the number of properties, resolve access issues and improve the blocks visually. Potentially increase demand for properties and therefore maximise rental income	Potential that the properties remain unpopular after refurbishment. Would need to maximise rental income to offset the high spend on this.

6	<p>Demolition costs either £500,000 for one block of £800,000 for 2 blocks and £94,500 in homeloss payments and around £150,000 in disturbance payments HL&D.</p> <p>Around £1m - £2m on refurbishing 1-2 blocks</p>	<p>Resolve access issues and improve the blocks visually. Maximise active tenancies throughout the 3 blocks and reduce void levels.</p>	<p>Reduce the number of properties available.</p> <p>Potential that remaining properties are still unpopular.</p>
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*Capital works include EWI works which include elements of refurbishing to carry this out successfully, without EWI total capital works for all 3 blocks would be £1.8m

Moving Forward

It is proposed that the options will be consulted upon with tenants in the 3 blocks and the outcome of these discussions will inform a report to the Housing and Communities Committee in November 2021.

West Dunbartonshire
Local Policing Plan (2020 – 2023)
Quarterly Report (Qtr 4 – 2020/21)

Keeping People Safe in West Dunbartonshire

Our Purpose:- To improve the safety and wellbeing of people, places and communities in Scotland

CAVEAT: Data embargo

Please note that this publication (and data) are currently embargoed, and must not be released into the public domain. Elections to the Scottish Parliament are due to take place on 6th May. There is planned pre-election period which will run from 25th March to 6th May. The guidance can be accessed here: [Scottish Parliament Election - 6 May 2021: guidance for the Scottish Government, its agencies and National Devolved Public Bodies - https://www.gov.scot/publications/scottish-parliament-election-6-2021-guidance-scottish-government-agencies-national-devolved-public-bodies/](https://www.gov.scot/publications/scottish-parliament-election-6-2021-guidance-scottish-government-agencies-national-devolved-public-bodies/)

(Unless otherwise indicated, all data is from 01/04/20 – 31/03/21)

Violent Crime & Antisocial Behaviour

Figures recorded at the end of Qtr 4 show violent crimes have reduced by 14.3% from 182 to 157 crimes compared to last year. Serious assaults have reduced from 86 to 62, attempted murder crimes decreased from 8 to 5. Two murders have been recorded YTD compared to 0 last year. None of these occurred within Q4. Robbery crimes have also increased from 12 to 27. Sixteen crimes were committed by persons known to the victim.

61% of all violent crimes occurred in a private space

The detection rate for violent crime has decreased slightly from 69.0% to 67.9%, with both murders and all 5 attempted murders having been detected. Detection rates for serious assault and robbery are 83.9% and 77.8%, respectively.

On average 125 stop searches have been carried out each month in WDC

Public reported ASB incidents remain 30.4% (n=3118) higher than last year. This appears to be largely due to increased public concern relating to reports of persons alleged to be breaching Covid-19 restrictions. ASB crimes also increased marginally by 0.7% (n=20), despite marginal reduction in common assault (n=4). The increase comes largely from an 8.8% (n=22) rise in drinking in public offences and a 29.2% increase in racially aggravated conduct from 24 to 31. The detection rate for racially aggravated conduct is down marginally from 91.7% to 90.3%.

Acquisitive Crime

Vehicle crimes reduced by 19.1%

Housebreaking increased by 15.2%

Acquisitive crimes had decreased by 11.4% at the end of Qtr 4, which equates to 183 fewer crimes being recorded. Despite an overall reduction, fraud crimes continue to show an increase of 53.1% (n=78). Housebreaking crimes have also increased slightly from 178 to 205, largely due to rise in crimes at domestic properties (n=24). These increases have been offset by a 44.4% reduction in shoplifting (n=257), a 9.4% reduction in common theft (n=41) and a 19.1% reduction in vehicle crime (n=27). The detection rate overall has reduced from 39.1% to 32.4%, for housebreaking it has reduced from 20.2% to 19.0%, while for vehicle crime it has increased from 30.5% to 53.5%.



At the end of Qtr 4, 66 bogus crimes had been recorded which is an increase on 32 in the same period last year. Social engineering frauds account for 56 of these crimes, followed by bogus workmen (n=7), bogus callers (n=2) and distraction theft (n=1). To date 6 crimes have been detected.

Public Protection

YTD Group 2 sexual crimes has decreased by 12.8% with 211 crimes recorded versus 242 last year. Rape and attempted rape crimes have decreased slightly with 40 crimes compared to 55 last year, while indecent / sexual assaults also reduced from 91 to 63. Crimes relating to indecent images / communications have recorded the biggest increase YTD from 55 to 91. Almost 60% involved children aged 7–16 years and 91% involved use of the internet.

42% of crimes relating to indecent communication / images involve persons known to the victim

Approx. 29% of all sexual crimes recorded have been non recent reports.

The detection rate for rape and attempted rape crime has improved from 36.4% to 60.0%. Compared to figures recorded at the end of Qtr 4 last year, the detection rate for Group 2 sexual crime overall has decreased from 43.8% to 41.7%.



258 missing persons incidents had been recorded within West Dunbartonshire by the end of Qtr 4 2020-21, which equates to 21.5 per month. Adults were the most frequently reported missing person type (n=114).

Overall the number of unique incidents resulting in an Adult / Child Concern increased by 2.9% (n=121). Child Concerns have increased by 13.7% (n=412) and Adult concerns (inc. Domestic Abuse) have increased by 11.6% (n=102).

