



**Report to:** Housing and Community Safety Committee      **Meeting Date:** 24 June 2025

**Report by:** Depute Chief Executive (Economy, Environment and Finance)      **Report No:** HPS025/25/IS

**Author:** Iain Sneddon      **Contact Email:** [performance@moray.gov.uk](mailto:performance@moray.gov.uk)

**Subject:** Performance Report (Housing and Property Services) – Period to March 2025

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## 1. PURPOSE

☒ For Decision    ☐ For Information

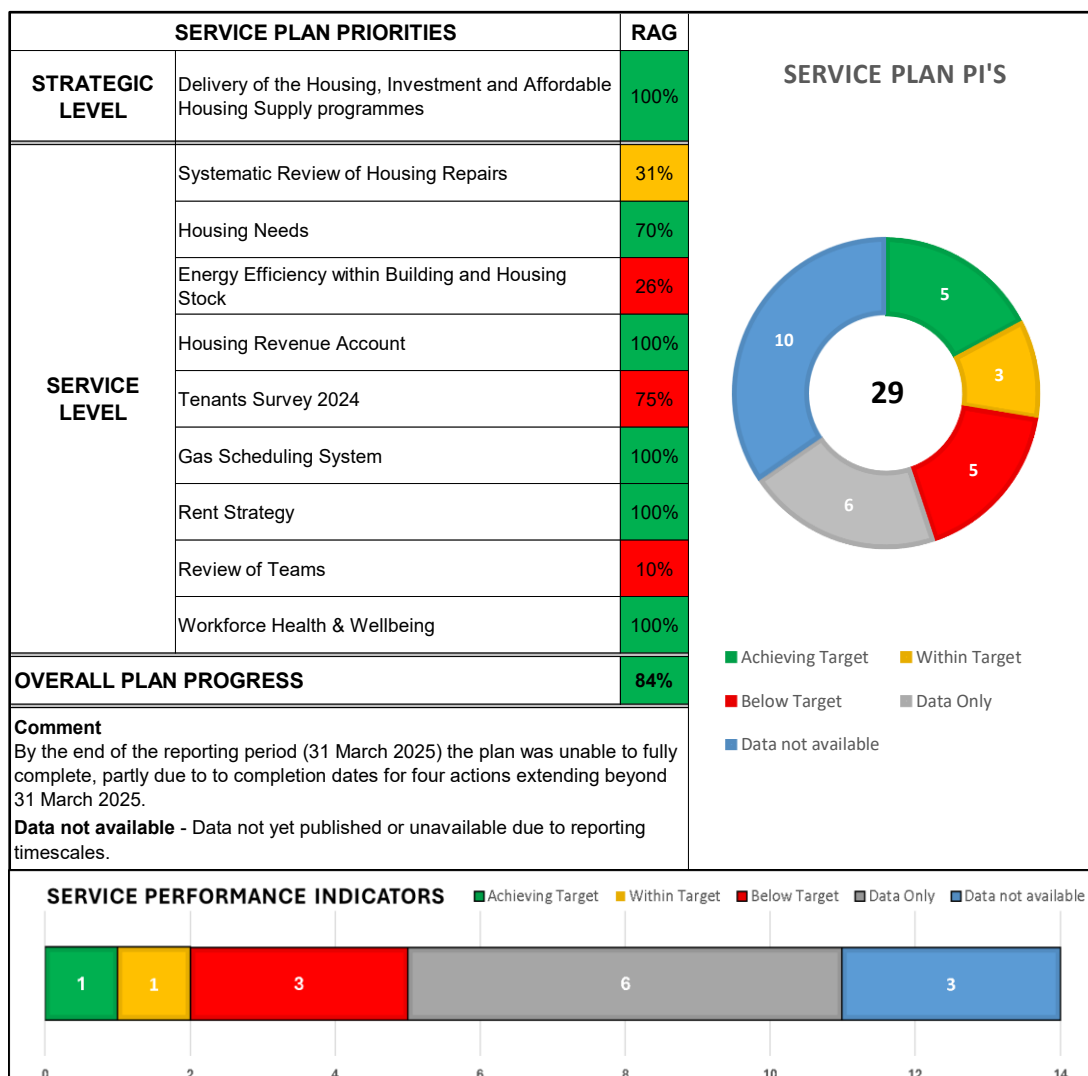
- 1.1 The purpose of this report is to scrutinise performance in areas of Service Planning, Service Performance and other related data to the end of March 2025 and note actions being taken to improve performance where required.
- 1.2 This report is submitted to the Committee in terms of section III (A) (4) of the Council's Scheme of Administration to monitor performance in accordance with the Council's Performance Management Framework.

