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	1. Our communities
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	Objective 1. Our neighbourhoods are safe, resilient and inclusive
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Performance Indicator	2023/24			2024/25					Notes	Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
Number of incidents directed to Police by Public Space CCTV team		1232	400		856	400			Target exceeded demonstrating continued progress in supporting with the detection of crime and promoting community safety.	Nicola Pettigrew
% of anti-social behaviour cases resolved		98.08 %	97%		97.03 %	96%			Target exceeded demonstrating continued progress in supporting residents with antisocial behaviour complaints.	Nicola Pettigrew
% of Public Space CCTV cameras that are operational		78.29 %	85%		74.75 %	85%			Target not met. Work is underway to complete the full upgrade for CCTV, significantly increasing camera coverage and moving from analogue to digital technology. This has temporarily impacted on operational cameras due to upgrade works. Project expected to be completed mid-June 2025.	Nicola Pettigrew

Action	Status	Progress	Due Date	Note	Owner
Implement second phase of CCTV equipment and infrastructure modernisation and improvements		<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. To date we have finalised costings with BT and gained approval at Housing and Communities Committee in August and contract with BT has been signed. We have confirmed with WDTR0 every 2nd landing to have CCTV. Our focus over the	Nicola Pettigrew

Action	Status	Progress	Due Date	Note	Owner
				coming year will be to manage the new upgrades and ensure any snagging issues are resolved timely.	

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

Performance Indicator	2023/24			2024/25					Notes	Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
% of Youth Homelessness levels in West Dunbartonshire	✓	23%	25%	✓	20%	20%	↑	↑	Target met, representing improvement in both the short and long term.	John Kerr

Action	Status	Progress	Due Date	Note	Owner
Develop and introduce a new preventative focused housing access system	●	33%	31-Mar-2025	This action has not progressed as planned due to a delay with the Housing Bill receiving royal assent before the summer recess. The team have carried out preparatory work in readiness for the new Bill and this work will continue in 2025/26 to complete this action.	John Kerr

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

Action	Status	Progress	Due Date	Note	Owner
Deliver new tenant participation strategy	✓	100%	31-Mar-2025	This action has been successfully completed. The New Strategy 'Involving you in improving Housing Services' was agreed at HACC 20/11/24 which includes an action plan for implementing the strategy 2025-28.	John Kerr

**P** 2. Our Environment











## Objective 6. Our neighbourhoods are sustainable and attractive

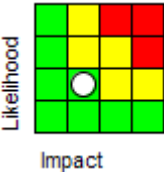
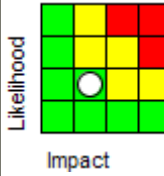
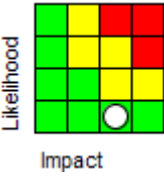
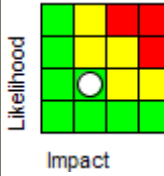
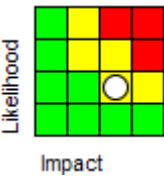
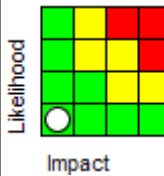
Performance Indicator	2023/24			2024/25						Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
Tenancy Sustainment Levels within Housing First	✔️	100%	90%	✔️	100%	90%	➡️	⬆️	Target met - overall Housing First tenancy sustainment rate for 2024/25 was 100% with all of the tenancies created in 2023/24 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 and above target.	John Kerr
% of all homeless cases re-assessed within 12 months (repeat homelessness)	❌	5.9%	4%	⚠️	4.2%	4%	⬆️	⬆️	Target not met; however improvement has been made over the short and long term.	John Kerr
Average length of time to re-let properties	❌	34.99	30	✔️	25.94	30	⬆️	⬆️	Target met representing improvement in both the short and long term.	Nicola Pettigrew
The number of incidences of youth homelessness in West Dunbartonshire is reduced	✔️	249	280	✔️	203	280	⬆️	⬆️	Target met representing improvement in both the short and long term.	John Kerr
% of council dwellings that meet the Scottish Housing Quality Standard	❌	51.19%	66.65%	⚠️	69.84%	73.23%	⬆️	⬆️	Target met representing improvement in both the short and long term.	Alan Young
Number of new supply social housing	✔️	83	80	✔️	116	80	⬆️	⬇️	Target achieved - The pioneering development at Clydebanks East delivered 76 of the scheduled 88 homes in the reporting period this was supported by a further 40 buyback purchases including 33 council buyback	John Kerr