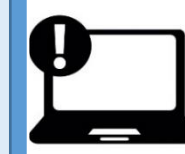
The total number of domestic abuse incidents recorded YTD* has increased by 12.5% (n=162) compared to last year, while crimes have increased by 5.1% (n=40). The detection rate has increased by 6.3% and is currently at 66.8%.
*(Date range 30/3/20 – 28/03/21)

Serious & Organised Crime



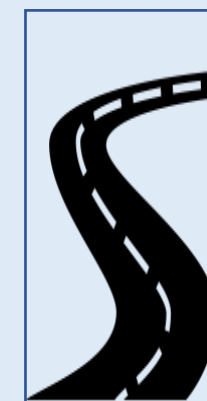
Across Argyll & West Dunbartonshire YTD, 61 persons linked to serious and organised crime have been arrested and £928,176 seized under POCA.

At the end of Qtr 4, detections for drugs supply have decreased by 17.6% YTD from 131 to 108. Detections for drug possession have also reduced by 0.3% from 966 to 963.



YTD there has been 313 cyber enabled crimes recorded within West Dunbartonshire compared to 131 last year. The most commonly recorded types of cyber enabled crimes are crimes involving threatening behaviour (n=99), indecent communications/images (n=76) and fraud (n=112). To date 88 crimes have been detected.

Road Safety & Road Crime



Compared to figures recorded at the end of Qtr 4 last year, the total number of road casualties recorded YTD has reduced significantly from 86 to 24. Serious injuries have reduced from 29 to 15 and slight injuries from 71 to 23. One fatality has been recorded which is one less than last year.

The significant reduction in road casualties has afforded officers the opportunity to be more proactive which has resulted in significant increases in the recording of insurance offences (+153), drink / drug driving offences (+138), dangerous driving (+3) and careless driving (+51). These increases have been offset largely by a 43.0% (-241) in speeding offences however the overall number of road traffic offences recorded remains 1.7% (+43) higher compared to last year.

DISABILITY HATE CRIME

Police Scotland in partnership with I Am Me Scotland delivered the first of a number of Keep Safe Supporters inputs to West Dunbartonshire Councils Kickstart Employment Programme, enabling more than 50 young people aged 16-24yrs to gain employment at the COVID-19 Vaccination Centres throughout the area. Keep Safe training provided the new employees with vital information on how they can support people with disabilities or who may feel more vulnerable due to impacts of social isolation. The training also includes awareness on disability hate crime, reporting methods and signposting to local Keep Safe Places. Further inputs are planned over coming months.

PARTNERSHIP APPROACH TO WATER SAFETY IN WEST DUNBARTONSHIRE

In partnership with members of West Dunbartonshire's Safer DIG, Police Scotland are supporting newly established Partnership Approach to Water Safety (PAWS) Group. The initiative will use a combination of partnership planning, educational awareness and safety interventions at key locations to make our extensive shores/waterways safer.

ONLINE CHILD SEXUAL EXPLOITATION

We are working with partners in Education and Youth Services to deliver in-person prevention and awareness raising sessions to young people in schools in West Dunbartonshire. This will continue to be complemented with awareness raising information which is already being shared with pupils and parents electronically.

FRAUD PREVENTION

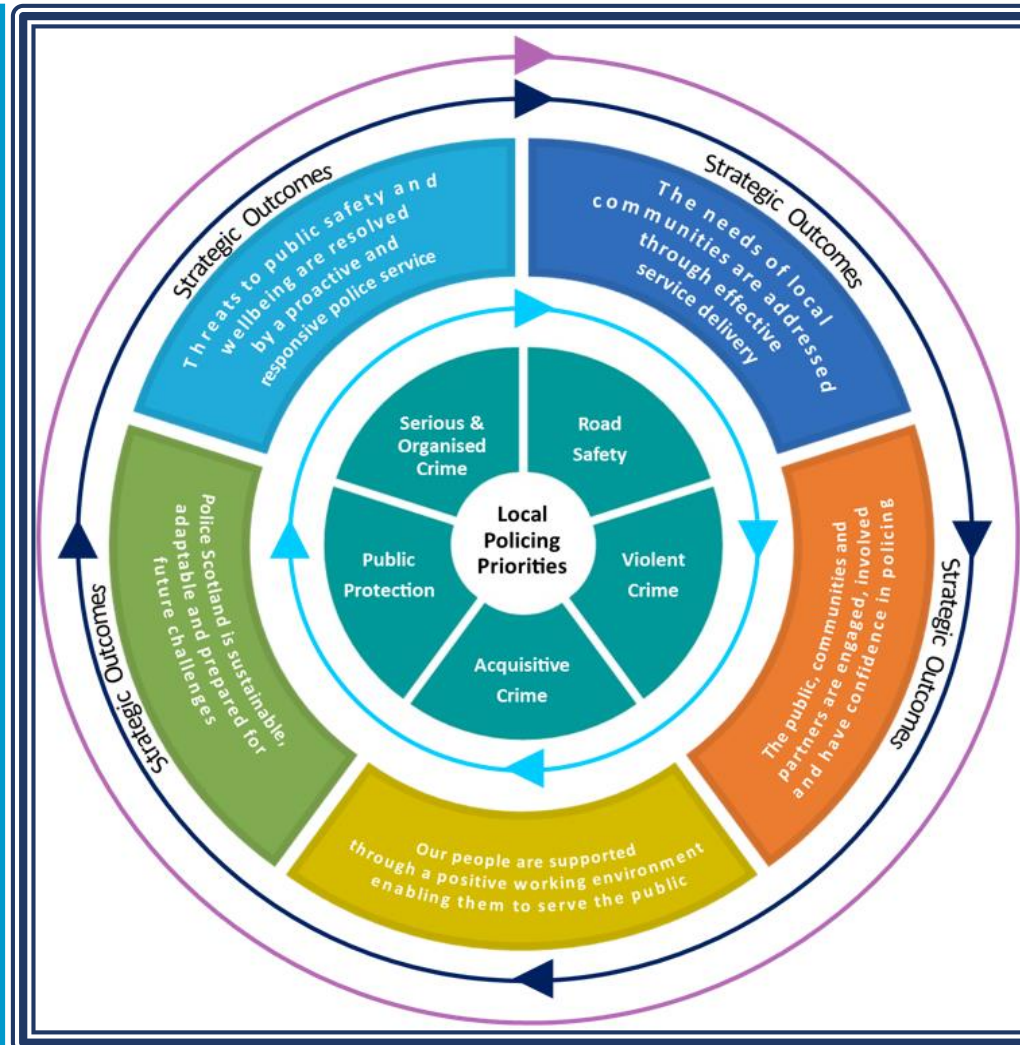
We have developed a Fraud Prevention Delivery Plan which will focus on Education, Prevention and Enforcement over the coming months. Prevention activity and education will focus on working with our partners to increase awareness and resilience across our communities, particularly targeted at those most at risk and vulnerable.