## 2. SUMMARY

- 2.1 The report identifies the progress of Service Plan Actions and Performance Indicators highlighting areas of good progress and areas where there have been challenges. Mitigations and actions taken to address challenges are detailed within the body of the report.

At the end of March, Service Plan actions are 84% complete and with most actions progressing well. The single Strategic Level action completed at the end of quarter 4. Of the 14 Service Level actions, seven completed by the end of

quarter 4 and four are at advanced stages of completion all with completion dates beyond March 2025. One action relating to energy efficiency is subject to some slippage and will be carried forward. Two actions, relating to the review and approvals of efficiencies with teams have been deferred and will be carried forward to be included within the 2025-28 Service Plan.



### 3. RECOMMENDATIONS

#### 3.1 It is recommended that Committee:

- i) **Scrutinises performance in areas of Service Planning, Service Performance and other related data to the end of March 2025 and note actions being taken to improve performance where required.**

**Author Name**  
**Job Title**

**Iain Sneddon**  
**Research & Information Officer**

## **4. BACKGROUND AND CONTEXT**

- 4.1 Each service plan sets out the planned strategic and service level priorities and outcomes it intends to deliver in the coming year aligning closely with financial planning, corporate and community planning partnership strategic priorities.
- 4.2 Progress on Service Plan priorities and outcomes and key areas of operational performance is reported by exception, highlighting successes and giving assurances around the challenges and actions to support. Links to Service Plan Actions and Performance Indicators can be accessed within the background papers section of this report.
- 4.3 Complaints are reported in terms of time taken to respond, outcomes and learning points. Links to Complaints tables can be accessed within the background papers section of this report.
- 4.4 Latest Local Government Benchmarking Framework (LGBF) results for 2023/24 are published throughout the year with final results publication and data refresh in June. The full suite can be viewed via the [LGBF Dashboard](#). Published indicators for this service have been incorporated with the relevant section of this report depending on whether used to evidence progress against strategic, service level or service performance priorities. LGBF indicator targets and RAG status in the backing tables is now based on ranking thresholds aligning with exception reporting.
- 4.5 The Sustainable Development Statement was approved by the Corporate Committee on 5 November 2024 (para 16 of the Minute refers). The Statement draws out the way in which sustainable development is embedded in the Corporate Plan 2024-29 and wider corporate policies, strategies and plans with progress being reported through several updates and reports, one of which is quarter 4 performance reporting. Service Plan actions and indicators that underpin the delivery of Sustainable Development Goals are highlighted in backing table documents and comment where relevant is incorporated in this report. An overview of progress will be presented in the Corporate Plan progress update in due course.

## **5. PROPOSALS**

### **Successes – Service Plan Strategic & Service Level Outcomes and operational Service Performance**

- 5.1 Due to the reporting schedule quarter 4 performance indicator data is incomplete. Where Quarter 4 data is not available, quarter 3 data will be referenced and will be highlighted within the report.
- 5.2 The Strategic Housing Investment Plan (SHIP) was approved by the Housing and Community Safety Committee on 19 November 2024 (para 9 of the minute

refers). The Committee approved a methodology for prioritising development opportunities in the light of reduced Scottish Government grant funding for affordable housing during 2024/25. A total of 85 units of affordable housing were completed with the past year. The number of new units of affordable housing has been on a declining trend, from a highpoint of 147 built in 2021/22. (Action HP25-4.1, PI H.10a)

