

Housing Services Delivery Plan Year-end Progress 2025-26

	1. Our communities
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	Objective 1. Our neighbourhoods are safe, resilient and inclusive
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Performance Indicator	2024/25	2025/26					Notes	Owner
	Value	Status	Value	Target	Short Trend	Long Trend		
Number of incidents directed to Police by Public Space CCTV team	856		576	400			Target exceeded.	Nicola Pettigrew
% of anti-social behaviour cases resolved	97.56%		97.63 %	96%			Target exceeded.	Nicola Pettigrew
% of Public Space CCTV cameras that are operational	74.75%		73.75 %	60%			Target exceeded.	Nicola Pettigrew

Action	Status	Progress	Due Date	Note	Owner
Complete second phase of CCTV equipment and infrastructure modernisation and improvements			30-Sept-2025	This action has been successfully completed. During the project some unforeseen technical challenges caused some delay, these have now been resolved, and all work is fully completed.	Nicola Pettigrew
Delivery of Housing Solutions Strategy			31-Mar-2026	This action has been successfully completed. The strategy was signed off Feb 25 HACC and began rolling out April 2025 and new action plan created to take the implementation forward.	John Kerr

Action	Status	Progress	Due Date	Note	Owner
Develop a refreshed approach to tenant safety inclusive of Awaabs law		90%	31-Mar-2026	This action has not been fully completed. To date the working group has been established however we are waiting for Scottish Government Guidance before finalising our approach to ensure we meet the new legislative requirements. Anticipated to be completed by end of May 2026.	John Kerr



Objective 2. Our residents' health and wellbeing remain a priority

Performance Indicator	2024/25	2025/26					Notes	Owner
	Value	Status	Value	Target	Short Trend	Long Trend		
% of Youth Homelessness levels in West Dunbartonshire	20%		23%	20%			Target not met. Whilst we have managed to reduce the levels of youth homelessness significantly over recent years and met the ambitious target set for 2024/25 of reducing this to 20% of overall homelessness applications, this was not maintained in 2025/26 with 23% of all applications coming from young people under the age of 25. There was a particular spike in Q2, when youth homelessness was 26.6% of all presentations.	John Kerr
Number of breaches of the Unsuitable Accommodation Order	26		43	0			Target not met – following the reduction from 68 breaches of the UAO reported in 2023/24, to 26 in 2024/25, pressures in terms of the provision of temporary accommodation mean that we have been forced to continue the use of unsuitable B&B	John Kerr

Performance Indicator	2024/25	2025/26					Notes	Owner
	Value	Status	Value	Target	Short Trend	Long Trend		
							accommodation, resulting in 43 breaches of the UAO during the year.	
Total number of children in temporary accommodation	102		82	N/A			Improvement showing in both the long and short term.	John Kerr

Action	Status	Progress		Due Date	Note	Owner
Develop and introduce a new preventative focused housing access system (phase 1)		100%		31-Mar-2026	Phase 1 of this action has been completed with the system being fully developed, over the coming year the focus will be on introducing over the coming year.	John Kerr

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

Action	Status	Progress	Due Date	Note	Owner
Deliver on key objectives of the Housing Emergency Action Plan		100%	31-Mar-2026	This action has been completed. The identified actions for the coming year will be reported with the housing emergency update report at spring HACC.	John Kerr
Housing Solutions Strategy actions to be implemented		100%	31-Mar-2026	This action has been completed. Considerable focus on the introduction of the new housing solution service and preventative approach.	John Kerr

 2. Our Environment

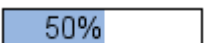
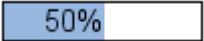


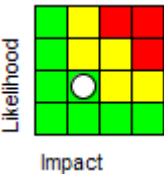
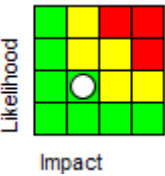
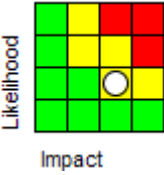
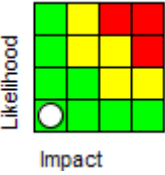
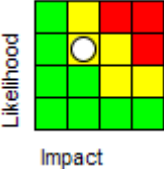
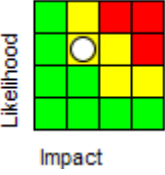
Objective 6. Our neighbourhoods are sustainable and attractive