We have developed a new 'cared for at home network' which is enabling Police Scotland and Trading Standards to share "alerts" with carers about emerging bogus activity, which they in turn can share with those they care for during face to face visits. We are also working in partnership with Trading Standards to install Call Blocking devices in the homes of vulnerable people to screen unrecognised/unwelcome callers.

Local officers have been identified to receive Fraud Champions Training, enhancing necessary skills to investigate the increasingly sophisticated and fast changing types of fraud including online fraud.

MULTI AGENCY ANTI-SOCIAL BEHAVIOUR TASKING GROUP

This group has been refreshed and joint action plans are being finalised to focus on prevention activity at key locations. Our Spring/Summer Safety plan has been implemented, including partnership working with West Dunbartonshire Council, Loch Lomond & Trossachs National Park, Scottish Fire & Rescue Service as well as voluntary groups. We will have dedicated patrols in key locations, particularly during periods of good weather and in light of the easing of COVID restrictions.



ROAD SAFETY AND ROAD CRIME

Responding to speeding concerns raised at local community council meetings, Roads Policing and local officers have carried out speed checks at highlighted locations to influence driver behaviour and detect any speeding offences. Plans for local action in support of upcoming campaigns are also in place. These include Motorcycle Safety (April), Operation Close Pass (April), Global Road Safety Week (May) and the National Seatbelt Campaign (May/June).

CYCLE THEFT

During the lockdown last year, people across West Dunbartonshire took to their bikes for exercise. The significant increase in the use of cycles was accompanied by a rise in the number of bicycles being stolen. To combat this, the Pedal Protect initiative has been launched, providing a range of crime prevention and cycle security advice. Locally, the first of a number of Bike Marking Events will take place in Clydebank in April 2021 with our local officers providing cycle safety/security advice along with bike marking.

ACQUISITIVE CRIME - HOUSEBREAKING

We continue to exploit all forensic and investigative opportunities to identify those responsible for acquisitive crime. We also proactively review all Housebreakings and Attempted Housebreakings to properties and where appropriate offer crime prevention surveys and advice. During the spring/summer we will focus on sharing Home Security advice through the Neighbourhood Watch Alert scheme and press/social media channels.

ARREST REFERRAL SCHEME

Working closely with West Dunbartonshire's Alcohol and Drugs Partnership we will continue to provide support to those affected by drug misuse. It is often the case that people in police custody do not routinely engage with community support services or their GP and are often in crisis. The Arrest Referral scheme offers a focused and easily accessible intervention pathway.

WHAT3WORDS APP NOW USED BY POLICE OFFICERS

The location sharing app what3words has been made available for operational use. What3words works by dividing the Earth into 3x3 metre squares - the coordinates of each are then given three unique words to pinpoint an exact location.

Our Contact, Command and Control centres can also accept what3words locations from members of the public calling 999 and 101. A postal address will always be asked as default when a member of the public calls 999/101, but this will be useful for members of the public contacting police who are lost or at a very rural location.

KEEPING IN TOUCH EVENTS GO VIRTUAL

Supporting our staff at important stages in their lives is important and we recently held a virtual Keeping in Touch Event which provided advice and information for colleagues about pregnancy and maternity leave as well as Shared Parental Leave, Adoption, etc; Making use of virtual technology allowed colleagues from around the division to come together in a virtual network.

ARGYLL AND WEST DUNBARTONSHIRE OFFICERS AND VOLUNTEERS WIN AT NATIONAL AWARDS

The Scottish Women's Development Forum (SWDF) is a Police Scotland Diversity Staff Association. They held their annual awards on International Women's Day (8 March 2021) to recognise the contributions and achievements of police staff, police officers and those who volunteer with Police Scotland or the Scottish Police Authority. Argyll and West Dunbartonshire Policing Division had colleagues recognised in 7 out of the 10 categories with Clydebank & Dumbarton Police Scotland Youth Volunteers winning the Team of the Year Award and Alexandria & Dumbarton Community Officers winning an award for Outstanding Contribution in Extraordinary Times.

LOOKING AHEAD

- Easing of Lockdown restrictions
- Elections
- Football
- Resumption of events / parades
- Summer visitors / tourism
- COP26



**West Dunbartonshire Performance Report Q4 -
1st January 2021 - 31st March 2021**



SCOTTISH
FIRE AND RESCUE SERVICE
Working together for a safer Scotland

**Working together
for a safer Scotland**

West
Dunbartonshire
COUNCIL

West Dunbartonshire Performance Report

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Local Fire and Rescue Service Plan Priorities

The Local Fire and Rescue Service Plan has been developed to set out the priorities and objectives within West Dunbartonshire and allows our local authority partners to scrutinise the performance outcomes of these priorities. We will continue to work closely with our partners in West Dunbartonshire to ensure we are all **"Working Together for a Safer Scotland"** through targeting risks to our communities at a local level.