- 5.3 Supported by consultants the business plan review of the Housing Revenue Account (HRA) was undertaken, completed and subsequently approved by Housing and Community Safety Committee on 19 November 2024 (para 10 of the minute refers). (Actions HP25-5.4, HP25-5.4a)
- 5.4 The review and appraisal for improvements of existing gas servicing systems completed during quarter 3. Processes have been streamlined, and performance has improved with no gas service failures witnessed in quarters 1, 3 and 4. The one failure experienced in quarter 2 related to a property newly acquired by Moray Council. As of March 2025, all properties are compliant with current gas regulations. At the end of December 2024 all Gas Safety Register service records were kept to acceptable standards and services have been carried out standards of satisfactory workmanship. (Action HP25-5.6a, Pls H2.13a, H2.16, H2.19 & H2.20)
- 5.5 Tenants were consulted regarding a multi-year rent increase proposals for 2025 to 2028. Two options were presented to tenants (6% or 7%). A total of 798 responses were received with 94% of respondents choosing the option of a 6% increase. This increase was approved at Moray Council on 26 February 2025. (Action HP25-5.7a, 5.7b)
- 5.6 Absence management procedures have been implemented and are fully adhered to within the service. Absence levels throughout 2024/25 have fluctuated with an average of 51.36 FTE days lost per quarter, showing an average absence rate of 5.52%. The service absence rate follows the overall Moray Council trend but remains at lower levels. The greatest proportion of absences continue to be attributable to Depression/Stress/Anxiety or Back Pain/Injury and managers are applying the absence management procedures to support employees to return to work and sustain attendance. (Action HP25-5.9, Pls H&P 1.0, H&P 1.1)

#### **Challenges and actions to support – Service Plan Strategic & Service Level Outcomes and operational Service Performance**

- 5.7 Action milestones are present with most action areas, many of which are based on performance indicator improvements. For some there is no quarter 4 data, preventing milestone achievement, in turn affecting further progress of the plan. Where appropriate reference is made in the relevant sections of this report. Milestone progress is identified within the service plan background paper.

- 5.8 Key Energy Efficiency service plan milestones have not been met slowing the overall progress of this service plan area. Data is not yet available to evidence target being met to reduce corporate estate emissions. The milestone to increase the percentage of council houses in meeting Energy Efficiency Standard for Social Housing (ESSH) in line with our family group average could be considered to be overly ambitious. At the end of March 69.7% (4,470) properties met ESSH, an improvement from 2023/24 (65%), but significantly below our family group average (81.3%). Work to improve the fabric of Cullen primary school are ongoing . Further projects to install LED lighting and solar panels throughout the corporate estate are in progress and will continue into 2026/27. In 2024/25 there was significant investment to improve energy efficiency of housing stock by upgrading heating systems, building insulation and solar panel installation. Progress has been stifled by resource issues relating to tenant agreement to works, contractor availability and time lag with certification to confirm improvements. With all contracts now in place it is expected work will continue at pace during 2025/26. (Actions HP25-5.3, HP25-5.3a, Pls H2.2b)
- 5.9 Three key milestones were set in undertaking the Tenants Survey, two were achieved. The milestone set to achieve parity with benchmarked peers in relation to overall tenant satisfaction did not complete. Overall satisfaction in Moray reduced from 82.8% in 2021 to 81.7% falling short of the 83.4% as the average of benchmarked authorities, Moray satisfaction levels were however greater than Scotland (79.4%). Survey findings were presented to this committee on 19 November 2024 and the improvement plan was approved on 11 February 2025 (para 6 of the minute refers). Actions within the improvement plan seek to address issues identified around housing repairs, home improvements, neighbourhood management and antisocial behaviour, communication and customer service, tenant participation and rents and affordability. (Action HP25-5.5, HP25-5.5a, PI H1.1)
- 5.10 Actions to review, consult and approve opportunities and efficiencies across staff teams have been deferred and will be carried forward within the 2025-28 service plan. The prioritisation given to deliver the accelerated investment programme and alignment with the future corporate structure prevented progress to expected levels. The milestone set to implement efficiency savings was not met due to progress stalling. Initial work has taken place and delivery is expected to complete by the end of March 2026. (Action HP25-5.8, HP255.8a, HP25-5.8b)

#### **Complaints and MP/MSP Enquiries**

- 5.11 155 complaints were received and 148 were resolved in the half year to March 2025, respectively 11 and 12 more than the first half of the year. 95% (141) were closed at frontline stage of which 67% (94) were upheld, 6% (9) were partially upheld, 25% (35) were not upheld and 2% (3) were closed via resolution. 72% (101) frontline complaints were closed within closed within

the 5-day target timescale with an average of 5 days to close all frontline complaints. 22% (31) of frontline complaints were granted an extension.

