2022-23 Quarter to March Housing and Property Performance Report - Service Plan Actions

Action Status	
✖	Cancelled
🔴	Overdue; Neglected
🔺	Unassigned; Check Progress
▶	Not Started; In Progress; Assigned
✅	Completed

Section 4 - Strategic Outcome or Priority
4.1 (CP) A Sustainable Council: that provides valued services to our communities

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-4.1a	Programme staged implementation of the Property Asset Management Appraisal (PAMA)	1	Improving how the Council manages and maintains its property assets	31-Mar-2023	See updates under subactions below.	86%	🔴
HP23-4.1ai	Project Officer Recruited & detailed programme developed	1	Improving how the Council manages and maintains	31-Oct-2022	Q1- 100% complete. Officer recruited	100%	✅
HP23-4.1aii	Depot Review revised to incorporate Climate Change	1	Improving how the Council manages and maintains its property assets	31-Aug-2022	Q4 - Following internal discussion regarding the Electric Vehicle Charging strategy which is being progressed by Environmental and Commercial Services who occupy a number of depots. It has	60%	🔴

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
					been agreed that the outline business case must include the current and future vehicle refuelling strategy to ensure maximum benefits. Work progressing to update draft OBC with intention now to report in the autumn.		
HP23-4.1aiii	Report revised programmes to committee	1	Improving how the Council manages and maintains its property assets	31-Oct-2022	Q2 - 100% complete. Updated PAMA report presented and approved at Corporate Committee on 30 August with updated time scales and advice on future reporting of some items via IMP.	100%	✅
HP23-4.1b	Carry out Best Value review of Housing Maintenance Partnership on service and costs in conjunction with review of the Housing Revenue Account Business Plan (c/fwd HPS20-22.S5.04.1.1)	2	Implementation of a 5 year Housing Maintenance Parnership that provides best value for the council and its tenants	31-Dec-2022	Q4 – No progress has been made on this due to the unplanned staffing issues. Resources within the Housing Asset Management Team have now stabilised with intension that this will be progressed during Q2 2023/24.	40%	🛑

Section 4 - Strategic Outcome or Priority
4.2 (L) Developing a diverse, inclusive & sustainable economy. (CP) Our Future: Create a vibrant economy

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-4.2	Purchase land in Forres and Speyside for industrial development	1	Acquisition of sites	31-Mar-2023	See updates under subactions below.	37%	🛑
HP23-4.2a	Design and costs prepared	1	Acquisition of sites	30-Nov-2022	Q4 – Commercial Asset Management Team liaising with Planning to try and identify potential suitable sites in Forres and Speyside as part of early work on the next Moray Local Development Plan. Asset Management officers are also liaising closing with private sector developers on possible industrial development proposals in both areas. Capital funding for industrial estate development is being moved to later years within the Capital Plan. Officers will bring to Asset Management Working Group future investment opportunities in due course.	30%	🛑
HP23-4.2b	Negotiations with landowners complete and agree provisional purchase terms	1	Acquisition of sites	30-Nov-2022	Q3 – No further progress possible. Highlands and Islands Enterprise (HIE) were leading negotiations with landowners at Forres which were well advanced due to reasons above land purchase now not progressing.	75%	🛑
HP23-4.2c	Prepare detailed business plan	1	Acquisition of sites	30-Nov-2022	Q4 - Commercial Asset Management Team liaising with Planning to try and identify potential suitable sites in Forres and Speyside as part of early work on the next Moray Local Development Plan.	20%	🛑

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
					Asset Management officers are also liaising closing with private sector developers on possible industrial development proposals in both areas. If sites can be identified development opportunities will be assessed and presented to Asset Management Working Group for review.		
HP23-4.2d	Report to Committee and complete conveyancing	1	Acquisition of sites	31-Mar-2023	Q3 – No further progress possible. As land purchase is not progressing no report will be brought to Committee.	25%	🔴

Section 4 - Strategic Outcome or Priority
4.3 (L) Empowering & connecting communities. (CP) Our Place: Empower and support communities to build capacity