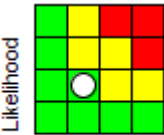
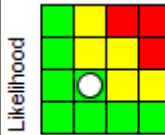
Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend		
Tenancy Sustainment Levels within Housing First	100%		87.5 %	90%			Target narrowly missed - overall Housing First tenancy sustainment rate for 2025/26 was 87.5% with 7 of the 8 tenancies created in 2024/25 sustaining for at least 12 months. We continue to maintain our Housing First initiative as part of the delivery of our wider Housing Solutions approach and overall tenancy sustainment rates remain high. The Housing First approach continues to be monitored closely by the Scottish Government with regular feedback provided and a national report published bi-annually.	John Kerr
% of all homeless cases re-assessed within 12 months (repeat homelessness)	4.2%		4.3 %	4%			Target narrowly missed, the 4.3% figure for 2025/26 represents 41 repeat cases in the year. Analysis of all repeat cases of homelessness is carried out on an ongoing basis and key drivers include domestic abuse and other forms of relationship breakdown.	John Kerr
Average length of time to re-let properties	25.94		23.19	25			Target exceeded.	Nicola Pettigrew
The number of incidences of youth homelessness in West Dunbartonshire is reduced	203		245	230			Target narrowly missed, there was a particular spike in Q2, when youth homelessness was 26.6% of all presentations.	John Kerr
% of council dwellings that meet the Scottish Housing Quality Standard	69.84%		81.66%	86.22 %			Target narrowly missed, however value and compliance % have increased steadily from previous year, although progress is less than targeted as a	Alan Young

Performance Indicator	2024/25	2025/26					Owner
	Value	Status	Value	Target	Short Trend	Long Trend	
							result of lower completions in EICR tests. Work continues to gain access to improve this position.
Number of new supply social housing	116		158	80			Target exceeded.
% Satisfaction with quality of new build council housing	100%		100 %	80%			Target exceeded.
% of council houses that are energy efficient	89.1%		90.4 %	92%			Target narrowly missed, despite this performance has improved in both the long and short term.

Action	Status	Progress	Due Date	Note	Owner
Ensure the Council's Housing stock maintains compliance with the Scottish Housing Quality Standard and reduce the number of properties held in abeyance.			31-Mar-2026	This action has been completed. Capital Investment programme for 25-26 continues to progress completions and contributes to maintaining and progressing SHQS compliance.	Alan Young
Ensure the Council's Housing stock progresses towards the achievement of the energy efficiency standard for social housing (EESH).			31-Mar-2026	This action has been completed. Capital Investment programme for 25-26 continues to progress EWI and contribute to EESH compliance	Alan Young

Action	Status	Progress	Due Date	Note	Owner
Develop and introduce a wider national rented home strategy				This action has been cancelled as it was a response to elements within the Housing Bill, these have now been removed from the Housing Bill through the parliamentary process, and this action is no longer required.	John Kerr
Develop approach to the new Social Housing Net Zero Standard			31-Mar-2026	The Scottish Government working group has been reintroduced and WD are participants on this working group. Work on this will progress over the following year and we will continue with the fabric first approach in preparation for new standards.	John Kerr
Deliver on the More Homes Programme			31-Mar-2026	This action has been completed. The New Strategic Housing Investment Plan (2026/27 - 2030/31) was approved in November 2025. Over the last year we have completed on 64 new properties and 35 buybacks and an additional 46 Empty Homes have been brought back into use.	John Kerr
Deliver new Housing Asset Management Strategy			31-Mar-2026	This action has not been completed within year and has been delayed due to stock modelling exercise that requires to be carried out. It is anticipated that this will take place in May 2026, and the strategy will be developed and anticipated to be reported to HACC in November 2026.	John Kerr
Implement digital improvement for housing operations (mobile app)			31-Mar-2026	This action has been successfully completed. To date we have developed the case management system compatible with the IHMS to allow housing officers to manage caseloads; the focus to date has been on pre tenant and new tenant visits. Work will continue throughout the year to roll this out to all housing officers.	Nicola Pettigrew
Implement digital improvement for housing operations (self-serve portal)			31-Mar-2026	This action has been successfully completed. To date we have completed the automation of the housing application process and implemented a range of housing functions to the serve service portal to demonstrate continuous improvement and demonstrate continuous improvement.	Nicola Pettigrew