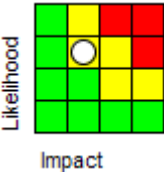
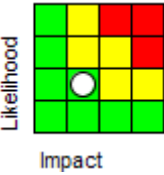
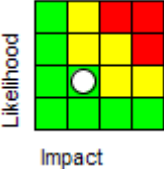
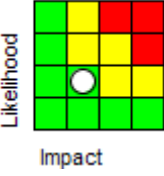
Performance Indicator	2023/24			2024/25					Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend	
									acquisitions, the delivery of 116 new supply social homes is welcomed during the current housing emergency.
% Satisfaction with quality of new build council housing	✓	100%	80%	✓	100%	80%	▬	▬	Target achieved representing continued high levels of satisfaction.
% of council houses that are energy efficient	⚠	86.9%	100%	⚠	89.1%	90%	⬆	⬆	Target narrowly missed however improvement has been made in both the short and long term.

Action	Status	Progress	Due Date	Note	Owner
Ensure compliance with tenant safety standards (e.g. EICR, Gas safety, Mould & Dampness)	✓	<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. We continue to have a strong focus on Tenant safety in line with the Scottish Government and the Housing Regulator guidance. Over the last year we have secured funding to secure the recruitment of new posts and identified and agreed an optimal structure to take forward the work around tenant safety; implementation will begin in 2025/26.	Martin Feeney; John Kerr
Ensure the Council's Housing stock maintains compliance with the Scottish Housing Quality Standard and reduce the number of properties held in abeyance.	✓	<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. Capital Investment programme for 24-25 has been completed contributing to maintaining and progressing SHQS compliance.	Alan Young
Ensure the Council's Housing stock progresses towards the achievement of the energy	✓	<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. Capital Investment programme for EWI completed for 24-25 contributing to improving EESSH compliance.	Alan Young

Action	Status	Progress	Due Date	Note	Owner
efficiency standard for social housing.					
Develop approach to the new Social Housing Net Zero Standard		<div><div>50%</div></div>	31-Mar-2025	This action has not been completed as planned. The Social Housing Net Zero Standard will set out the regulations for how social landlords heat residential properties, as well as how energy efficient the buildings need to be. To date we have provided a response, agreed through the Better Homes Board, to the Scottish Government consultation. The team have carried out preparatory work in readiness for the new standards however publication of the standard is currently unknown which has impacted on our ability to complete the action this year.	John Kerr
Deliver on the More Homes Programme		<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. To date, we have agreed a new revised programme with the Scottish Government, we have completed on the development at Clydebank East and developed the Housing Investment Plan for 25-30.	John Kerr
Deliver new Housing Asset Management Strategy		<div><div>50%</div></div>	31-Mar-2025	This action has not been completed as planned due to resourcing within the service. To date we have completed the stock modelling exercise which will form the basis of the remaining work. It is anticipated this will be complete and presented to the Housing and Communities in August 2025.	John Kerr
Assess requirement for declaration of housing emergency within West Dunbartonshire.		<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. The Housing and Communities Committee declared Housing Emergency on 1st May 2024, in response we have developed the Housing Emergency Declaration Action Plan, identifying key priority areas to be addressed over the coming years, this was approved by the Housing and Communities Committee in August 2024. Ongoing monitoring of the action plan will be overseen by the Housing Emergency Project Board and will be reported on a quarterly basis to Committee. The Housing Summit was held in February to further strengthen a partnership approach.	John Kerr

