

2023-24 Quarter to December Housing and Property Performance Report - Service Plan Actions

Report Type: Actions Report
Generated on: 01 February 2024



Housing & Property Service Plan 2023-24 Overall Plan Progress



| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|---|----------|-----------------|-------------|---|----------|-------------|
| HP 2023-24 | ***Housing and Property Service Plan 2023-24*** | | | 31-Mar-2024 | Overall progress calculated from aggregated Strategic and Service Level actions (refer to section 4 and 5 for details). | 73% | |

Section 4 - Strategic Outcomes or Priorities 4. Overall Strategic Outcomes or Priorities Progress


| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|--|----------|-----------------|-------------|---|----------|-------------|
| HP 2023-24 | Strategic Level Outcomes or Priorities | | | 31-Mar-2024 | Aggregate progress of all Strategic Level actions (see below for details) | 87% | |

Section 4 - Strategic Outcomes or Priorities 4.1 (L) Improving Wellbeing of our population (CP) Our People: Provide opportunities for people to be the best they can be





| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|---|----------|--|-------------|--|----------|-------------|
| HP24-4.1 | Revise the Housing Contribution Statement with Health & Social Care Moray | 1 | Assess and respond to the housing needs of older people, in partnership with IJB | 31-Mar-2024 | Sum of subactions HP24-4.1a and HP24-4.1b, refer to below. | 87% | |


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| HP24-4.1a | Deliver 30% of new build affordable homes at an accessible standard over 5 years cumulatively | 1 | Assess and respond to the housing needs of older people, in partnership with IJB | 31-Mar-2024 | Q3 - New build affordable housing outputs are reported annually via SHIP, and show that this target has been met. This target will be reviewed as part of the development of the next LHS, and also through development of the next IJB Housing Contribution Statement, using the HNDA as a key evidence base. | 90% |  |
| HP24-4.1b | Strategically align allocations, operations and development between TMC with those of IJB | 1 | Assess and respond to the housing needs of older people, in partnership with IJB | 31-Dec-2023 | Q3 - Housing Need and Demand Assessment has been completed, with full participation of IJB. HNDA will form a key evidence base for development of next LHS, LDP and IJB Housing Contribution Statement | 85% |  |

Section 5 - Service Level Outcomes or Priorities
5. Overall Service Level Outcomes or Priorities Progress






| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|--------------------------------------|----------|-----------------|-------------|---|----------|---|
| HP 2023-24 | Service Level Outcomes or Priorities | | | 31-Mar-2024 | Aggregate progress of all Service Level actions (see below for details) | 59% |  |

Section 5 - Service Level Outcomes or Priorities
5.1 (Smarter Working) Programme Staged Implementation of Property Asset Management Appraisal (PAMA) - Jeanette Netherwood


| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|--|----------|--|-------------|---|----------|---|
| HP24-5.1 | Implement Smarter Working Project rollout | 2 | Improving how the Council manages and maintains its property assets. Develop the organisational culture, skills and environment to embrace and embed flexible and hybrid working | 31-Dec-2023 | Sum of subactions HP24-5.1a to HP24-5.1d below | 98% |  |
| HP24-5.1a | Complete Early Adopters pilot in HQ building | 2 | Improving how the Council manages and maintains its property assets. Develop the organisational culture, skills and environment to embrace and embed flexible and hybrid working | 30-Jun-2023 | Q2 - 100% complete. Early adopters pilot completed and lessons learnt incorporated into the space allocations provided to services. | 100% |  |
| HP24-5.1b | All staff whose roles are suitable for hybrid working are provided with suitable equipment | 2 | Improving how the Council manages and maintains its property assets. Develop the organisational culture, skills and environment to embrace and embed flexible and hybrid working | 30-Oct-2023 | Q3 - 100% Complete | 100% |  |
| HP24-5.1c | Equip 12 small and 5 large fully operational hybrid | 2 | Improving how the Council manages and maintains its property assets. Develop | 30-Jun-2023 | Q3 - Meeting rooms operational, kit for heads of service confirmed and being issued. Will be completed early January | 95% |  |



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| | meeting rooms | | the organisational culture, skills and environment to embrace and embed flexible and hybrid working | | 2024 | | |
| HP24-5.1d | Implement smarter working across HQ campus | 2 | Improving how the Council manages and maintains its property assets. Develop the organisational culture, skills and environment to embrace and embed flexible and hybrid working | 31-Dec-2023 | Q3 - 100% complete. Intranet page updated, end of project communications issued, training available and business as usual processes in place. | 100% |  |