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-4.3	Review and Further Enhance Tenant Participation following Best Value Audit	1	Tenants are more satisfied with the quality of their home and housing services and have adequate opportunity to participate in formation of relevant plans.	31-Mar-2023	See updates under subactions below.	42%	🔴
HP23-4.3a	Establish baseline participation levels	1	Tenants are more satisfied with the quality of their home and housing services and have adequate opportunity to participate in formation of relevant plans.	01-Jun-2022	Q4 – Customer Engagement Officer in post with start date of 17 April 2023. An Area Housing Manager also has dedicated responsibility for delivery of some tenant participation activity.	60%	🔴
HP23-4.3b	Service Reviewed	1	Tenants are more satisfied with the quality of their home and housing services and have adequate opportunity to participate in formation of relevant plans.	31-Aug-2022	Q4 - Customer Engagement Officer in post with start date of 17 April 2023. Development of a new Tenant Participation Strategy is pending, which will outline the methods of customer engagement to be used, based on best practice.	60%	🔴
HP23-4.3c	Development and commencement of PB approach	1	Tenants are more satisfied with the quality of their home and housing services and have adequate opportunity to participate in formation of relevant plans.	31-Oct-2022	Q4 – New TP Strategy will align with corporate targets for PB.	50%	🔴
HP23-4.3d	Evidence of increased participation levels	1	Tenants are more satisfied with the quality of their home and housing services and have adequate opportunity to participate in formation of relevant plans.	31-Mar-2023	Q4 - This will be evidenced by the 3 yearly Tenant Survey, which is next due in 2024. Previous survey is moray.gov.uk/downloads/file107425.pdf	0%	🔴

Section 5 - Service Level Outcomes or Priorities

5.1 Systemic Review of Voids – Building Services Manager - Mike Rollo

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-5.1	Completion of Process Review & Improvement Plan	1	Reduction in overall timescales to relet void properties and associated void rent loss.	31-May-2023	See updates under subactions below.	94%	▶
HP23-5.1a	Undertake systemic review of performance, adherence to processes and recording	1	Reduction in overall timescales to relet void properties and associated void rent loss.	31-Mar-2023	Q4 – Void rent loss target has now been exceeded by 0.20% (0.61%) to Qtr. 2 Average relet times reduced to 45 days to Qtr 3 This is a reduction of eleven days from Q2. Adherence to processes and recording has been achieved.	100%	✅
HP23-5.1b	Develop and implement improvement plan	1	Reduction in overall timescales to relet void properties and associated void rent loss.	31-May-2023	Q4 - Void Working Group has identified 23 actions for improvement. 56% (13) actions have been completed to date. The group continues to meet regularly to review progress and identify ongoing service improvements	88%	▶

Section 5 - Service Level Outcomes or Priorities
5.2 Rent Setting Policy Review – Housing Strategy & Development Manager - Fiona Geddes (Acting)

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-5.2	Undertake review of rental structure to ensure it aligns with business plan priorities and engage with tenants regarding review	1	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-2023	See updates under subactions below.	26%	🔴
HP23-5.2a	Review the rental structure	1	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.	30-Sep-2022	Q4 – Work has commenced on this review but paused due to year end activities. The Council's consultants have presented modelled scenarios of options to be considered by officers, before presenting a final approach to tenants in spring/summer 2023.	100%	✅
HP23-5.2b	Engage tenants on proposals	1	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.	30-Nov-2022	Q4 – Following further consideration of modelled scenarios, consultants will prepare to facilitate consultation with tenants on a final approach in summer 2023.	5%	🔴
HP23-5.2c	Approve multi-year rent strategy/revised rental structure	1	Assurance that the rent structure is fair and sustainable across the range of property sizes, types and condition and enables delivery of strategic and	31-Mar-2023	Q4 – Final approach to be identified following tenant consultation on options.	0%	🔴

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
			regulatory priorities.				
HP23-5.2d	Funding for SHQS and EESSH programmes	1	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-2023	Q4 – Final approach to be identified following tenant consultation on options.	0%	🛑

Section 5 - Service Level Outcomes or Priorities
5.3 Review of Rapid Rehousing Transition Plan (RRTP) – Housing Needs Manager - Gordon McCluskey

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-5.3a	Review initial 2019-24 plan to incorporate actual funding provision, interim impact and adjustment for Covid-19	1	Submit updated plan to Scottish Government demonstrating sustainable basis for future delivery of service objectives	30-Jun-2022	Q2 - 100% complete. The reviewed RRTP plan was submitted to the Scottish Government on 3/8/22 and then presented to Committee on 6/9/22.	100%	✅
HP23-5.3b	Reduce Temporary Accommodation Unit numbers by 5%	1	Submit updated plan to Scottish Government demonstrating sustainable basis for future delivery of service objectives	31-Mar-2023	Q4 – This target has been achieved. Our stock levels of temporary accommodation at 1 April were 134 and this reduced to 125 at 31 March 2023. On this date, we had nobody in B & B accommodation but it is worth noting that we have regularly had to use it during the year. Given the increase in homeless demand, we will require to increase our stock by approximately another 5/6 units if we are to avoid using B & B in the future.	100%	✅
HP23-5.3c	Reduce average homeless journey by 1 week	1	Submit updated plan to Scottish Government demonstrating sustainable basis for future delivery of service objectives	31-Mar-2023	Q4 – This target has also been achieved. Our average journey time for homeless applicants for 2021/22 was 121 days and during 2022/23, this reduced to 104 days. As above, this statistic will be difficult to improve on or maintain unless we see the figure of homeless approaches reducing or turnover of available lets increasing in the next year.	100%	✅