- 5.12 Seven (3%) investigative complaints were closed with the period, five of which were not in need of escalation. Of the five, four (80%) were upheld and the remaining complaint was not upheld. One escalated complaint was upheld, with the other being partially upheld. Six (86%) of the investigative and escalated complaints were closed within the 20-day timescale. One escalated complaint was granted an extension.
- 5.13 Almost 80% (87) of the complaints either upheld or partially upheld related to repairs or planned maintenance.
- 5.14 A total of 68 MP/MSP enquiries were received during the second half of 2024/25 and 71 were closed, three of those closed during the period were received prior to 1 October 2024. The areas where most enquiries were made were Housing needs with 75% (53) and Housing Services 21% (15) enquiries.

#### **Case Studies**

- 5.15 Nothing to report

#### **Consultation and Engagement**

- 5.16 Nothing to report

## **6. SUMMARY OF IMPLICATIONS**

- 6.1 The table below shows whether risks and implications apply if the recommendations are agreed:

<b>SUBJECT</b>	<b>YES</b>	<b>NO</b>
Corporate Plan and 10 Year Plan (Local Outcome Improvement Plan)	X	
Policy and Legal		X
Financial		X
Risk		X
Staffing		X
Best Value and Transformation		X
Property		X
Information Communications Technology/Digital		X
Equalities. Social Inclusion and Economic Impact		X
Climate Change and Biodiversity Impact		X

- 6.2 **Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))**

Improved Collaborative Leadership, as part of continuous improvement through Best Value, will better enable the Council to fulfil the ambitions set out in its strategic plans.

a) Links to Council Corporate Plan – The proposals in this report support and contribute to improved outcomes for communities as outlined in the following Council Plan strategic priorities:

- ☐ Tackle Poverty and Inequality.
- ☐ Build Stronger Greener Vibrant Economy.
- ☒ Build Thriving, resilient, empowered Communities.

b) Links to Local Outcomes Improvement Plan – The proposals in this report support and contribute to improved outcomes for communities as outlined in the following local Outcomes Improvement Plan priorities:

- ☐ Developing a diverse, inclusive, and sustainable economy
- ☐ Building a better future for our children and young people in Moray.
- ☒ Empowering and connecting communities.
- ☐ Improving wellbeing of our population

### 6.3 **Policy and Legal**

The Council has a statutory requirement to publish a range of information that will demonstrate that it is securing best value and assist in comparing performance both over time and between authorities where appropriate.

### 6.4 **Financial**

There are none arising from this report.

### 6.5 **Risk**

There are none arising from this report.

### 6.6 **Staffing**

There are none arising from this report.

### 6.7 **Best Value and Transformation**

How councils plan for, manage and report on performance is a key area of focus in external audit work, particularly on best value.

### 6.8 **Property**

None arising from this report.

### 6.9 **Information Communications/Technology/Digital**

None arising from this report.

### 6.10 **Equalities, Social Inclusion and Economic Impact**

An Equality Impact Assessment is not required as this report is to inform the Committee on performance.

**6.11 Climate Change and Biodiversity Impacts**

None arising from this report.

**7. CONSULTATION**

- 7.1 This report has been prepared in consultation with Deputy Chief Executive (Economy, Environment & Finance), The Head of Housing & Property Services, Service Managers, and Lissa Rowan, Committee Services Officer and any comments made have been incorporated into the report

**8. BACKGROUND PAPERS**

- 8.1 [Service Plan Actions](#)  
[Performance Indicators](#)  
[Service Performance Indicators](#)  
[Service Complaints](#)