Section 5 - Service Level Outcomes or Priorities
5.2 Programme Staged Implementation of Property Asset Management Appraisal (PAMA)- Neil Strachan





| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|---|----------|---|-------------|--|----------|---|
| HP24-5.2 | Stores and Depots Review | 2 | Improving how the Council manages and maintains its property assets | 31-Mar-2024 | Sum of subactions HP24-5.2a to HP24-5.2d below | 57% |  |
| HP24-5.2a | Initial report to committee setting out immediate objectives and approach | 2 | Improving how the Council manages and maintains its property assets | 30-Jun-2023 | Q1: 100% complete. 5 * candidate depots have been identified and reported to committee on 20th June (Item 13 refers) with a potential to save up to £42k full year savings. | 100% |  |
| HP24-5.2b | Develop and report on Outline Business Case (OBC) | 2 | Improving how the Council manages and maintains its property assets | 31-Dec-2023 | Q3 - Due to resource issues arising from budget options and RAAC completion of the OBC has been delayed. Report now due to be presented to ED&I in April 24. | 80% |  |
| HP24-5.2c | Report full business case to Committee | 2 | Improving how the Council manages and maintains its property assets | 31-Dec-2023 | Q3 - With delay to OBC completion full business case will not be presented this year. | 0% |  |
| HP24-5.2d | First phase of reduction in number of depots by 3 | 2 | Improving how the Council manages and maintains its property assets | 31-Mar-2024 | Q3 - Agreement with landlord of Dava garage to return site. Prior to lease termination garage building to be removed. Agreement on specification for demolition has been reached with Landlord and procurement of demolition contractor progressing. Most service use of Dufftown depot now relocated. Some issues with salt storage which will be resolved with new salt store at Keith depot which is due to complete late 2024. | 50% |  |


Section 5 - Service Level Outcomes or Priorities
5.3 Systemic Review of Housing Repairs - Mike Rollo

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|------------------------------------|----------|--|-------------|---|----------|---|
| HP24-5.3 | Systemic Review of Housing Repairs | 1 | Increased customer satisfaction, reduce complaints and value for money | 31-Mar-2024 | Sum of subactions HP24-5.3a+b below ***PLEASE NOTE A revised Repairs Review Project Plan now | 35% |  |


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| | | | assurance | | implemented with an expected completion date of 1 October 2024. The progress indicated here is reflective of 2023-24. | | |
| HP24-5.3a | Undertake systemic review of quality and customer service for housing repairs | 1 | Increased customer satisfaction, reduce complaints and value for money assurance | 31-Mar-2024 | Q3: Repair feedback from handheld devices after repairs completed now increased as a result if staff reminded to seek feedback. 98.70% satisfaction Qtr 2 (231 out of 234 customers satisfied) Complaint numbers have reduced with 47 (Stage 1) and 4 (Stage 2) repairs complaints received in Qtr. 1 & 2 | 50% |  |
| HP24-5.3b | Develop and implement improvement plan. | 1 | Increased customer satisfaction and value for money assurance | 31-Mar-2024 | Q3 - Methodology to be reviewed to gauge alternative ways of feedback to give a more accurate reflection on overall customer satisfaction on repairs. A Repairs Review Group now meets regularly and is exploring alternative customer feedback options in a bid to reduce complaints. | 20% |  |

Section 5 - Service Level Outcomes or Priorities
5.4 Rent Setting Policy Review - Fiona Geddes





| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|---|----------|--|-------------|---|----------|---|
| HP24-5.4 | Review Rent Setting Policy | 2 | Assurance that the rent structure is fair and sustainable across the range of property sizes, types and condition and enables delivery of strategic and regulatory priorities. | 31-Mar-2024 | Sum of subactions HP24-5.4a-d below | 77% |  |
| HP24-5.4a | Undertake review of rental structure to ensure it aligns with business plan priorities. | 2 | Assurance that the rent structure is fair and sustainable across the range of property sizes, types and condition and enables delivery of strategic and regulatory priorities. | 31-Mar-2024 | Q3 - The Council's consultants have presented modelled scenarios of options which have formed the basis of a tenant consultation exercise. Officers will use these findings to develop a revised Rent Setting Policy which is currently out to further consultation with tenants and prospective tenants. Consultants have delivered a Members Briefing session. Implementation of the revised Rent Setting Policy is planned for 1 April 2024. | 90% |  |
| HP24-5.4b | Engage tenants on proposals | 2 | Assurance that the rent structure is fair and sustainable across the range of property sizes, types and condition and enables delivery of strategic and regulatory priorities. | 31-Mar-2024 | Q3 - The Council's consultants in conjunction with the Tenant Engagement Officer, have completed a consultation exercise which has involved a postal survey, and focus groups held in-person and virtually. | 90% |  |
| HP24-5.4c | Approve multi-year rent strategy/revised rental structure | 2 | Assurance that the rent structure is fair and sustainable across the range of property sizes, types and condition and enables delivery of strategic and regulatory priorities. | 31-Mar-2024 | Q3 - Officers aim to present a revised Rent Setting Policy to Housing and Community Safety Committee in Feb 24. | 80% |  |