Action	Status	Progress	Due Date	Note	Owner
Refresh our strategic housing investment programme		<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. To date we have reviewed our resources; this was updated to members in August 2024. We have developed the new SHIP and delivered the refreshed programme.	John Kerr
Develop and introduce a wider national rented home strategy		<div><div>50%</div></div>	31-Mar-2025	This action has not been completed as planned due to the delay with the Housing Bill receiving royal assent before the summer recess. To date we have responded to the publication of The Housing (Scotland) Bill and reported back to the Housing Bill steering group and carried out preparatory work around the needs analysis in readiness for the new Bill, it is anticipated that this will be completed and reported to the Housing and Communities committee in August 2025.	John Kerr
Implement digital improvement for housing operations (mobile app)		<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. To date we have implemented improvements to the mobile app for housing officers this includes pre termination visit and new tenant visit and improving communication with tenants; rolled out of Rent Insight functionality to enable timely and accurate information relating to rent accounts promoting efficiency for the Council. We have progressed the use of Power BI to support balanced scorecards for further performance analysis for all wards and new tenant visits. Over the following year we will continue to develop the functionality of the mobile app.	Nicola Pettigrew
Implement digital improvement for housing operations (self-serve portal)		<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. To date we have introduced a number of automated housing processes. This includes applying for housing allowing for initial application, verification and upload of supporting documents; over the following year we will progress this functionality to provide a status update regarding waiting list position. We have mapped the process for medical applications and will continue to develop this over the coming year. Through the housing management team and Housing Improvement Board we will continue to identify and explore opportunities to improve the digital customer journey.	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.			03-April-2025	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.	Martin Feeney
Failure to deliver medical adaptations in agreed target timescales	This is monitored to ensure target timescale of 44 days average for housing medical adaptations is adhered to ensure satisfaction with the service and support those in need of this service.			07-April-2025	We have shown some improvement against the target assessment. Progress continues with good in-year progress and continuing to clear legacy jobs helping to improve the overall position. Average days performance continues to improve on track overall for improvement and reducing risk.	Alan Young
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			07-April-2025	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

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
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.			07-April-2025	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 Bill.	John Kerr
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-2025	No change to risk score, programme for investment and upgrades to council housing continues into 25-26 and a further five-year programme to 29-30.	Alan Young





<b>P</b>	<b>3. Our Economy</b>
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<b>Ob</b>	<b>Objective 8. We will support our residents to access employment and training opportunities</b>
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Performance Indicator	2023/24			2024/25					Notes	Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
Value (£) of debt managed	✓	£1,217,867	£1,220,000	✓	£1,394,794	£1,150,000	↑	↓	Target exceeded. Overall, over the year, 128 clients were supported to manage debt.	Stephen Brooks



Performance Indicator	2023/24			2024/25					Notes	Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
Number of local people entering employment through Working 4U	✓	439	407	✓	537	417	↑	↑	Target exceeded, showing significant improved performance from the previous year.	Stephen Brooks
Number of local people entering education or training	✓	1,064	783	✓	1,178	827	↑	↓	Target exceeded. By connecting with individuals in both formal and informal settings, we have successfully supported 1,178 people in progressing toward their goals. These training programmes, funded through Skills Development Scotland (SDS), No One Left Behind (NOLB), UK Shared Prosperity Fund (UKSPF) and Adult learning budgets, are designed to help service users develop essential skills and employment related skills to improve their future prospects.	Stephen Brooks
Number of local people gaining a full qualification	✓	867	561	✓	1,021	674	↑	↑	Target exceeded. Showing significant improved performance in both the long and short term.	Stephen Brooks









Action	Status	Progress	Due Date	Note	Owner
Review the current CLD Plan and compile a new plan for the 2024 – 2027 planning period.		<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. The CLD plan 24-27 has been produced by the CLD Strategic Group and will be published online by the end of October 24. Action plans for Youth Alliance, Adult Learning Partnership and Community Development Alliance have been developed and agreed with key stakeholders for the duration of the new 3 Year CLD Plan.	Stephen Brooks
Continue to develop access to welfare rights and debt management services		<div><div>100%</div></div>	31-Mar-2025	<p>This action has been successfully completed. A reporting schedule has been agreed with HSCP, and quarterly progress reports are shared showing the number of unpaid carers supported by the Welfare Rights team as well as value of income generated, and debt managed. An end of year report summarising activity and outcomes is also produced and shared with HSCP.</p> <p>Two dedicated Welfare Rights advisors are now working with Housing to offer pre-tenancy welfare advice and guidance with the aim to maximise income and ensure affordability for new tenants. Welfare support is also offered to current tenants to maximise income, reduce debts and support residents.</p>	Stephen Brooks
Continue to provide access to employability services		<div><div>100%</div></div>	31-Mar-2025	This action has been completed. Working4U continues to develop and deliver employability services which meet the needs of residents with barriers to accessing work as well as offering in-work support. Through the Strategic Employability Group funding for delivery of employability services from partners has been commissioned for 24/25 and provision focuses on parents, vulnerable young people, economically inactive people, people with disabilities including mental health, community justice service users, ethnic minorities and those who are long term unemployed. We have reviewed progress and will use information to develop our services in the forthcoming year.	Stephen Brooks
Continue to provide access to community-based learning opportunities		<div><div>100%</div></div>	31-Mar-2025	This action has been completed. A new CLD 3 Year Plan (24-27) has been published for West Dunbartonshire with subsequent actions for the Strategic CLD Partnership and the 3 subgroups – Adult Learning Partnership, Youth	Stephen Brooks