The plan has been developed to complement key partnership activity embedded across West Dunbartonshire's Community Plan and associated Delivery and Thematic plans. Through partnership working we will seek to deliver continuous improvement in our performance and effective service delivery in our area of operations.

The Local Fire and Rescue Plan for West Dunbartonshire identified six areas for demand reduction and is subject to regular monitoring and reporting through the Police & Fire and Rescue Committee. A summary of the priorities and current activity is detailed below with further detail and analysis contained within this performance report.

	Accidental Dwelling Fires	Accidental Dwelling Fire Casualties	Unintentional Injury and Harm	Deliberate Fire Setting	Non-Domestic Fire Safety	Unwanted Fire Alarm Signals
Clydebank Central	6	0	3	11	0	11
Clydebank Waterfront	10	1	0	22	1	32
Dumbarton	4	0	0	10	0	22
Kilpatrick	1	0	0	5	0	18
Leven	3	0	0	20	1	15
Lomond	4	0	2	8	0	13
Total Incidents	28	1	5	76	2	111

Year on Year Change	● -10%	● -67%	● -17%	◆ 38%	● -83%	◆ 52%
3 Year Average Change	● -7%	▲ 0%	● -39%	◆ 19%	● -41%	◆ 1%
5 Year Average Change	● -8%	● -44%	● -18%	◆ 4%	● -19%	◆ 8%

About the statistics within this report

The activity totals and other statistics quoted within this report are published in the interests of transparency and openness. They are provisional in nature and subject to change as a result of ongoing quality assurance and review. Because all statistics quoted are provisional there may be a difference in the period totals quoted in our reports after local publication which result from revisions or additions to the data in our systems. The Scottish Government publishes official statistics each year which allow for comparisons to be made over longer periods of time.

- Activity levels have reduced by more than 5%
- ▲ Activity levels have reduced by up to 5%
- ◆ Activity levels have increased overall