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| HP24-5.4d | Increase satisfaction with property condition for new tenants by 5% | 2 | Assurance that the rent structure is fair and sustainable across the range of property sizes, types and condition and enables delivery of strategic and regulatory priorities. | 31-Mar-2024 | Q3 - Using tenant survey responses received during 2022/23 as a benchmark (82.8% satisfied), satisfaction has reduced to 70.6%. It should be noted that this is based on a small number of responses and therefore the margin of error is large. It will be challenging to achieve improvements in this measure until the revised Rent Setting Policy has been implemented. The next tenant survey will be procured during 2024/25 | 50% |  |
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Section 5 - Service Level Outcomes or Priorities
5.5 Workforce Training and Development - Edward Thomas





| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|---|----------|--|-------------|--|----------|---|
| HP24-5.5 | Improve the ERDP experience and ensures accuracy of records including continuous professional development (CPD) from mandatory training through to service and job specific learning. | 2 | Staff are safe and competent in their roles as a result of taking part in regular and appropriate continuous professional development opportunities, including digital and customer skills | 31-Mar-2024 | Our ERDP programme is established and we are on track for all members of staff to have the opportunity to take part in the ERDP process throughout the course of the year. | 75% |  |

Section 5 - Service Level Outcomes or Priorities
5.6 Energy Efficiency within building and housing stock - Neil Strachan

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|--|----------|--|-------------|---|----------|---|
| HP24-5.6 | Continue to reduce the carbon impact arising from Housing & Property Services | 2 | Reduction of carbon impact arising from Housing & Property Services to achieve Carbon Neutral by 2030. | 31-Mar-2024 | Sum of subactions HP24-5.6a-c below | 41% |  |
| HP24-5.6a | Phase in improvement of energy efficiency within corporate buildings and housing stock | 2 | Reduction of carbon impact arising from Housing & Property Services to achieve Carbon Neutral by 2030. | 31-Mar-2024 | Q3 - A number of small LED projects have been have been actioned. Larger LED and Solar PV projects within libraries and schools have been identified and are currently in planning and procurement process. A pipeline of further projects continues to develop with a view to replacing the majority of lighting with LED and install solar PV where feasible. | 25% |  |
| HP24-5.6b | Reduction in emissions arising from energy consumption | 2 | Reduction of carbon impact arising from Housing & Property Services to achieve Carbon Neutral by 2030. | 31-Mar-2024 | Q3 - Annual energy report due at ED&I Committee on 14 November. Draft of report commenced with draft to be out for consultation by 13 October. | 50% |  |
| HP24-5.6c | Increase number of council dwellings meeting EESSH | 2 | Reduction of carbon impact arising from Housing & Property Services to achieve | 31-Mar-2024 | Q3 - Annual reporting only of this measure. Investment Plan progressing to ensure poorest energy performing homes are | 50% |  |

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| | | | Carbon Neutral by 2030. | | improved as a matter of urgency. | | |
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Section 5 - Service Level Outcomes or Priorities
5.7 Local Housing Strategy - Fiona Geddes

| Action Code | Action Title | Priority | Desired Outcome | Due Date | Latest Status Update | Progress | Status Icon |
|-------------|---|----------|---|-------------|---|----------|---|
| HP24-5.7 | Develop the Local Housing Strategy 2024-29 | 2 | Ensure future housing needs identified in Housing Need & Demand Assessment are met, particularly for priority groups. | 31-Mar-2024 | Sum of subactions HP24-5.7a-c below | 33% |  |
| HP24-5.7a | Conclude and publish the revised HNDA | 2 | Ensure future housing needs identified in Housing Need & Demand Assessment are met, particularly for priority groups. | 31-Mar-2024 | Q3 - The revised HNDA has been resubmitted to the Scottish Government, with all the points identified in their comments addressed. The HNDA should achieve "robust and credible status" in Jan 2024 | 95% |  |
| HP24-5.7b | Identify priorities arising from the HNDA and policy implications | 2 | Ensure future housing needs identified in Housing Need & Demand Assessment are met, particularly for priority groups. | 31-Mar-2024 | Q3 - This will be commented on from Q4 when the new HNDA has been signed off. | 5% |  |
| HP24-5.7c | Deliver revised Local Housing Strategy | 2 | Ensure future housing needs identified in Housing Need & Demand Assessment are met, particularly for priority groups. | 31-Mar-2024 | Q3 - This is now to be commented on starting from Q4. | 0% |  |