Action	Status	Progress	Due Date	Note	Owner
				Alliance and Empowerment DIG. A high-level report for the three subgroups has been agreed and shared quarterly with the Strategic Group.	

**Ob** Objective 9. We will work with partners to support economic development to deliver increased prosperity for our area

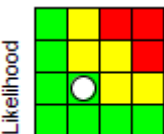



Performance Indicator	2023/24			2024/25					Notes	Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
Total Value (£) of Income Generated	✓	£8,229,424	£5,200,000	✓	£9,218,527	£5,200,000	↑	↑	Target exceeded and showed increased performance from the previous year.	Stephen Brooks
Number of local people receiving support through Working 4U	✓	8,597	5,527	✓	8,116	6,190	↓	↓	<p>Target exceeded. The demand for support from Working 4U has consistently remained higher than anticipated due to a range of factors. These include an increase in individuals seeking benefits and debt advice, as well as growing participation in employability and learning programmes; UKSPF; No One Left Behind; and Child Poverty/Parental Employability Support.</p> <p>We will continue to utilise resources from grant funding sources to meet the ongoing</p>	Stephen Brooks

Performance Indicator	2023/24			2024/25					Notes	Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
									demand of those target groups in need.	

Performance Indicator	2023/24			2024/25					Notes	Owner
	Status	Value	Target	Status	Value	Target	Long trend	Short trend		
Number of people receiving support through Working 4U with more than one barrier to employment (aggregate)		1,581	779		1,507	854			Target exceeded. Showing significant improved performance in both the long and short term.	Stephen Brooks
Percentage of local people with increased or sustained income through reduced debt liability/debt management		98.4%	90%		83.1%	90%			Target narrowly missed. With the help of Working4U, 347 local residents were supported with debt advice/issues. 128 of these were assisted to manage £1.4 million worth of debt. 83.1% proceeded with their agreed debt strategy options, with the remaining 16.9% being undecided at this time.	Stephen Brooks


Action	Status	Progress	Due Date	Note	Owner
Develop a new employability partnership action plan		<div><div>100%</div></div>	31-Mar-2025	<p>This action has been completed. An annual investment plan has been written and submitted to the Scottish Government as a condition of the No One Left Behind (NOLB) grant by 30<sup>th</sup> April 25. This is informed by the priorities identified by the Strategic Employability group for West Dunbartonshire.</p> <p>A new 3-year Employability Plan for Employability will be produced reflecting the Scottish Government priorities through NOLB and the UK Government priorities through UK Shared Prosperity Fund.</p>	Stephen Brooks
Explore the potential for securing training and opportunities in the carbon/green energy sectors		<div><div>100%</div></div>	31-Mar-2025	<p>This action has been completed. W4U engage with the green sector and offer Employer Recruitment Incentives (ERIs) which contribute to this indicator by collaborating with industry partners to identify in-demand skills and qualifications. Additionally, we commission training providers to map out relevant courses and apprenticeship pathways. By working closely with employers, W4U can ensure alignment with workforce needs and support jobseekers in obtaining industry-standard qualifications, ultimately enhancing employability and career progression within the growing carbon and green energy sectors.</p> <p>We have provided access to training for mechanics training modules that focus on the specific skills required for maintaining and repairing electric and hybrid vehicles. This includes, for example: Understanding Electric Vehicle Systems: Safety Protocols: Diagnostic Skills: Sustainability Practices and Hybrid Technology.</p>	Stephen Brooks
Compile and publish the local child poverty report to demonstrate our actions to		<div><div>100%</div></div>	31-Mar-2025	<p>This action has been completed. The Child Poverty Plan has been published and is available online. A Child Poverty event was hosted to share information about the range of services working to tackle poverty and its impacts in West Dunbartonshire. Working4U worked in partnership with the Improvement</p>	Stephen Brooks