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to meet citizen expectation and service standards	Risk of citizen dissatisfaction due to us not doing what we say we will when we say we will or not completing required works first time.			07-April-2026	Building services improvement plan identified key improvement areas to increase satisfaction with the service. Recent satisfaction with repairs achieved 90.2% demonstrating the significant progress made over the last few years.	Craig Wilson
Failure to achieve the outcomes of the Scottish Social Housing Charter	The Scottish Social Housing Charter sets out the standards and outcomes that tenants and customers should expect from social landlords, in terms of the quality and value for money of the services they receive. Failure to continue to meet these could place the Council at risk of the intervention powers of the Scottish Housing Regulator			16-April-2026	Assessment remains as previous, however increased risk concerns have been identified and included within the Councils Annual Assurance Statement which was submitted to the Housing Regulator in October	John Kerr
Failure to deliver on homelessness prevention	The risk that, similar to other Local Authorities we will be unable to adequately meet housing needs due to rising costs and reduction in funding.			16-April-2026	Assessment upgraded and linked to the housing emergency declaration 2024. Key aspect of housing emergency action plan is to accelerate homeless prevention activities in advance of homeless prevention duties as noted in the current Housing Act.	John Kerr

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to maintain Housing Stock	The risk that Council's Housing Stock are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective housing for Council tenants.			07-April-2026	No change to risk score, programme for investment and upgrades to council housing continues into 26-27 and a further five year programme to 26-30.	Alan Young

	4. Our Council
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	Objective 10. Our workforce is resilient and skilled where digital technology supports service delivery for our residents
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Action	Status	Progress	Due Date	Note	Owner
Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce			31-Mar-2026	This action has been completed, with significant progress made. The Building Services improvement plan continues to be implemented, with ongoing focus on automation, communication, and culture. Regular 1-to-1s with frontline staff are embedded, alongside monthly toolbox talks, monthly newsletters, and biannual <i>Be the Best</i> conversations. There has been a noticeable positive shift in culture, with continued emphasis on maintaining effective back-to-basics conversations.	Peter Barry
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce			31-Mar-2026	This action has been completed. Recruitment and retention approaches for hard-to-fill roles have been reviewed across service areas, alongside career pathways and access to learning and qualifications within Housing Services. Building services employees are encouraged to undertake HNC Construction Management courses, and apprentices are supported with an additional year of training to improve qualifications	Peter Barry

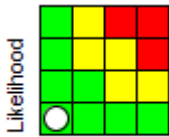
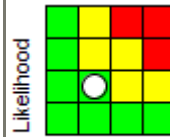
Action	Status	Progress	Due Date	Note	Owner
				and future employment opportunities. Work is also underway to explore costings and information for a Housing Options Toolkit for all frontline Housing Operations staff.	
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies		91%	31-Mar-2026	This action has been not yet been completed. Flexible working and flexible retirement options have been implemented, alongside ongoing value-for-money initiatives discussed at monthly meetings to ensure standards are met without exceeding obligations, while effectively managing throughput and customer expectations. Fixed-term posts within Building Services have been readvertised and successfully filled. Work continues with HR to review HA structure for SOM compliance.	Peter Barry
Develop and implement learning and development plans and development opportunities to improve capabilities and resilience within the workforce		100%	31-Mar-2026	This action has been completed. Management skills and effectiveness have been refreshed through the introduction of Power BI service reports across Housing Operations, now in place for Team Leaders and above. New reports covering areas such as, abatements, decants, voids, and lettings are actively used. Balanced scorecards are scheduled between Team Leaders and Management to help reduce spend while maintaining value for money and service quality. Ongoing monitoring continues to ensure management capability remains effective in addressing service demands and financial pressures.	Peter Barry