West Dunbartonshire Activity Summary



111

fires
primary &
secondary



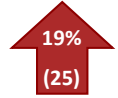
47

special
services



154

false
alarms



312
total number of
incidents

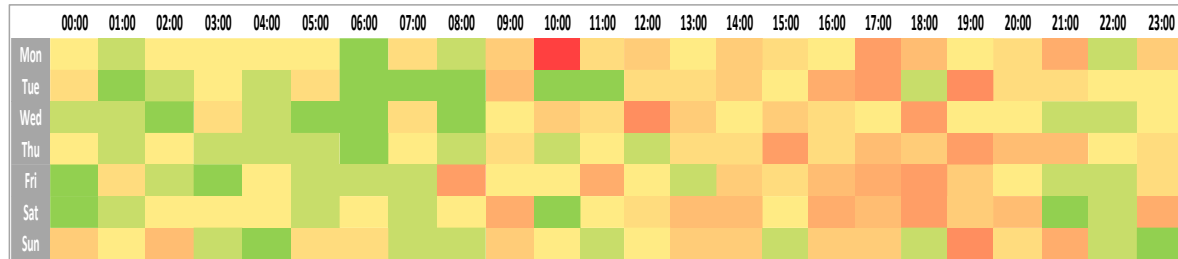


7
fire & non-fire
casualties

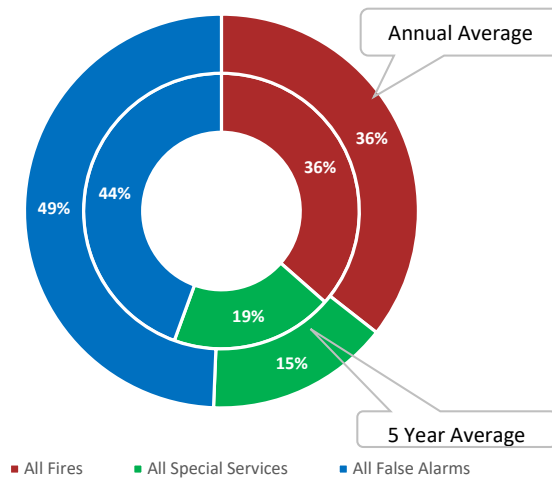


£218,670
economic cost of
ufas incidents

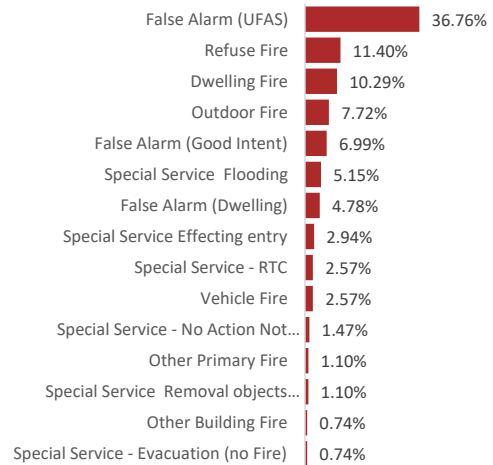
Activity by Time of Day



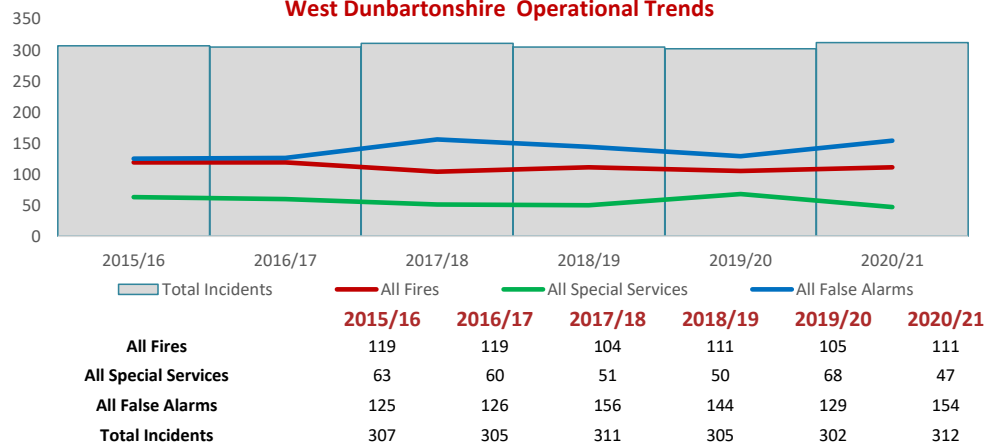
Incidents by Classification



Top 15 Incident Types by % of Total Incidents



West Dunbartonshire Operational Trends

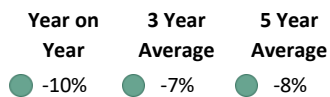


Contributory Factors

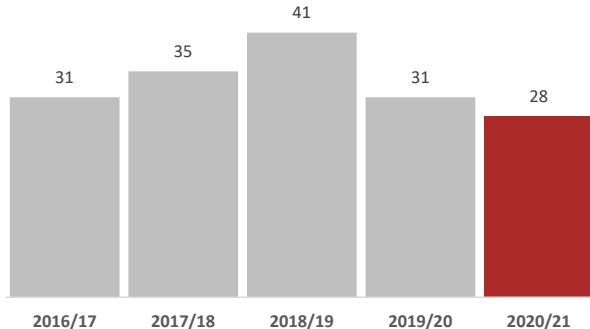
Domestic Safety - Accidental Dwelling Fires



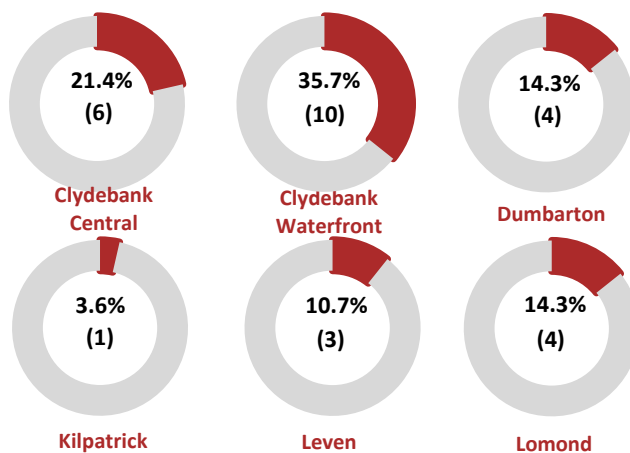
Performance Summary



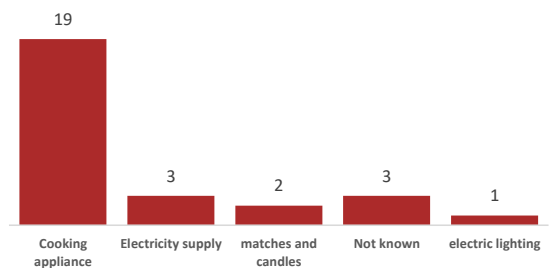
Accidental Dwelling Fires to Date



Accidental Dwelling Fires Activity by Ward (% share)



Main Source of Ignition



Accidental Dwelling Fires by Time of Day



Severity of Accidental Dwelling Fires



No Firefighting Action

71.4% (20)



Direct Firefighting

14.3% (4)



Heat/Smoke Damage Only

75.0% (21)



No fire Damage

25.0% (7)

Human Factors



Distraction

39.3% (11)



Alcohol/Drug Impairment

21.4% (6)

Automatic Detection & Actuation



Detection Present

82.1% (23)



Detection Actuated

82.6% (19)



Calls Made via Linked Alarms

64.3% (18)

Contributory Factors

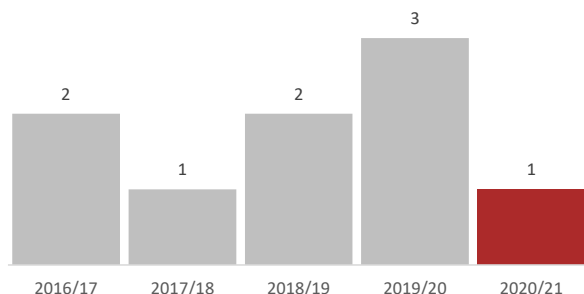
Domestic Safety - Accidental Dwelling Fire Casualties



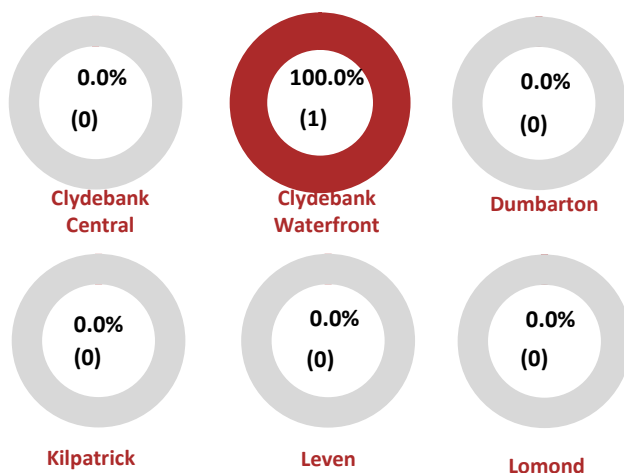
Performance Summary

Year on Year	3 Year Average	5 Year Average
-67%	0%	-44%

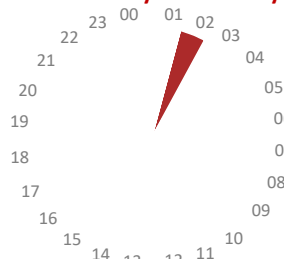
Accidental Dwelling Fire Casualties Year to Date