Action	Status	Progress	Due Date	Note	Owner
address poverty and disadvantage				Service to undertake a self-evaluation on partners knowledge of the impact of Child Poverty and the accessibility of services to support families locally. The Family Prosperity network (FPN) has been established.	

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
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	The Local Child Poverty Plan sets out what we will do to respond to child poverty, failure to respond will have a significant impact on the Council's reputation, more importantly an opportunity to raise issues and respond more effectively to child poverty issues will be lost	 Likelihood Impact	 Likelihood Impact	17-Mar-2025	We have established a process for developing the local child poverty report and will undertake a self-evaluation to assess the effectiveness of our approach. The self-evaluation will inform future developments. The Child Poverty Plan has been published and is available online. A Child Poverty event was hosted in 2024/25 to share information about the range of services working to tackle poverty and its impacts in West Dunbartonshire.	Stephen Brooks
The cost-of-living crisis will lead to a substantial demand for access to	We will monitor the changing levels of demand and target our resources to individuals and areas that are most in need. We will seek to work with partners to ensure we	 Likelihood Impact	 Likelihood Impact	17-Mar-2025	We have shown some improvement against the target assessment. We have reviewed our processes for dealing with referrals and carrying out assessments. This emphasises the	Stephen Brooks

Risk	Description	Current Assessment	Target Assessment	Date Reviewed	Note	Owner
welfare/debt support services.	receive appropriate referrals who can benefit from our support.				need to respond quickly to those most in need while directing those with lower levels of need to appropriate partner and alternative sources of support. Welfare rights team have improved the triage system for referrals being received from residents with most contacts being made within 4 working days of referrals being received.	

	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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Performance Indicator	2023/24			2024/25						Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
% of properties returned from repairs within target	🔴	53%	80%	🔴	66%	80%	⬆️	⬆️	Target not met; however improvement has been made over the short and long term.	Martin Feeney
Average time taken (in days) to complete medical adaptations	🟢	45.3	44	🟡	46.46	44	⬇️	⬆️	Target narrowly missed; however improvement has been made over the long term.	Alan Young
Average time (in days) to inspect and repair empty homes	🔴	27	12	🔴	15	12	⬆️	⬆️	Target not met; however improvement has been made over the short and long term.	Martin Feeney


Performance Indicator	2023/24			2024/25						Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
Percentage of repairs appointments kept	✅	92.6%	91.5%	⚠️	92.35 %	93%	⬇️	⬆️	Target narrowly missed; however improvement has been made over the long term.	Martin Feeney
% of properties that require a gas safety record which had a gas check and record completed by the anniversary date	✅	100%	100%	✅	100%	100 %	▬	▬	Target met.	Martin Feeney
Percentage of reactive repairs carried out completed right first time	⚠️	85.6%	90%	⚠️	85.93 %	91%	⬆️	⬆️	Target not met; however improvement has been made over the short and long term.	Martin Feeney
% of tenants satisfied with the repairs and maintenance service	✅	94.82 %	86%	✅	88.27 %	87.5 %	⬇️	⬇️	Target met.	Martin Feeney
Average length of time (in hours) taken to complete emergency repairs	✅	5.11	6	❌	5.09	4	⬆️	⬇️	Target not met however improvements have been made from the previous year.	Martin Feeney
% of council rent that was lost due to houses remaining empty	✅	1.01%	1%	✅	0.85%	1%	⬆️	⬆️	Target met representing improvement over both the short and long term.	Nicola Pettigrew
Average time taken (in days) to complete non-emergency repairs	❌	10.94	8.4	❌	12.16	10	⬇️	⬇️	Target not achieved. The focus was to reduce the number of out of target repairs whilst maintaining performance on new work reported and raised. Although there was a slight drop in performance, at year end there were only a	Martin Feeney









Performance Indicator	2023/24			2024/25					Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend	
									minor number of active repairs that were older the 3 to 6 months. This whilst 89% of all repairs completed were completed within target times which improved upon 2023/2024 where 88.8% was achieved.