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

Performance Indicator	2024/25	2025/26					Owner
	Value	Status	Value	Target	Short Trend	Long Trend	
% of properties returned from repairs within target	66%		66.5 %	80%			Craig Wilson
Average time taken (in days) to complete medical adaptations	46.46		60.9 5	40			Alan Young
Average time (in days) to inspect and repair empty homes	15		14	12			Craig Wilson
Percentage of repairs appointments kept	92.35%		92.0 8%	93%			Craig Wilson
How many times in the reporting year did you not meet your statutory obligation to complete a gas safety check within 12 months of a gas appliance being fitted or last checked	0		0	0			Craig Wilson

Performance Indicator	2024/25	2025/26						Owner
	Value	Status	Value	Target	Short Trend	Long Trend		
Percentage of reactive repairs carried out completed right first time	85.93%		98.54%	91%			The definition of this indicator was changed by the Regulator and applies from April 2025. The impact will be that performance will improve for all landlords, but we have no benchmark to understand exactly by how much and there difficult to agree a target. Performance has increased over the previous year.	Craig Wilson
% of tenants satisfied with the repairs and maintenance service	88.27%		90.05%	91.8%			Target narrowly missed; however, improvements have been made from the previous year.	Craig Wilson
Average length of time (in hours) taken to complete emergency repairs	5.09		4.59	4			Target narrowly missed; however, performance is showing improvement over the long and short term.	Craig Wilson
% of council rent that was lost due to houses remaining empty	0.85%		0.69%	0.85%			Target exceeded.	Nicola Pettigrew
Average time taken (in days) to complete non-emergency repairs	12.16		10.9	9.7			Target narrowly missed; however, performance is showing improvement over the long and short term.	Craig Wilson
% of tenants satisfied with the overall service provided by their landlord	87%		87%	79.5%			Target exceeded.	John Kerr

Action	Status	Progress	Due Date	Note	Owner
Implement improvement plan for Building Services – year 4			31-Mar-2026	This action has been successfully completed. All actions have been completed and reviewed to identify continuous improvement for the new action plan.	Craig Wilson
Externalise reroofing programme			31-Mar-2026	This action has been successfully completed. The procurement exercise for the new contractor was carried out with committee approval granted in August. Initial consultation work was carried out regarding the TUPE arrangements of staff and has now been fully implemented.	Craig Wilson
Reduce the actual days taken to Bring Back to Relet Standard (BRS) a void property.			31-Mar-2026	This action has been successfully completed. Work has been done to improve productivity around management of void properties. In the first half of the year, we have seen a reduction in days taken as a result of targeted action. We will continue over the rest of this year to ensure continued success.	Craig Wilson

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
Failure to implement IHMS system across building services	The effective implementation of the IHMS system will delivery efficiency, improve case tracking, capture customer satisfaction and improve service delivery.	 Likelihood Impact	 Likelihood Impact	07-April-2026	The risk has reduced significantly due to extensive development work to enhance the service. This includes mobile working for maintenance to enable input of repairs on site, rolling out van stock to improve on first time fixes and development of HAVs for to allow monitoring and recording of Hand Arm Vibration Syndrome.	Craig Wilson

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
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PI Status	
	Target significantly missed
	Target narrowly missed
	Target met or exceeded
	Data only – no target set

Long Term Trends	
	Improving
	No Change
	Declining

Short Term Trends	
	Improving
	No Change
	Declining

Action Status	
	Overdue
	Not on track
	In Progress and on track
	Completed

Risk Status	
	Alert
	Warning
	OK