Section 5 - Service Level Outcomes or Priorities
5.4 Annual reviews of asset valuations for financial reporting - Property Asset Manager - Neil Strachan

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-5.4	Annual reviews implemented and accepted by auditor	1	Assurance that valuation regime meets various requirements	30-Apr-2023	See updates under subactions below.	82%	🛑
HP23-5.4a	Agree assets to be valued with Finance	1	Assurance that valuation regime meets various requirements	30-Sep-2022	Q4 - not applicable, already at 100% complete.	100%	✅

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-5.4b	Draft valuations prepared	1	Assurance that valuation regime meets various requirements	31-Jan-2023	Q4 – Draft valuations complete and issued to Finance.	100%	✅
HP23-5.4c	Regular contact with other Authorities with other Authorities and external consultants in compliance with best practise	1	Assurance that valuation regime meets various requirements	31-Mar-2023	Q4 – As in Q3, contact continues with personal contact network along with formal meetings of ACES and RICS.	100%	✅
HP23-5.4d	Agree proposals with Chief Financial Officer	1	Assurance that valuation regime meets various requirements	31-Mar-2023	Q4 – Valuations provided in line with agreed terms of engagement.	100%	✅
HP23-5.4e	Deliver final proposals with the external auditor	1	Assurance that valuation regime meets various requirements	30-Apr-2023	Q4 – Initial meeting held with new External Auditors, plus Finance. Valuation review paper drafted and forwarded to Finance. External Audit not due to carry out scrutiny until July.	10%	🛑

Section 5 - Service Level Outcomes or Priorities
5.5 Improvements to ICT systems within Asset Team – Property Asset Manager - Neil Strachan

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-5.5	Asset Management and Asbestos Modules Implemented	1	System Implemented	31-Mar-2023	See updates under subactions below.	26%	🛑
HP23-5.5a	Develop Asset Management and Asbestos modules	1	System implemented	31-Oct-2022	Q4 – Required license purchased, Iworld consultancy engaged and implementation programme has been agreed.	50%	🛑
HP23-5.5b	Train staff and migrate data on Asset Management and Asbestos Modules	1	System implemented	31-Dec-2022	Q4 – I-world module design programme commences on 09/05/23 and will continue until 30/08/23.	25%	🛑
HP23-5.5c	Establish and implement processes for Asset Management and Asbestos modules	1	System implemented	31-Mar-2023	Q4 – Processes will be mapped after the solution and design phase which is anticipated to be during Q3/4 2023/24.	5%	🛑

Section 5 - Service Level Outcomes or Priorities
5.6 Effective Delivery of Housing Management Service – Housing Service Manager - David Munro

Action Code	Action Title	Priority	Desired Outcome	Due Date	Latest Status Update	Progress	Status Icon
HP23-5.6	Review of performance and resources within the Housing Management structure in line	1	Improve the level of customer service to our tenants, increase staff morale and reduce staff absence	31-Dec-2022	See updates under subactions below.	91%	🛑

	with the increasing stock levels through new build and challenging operating environment						
HP23-5.6a	Review current Structure and Performance Framework	1	Improve the level of customer service to our tenants, increase staff morale and reduce staff absence	30-Jun-2022	Q1- 100% complete. Review of Housing Management structure by officers has identified the need for additional management capacity and housing officers. Performance Framework review completed.	100%	✅
HP23-5.6b	Develop Revised Structure & Performance Framework	1	Improve the level of customer service to our tenants, increase staff morale and reduce staff absence	31-Aug-2022	Q1- 100% complete. Report being presented to Housing and Community Safety Committee on 6 September 2022 seeking approval for additional staff. Working Group to be convened to review rent collection performance. Monitoring reports for void performance have been developed and implemented.	100%	✅
HP23-5.6c	Gain Committee Approval then implement Revised Structure & Performance Framework	1	Improve the level of customer service to our tenants, increase staff morale and reduce staff absence	31-Dec-2022	Q4 – Additional staff (1 FTE Area Housing Manager & 3.5 FTE Area Housing Officers) are now in post. A preference exercise will now be undertaken to determine which of the three Area Housing Teams (East, Elgin or West) individual Area Housing Officers will be based.	74%	🛑