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		<div><div>92%</div></div>	31-Mar-2025	Workforce actions have not been completed as planned. Significant progress has been made in this area including review of succession planning for all services, improved communication of key Council information to frontline workers via digital channels and management of absences and improved performance around return-to-work arrangements. Setting up all frontline employees with access to the HR 21 system has been challenging and will remain the remaining focus for this action over the coming year.	Peter Barry
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce		<div><div>91%</div></div>	31-Mar-2025	Workforce actions have not been completed as planned. Significant progress has been made in this area including carrying out the review of team leader role within Housing Services, submitted job evaluations for the roles as well as improving access to opportunities to improve skills and knowledge. Building Service have carried out a review of their delivery model to support a service redesign. The new structure has been approved at SSRG and is currently being implemented. Elements of completing this action have been challenging such as financial constraints as well as challenges in recruitment for key roles such as electricians. Building services currently have a number of fixed term	Peter Barry



Action	Status	Progress	Due Date	Note	Owner
				contracts of which some still require authorisation for permanency and work will continue over the coming year to complete the service redesign to ensure an efficient service.	
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		 92%	31-Mar-2025	Workforce actions have not been completed as planned. Significant progress has been made in this area, services have carried out reviews to ensure they are compliant with the Councils strategic operating model (SOM) as well as reviewing service delivery models to ensure they are efficient. Areas that still require work to complete this action include finalising a new team structure following the inclusion of a new team in Housing Asset and Investment and review offering of condensed hours within the teams; this work will continue over the coming year.	Peter Barry
Develop and implement learning and development plans and development opportunities to improve capabilities and resilience within the workforce		 86%	31-Mar-2025	Workforce actions have not been completed as planned. Significant progress has been made in this area, particularly around reviewing skills gaps within the teams to ensure they meet the demands of new technologies and ways of working. Resource pressures have delayed this action somewhat and over the coming year the Housing Development team will continue to progress the action to build on the Housing Academy to support employees with continued professional development.	Peter Barry




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




Performance Indicator	2023/24			2024/25						Owner
	Status	Value	Target	Status	Value	Target	Short Trend	Long Trend		
% of tenants satisfied with the overall service provided by their landlord		61.33%	76%		87%	84%			Target exceeded. Significant progress has been made in this area overall. Satisfaction with particular aspects of the housing services included: satisfaction with the quality of their home (87.2% up 25.1% points); satisfaction with the management of their neighbourhood (86% (up 23.3% points) and satisfaction that rent costs represented good value (85.6% up 25.1% points). As well as showing improvement over the two years, the results showed that West Dunbartonshire Housing Services performed better than the Scottish local authority average.	John Kerr




Action	Status	Progress	Due Date	Note	Owner
Implement improvement plan for Building Services – year 4			31-Mar-2025	This action has been successfully completed. Over the last year we have achieved a number of improvements particularly around the financial management of the service where we have reduced costs related to overtime use of agency works and use of sub-contractors. Over the coming year we will progress year five of the Building Service improvement plan with a focus on completing job evaluations appropriate to the service needs.	Martin Feeney





Action	Status	Progress	Due Date	Note	Owner
Implement improved void management process to ensure sustained reduction in number of void properties		<div><div>100%</div></div>	31-Mar-2025	This action has been successfully completed. Over the last year we have achieved a significant reduction in the average cost to bring a void property back to the Councils' relet standard. In relation to our aim to reduce operational voids we have shown significant improvement from the previous year and exceeded this year's target. We will continue to ensure this progress is sustained.	Martin Feeney




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 deliver efficiency, improve case tracking, capture customer satisfaction and improve service delivery.	 Likelihood Impact	 Likelihood Impact	03-April-2025	We have shown significant improvement against the target assessment. IHMS has been fully implemented in Building Services with operatives using IHMS compatible devices reducing the need for manual input.	Martin Feeney

PI Status	
	Target significantly missed
	Target narrowly missed
	Target met or exceeded

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