Accidental Dwelling Fire Casualties by Ward (% share)

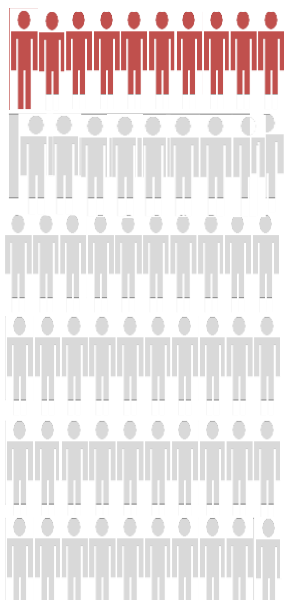


Fire Casualties by Time of Day

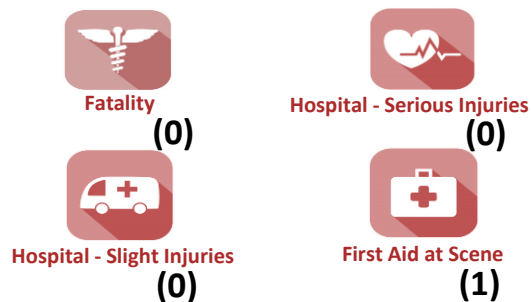


Nature of Injury

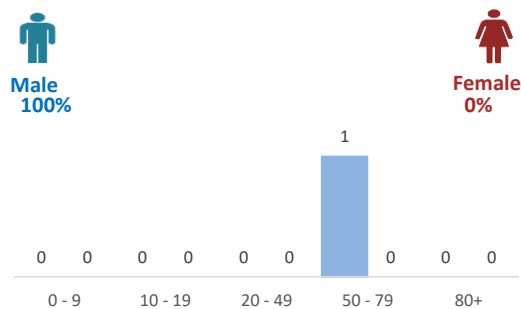
head injury /
under influence
of alcohol



Extent of Harm



Age / Gender Profile



Contributory Factors

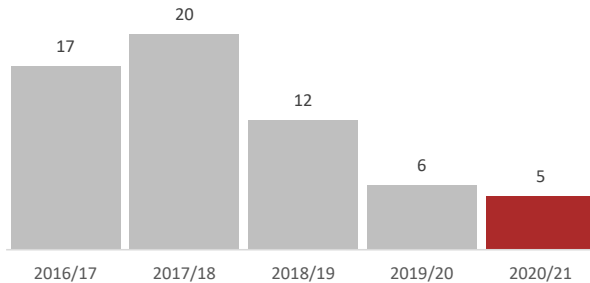
Unintentional Injury or Harm



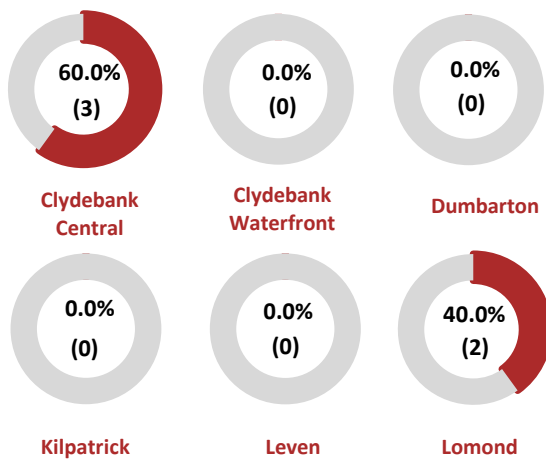
Performance Summary



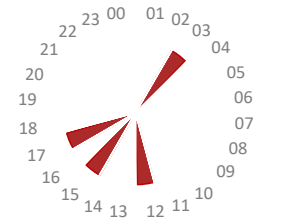
Non-Fire Casualties Year to Date



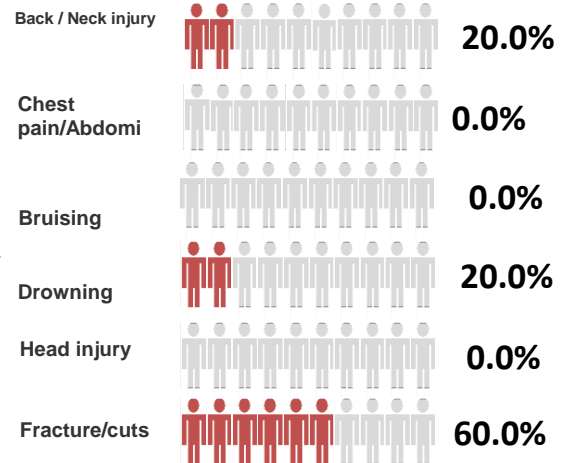
Non-Fire Casualties by Ward (% share)



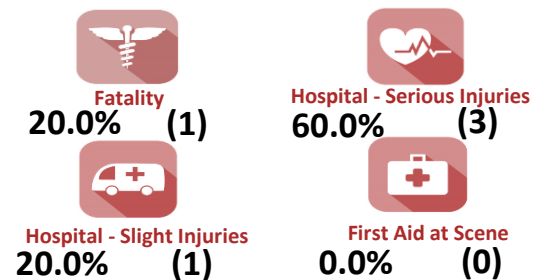
Non-Fire Casualties by Time of Day



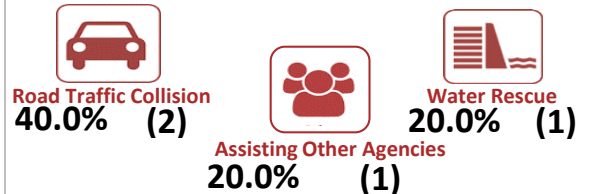
Nature of Injury



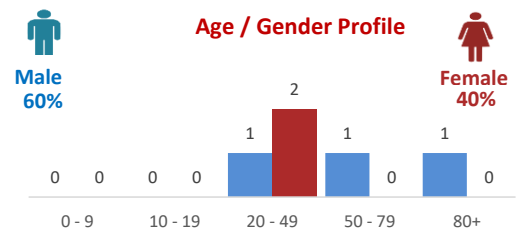
Extent of Harm



Non-Fire Emergency Activity



Age / Gender Profile



Contributory Factors

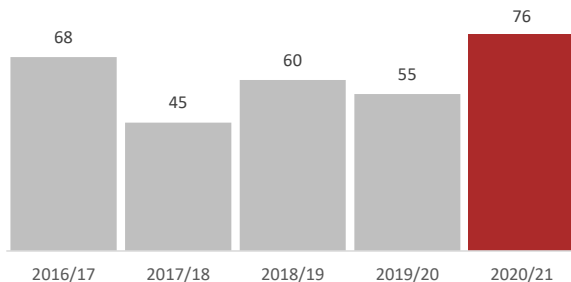
Deliberate Fire Setting



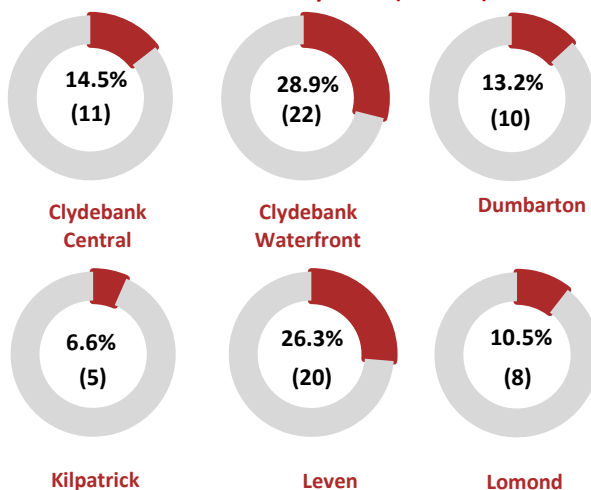
Performance Summary

Year on Year	3 Year Average	5 Year Average
38%	19%	4%

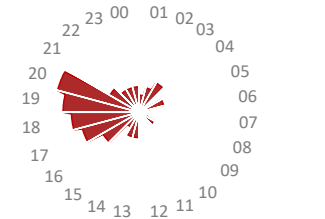
Deliberate Fires Year to Date



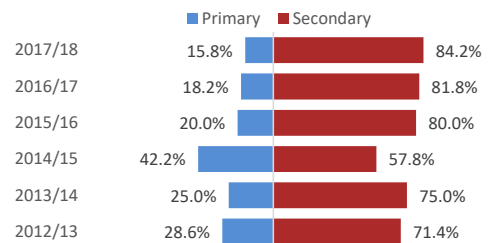
Deliberate Fires by Ward (% share)



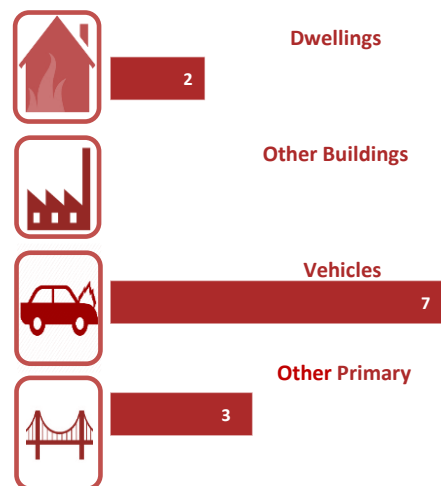
Deliberate Fires by Time of Day



Deliberate Fires by Classification



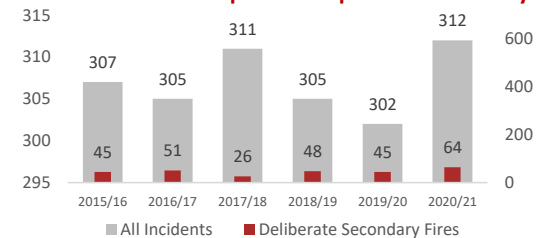
Primary Fire Ratio by Activity Type



Secondary Fire Ratio by Activity Type



Deliberate Fires Compared to Operational Activity



Contributory Factors

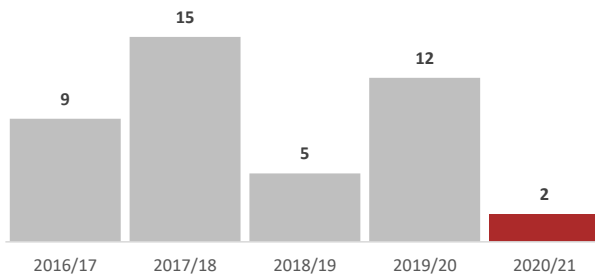
Non Domestic Fire Safety



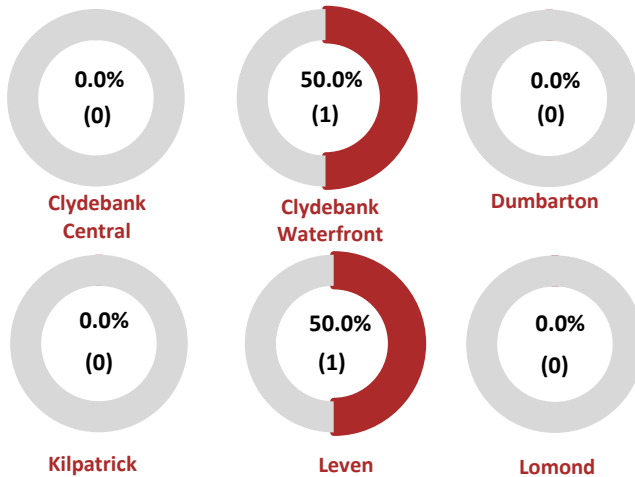
Performance Summary

Year on Year	3 Year Average	5 Year Average
-83%	-41%	-19%

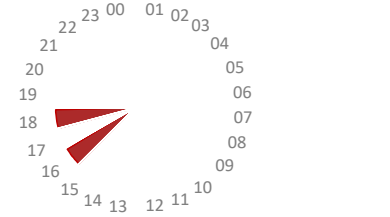
Non-Domestic Fires Year to Date



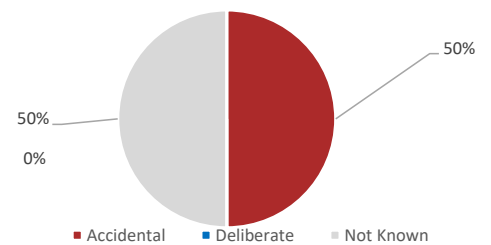
Non-Domestic Fires by Ward (% share)



Non-Domestic Fires by Time of Day



Non-Domestic Fires by Nature of Origin



Severity of Non-Domestic Fires



No Firefighting Action
50.0% (1)



Direct Firefighting
0.0% (0)



Heat/Smoke Damage
50.0% (1)



No Fire Damage
50.0% (1)

Non-Domestic Fires by Premises Type

Other Residential, Boarding House/B&B other	2
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Contributory Factors

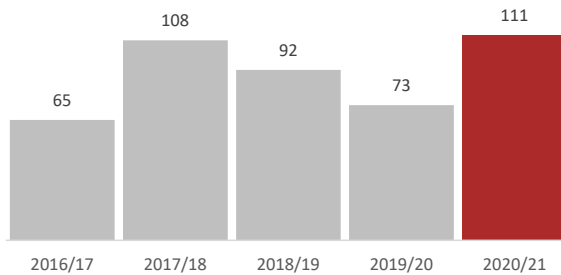
Unwanted Fire Alarm Signals



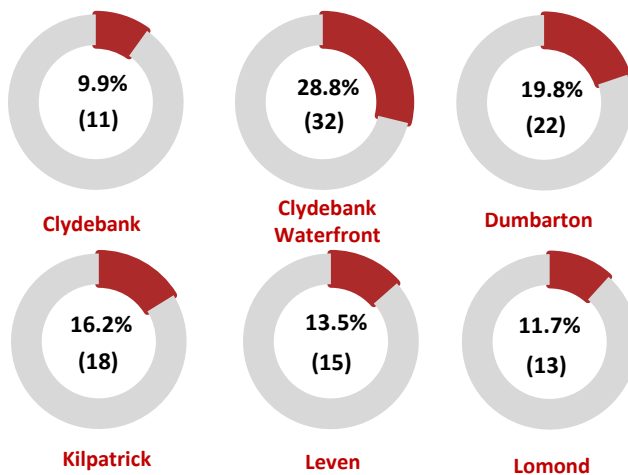
Performance Summary

Year on Year	3 Year Average	5 Year Average
52%	1%	8%

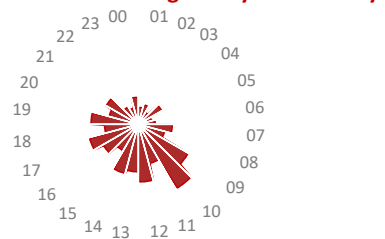
Unwanted Fire Alarm Signals Year to Date



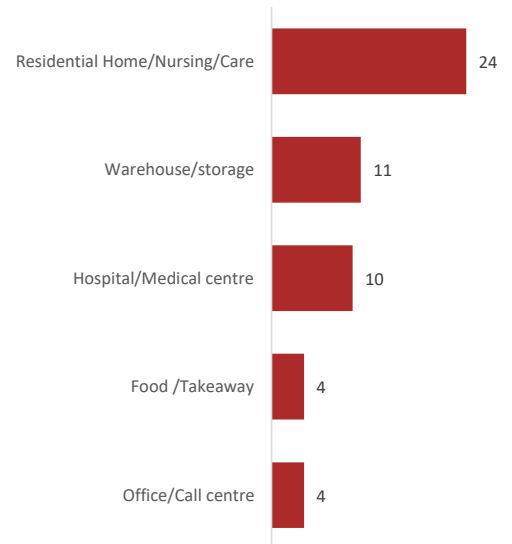
Unwanted Fire Alarm Signals by Ward (% share)



Unwanted Fire Alarm Signals by Time of Day



Unwanted Fire Alarm Signals - Top 5 Premises



Unwanted Fire Alarm Signals Activity Ratios



UFAS Percentage Against all Incidents

36% (111)



UFAS Percentage Against all False Alarms

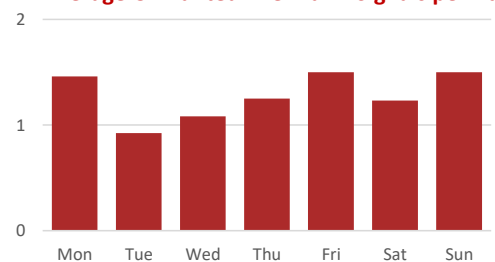
72%



Human Influence and Alarm Activations

19.8% (22)

Average Unwanted Fire Alarm Signals per Day



Contributory Factors