



Report to: **Housing and Community Safety Committee** **Meeting Date:** **19 November 2025**

Report by: **Executive Director Education, Housing and Communities** **Report No:** **HPC003/25**

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

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 September 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.

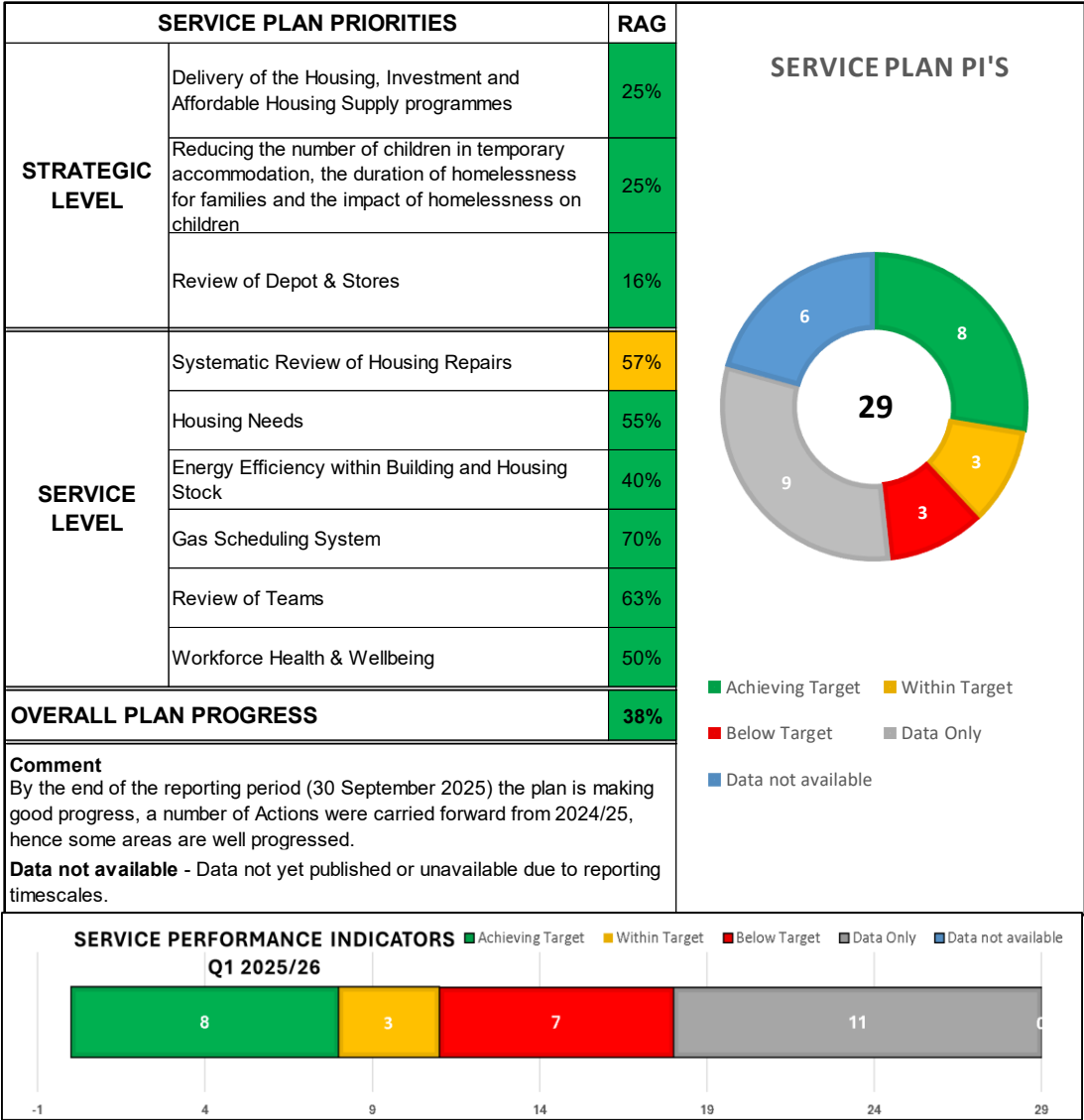
2. SUMMARY

- 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.
- 2.2 Quarter 2 performance indicator results, and complaint data was not available at the time of reporting, therefore narrative relates to quarter 1 data. Service

Plan action updates relate to quarter 2 or quarter 1 where progress remains unchanged.

2.3 The Service Plan has been designed as a 3-year Service Plan (2025-28) with several actions carried forward from the previous plan already well progressed. At the end of September, service plan actions are 37% complete and with most actions progressing well. Strategic Level actions are progressing as expected at this early stage of the plan. Of the nine Service Level actions, one has completed by due date and apart from one missed milestone, the remaining eight actions are progressing well.

2.4



3. RECOMMENDATIONS

3.1 It is recommended that Committee scrutinises performance in areas of Service Planning, Service Performance and other related data to the end of

September 2025 and note actions being taken to improve performance where required.

Iain Sneddon
Research and 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 Service Plan actions are weighted to reflect priority ratings. Actions with higher priorities receive greater weightings which contribute more to the overall delivery of the Plan. 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, priority ratings and weightings and Performance Indicators can be accessed within the background papers section of this report.
- 4.3 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.
- 4.4 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.
- 4.5 Latest Local Government Benchmarking Framework (LGBF) results for 2024/25 are published throughout the year with final refresh of data around June 2026. The full suite can be view 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.
- 4.6 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 the backing table documents and comment where relevant is incorporated in this report. An overview of progress will be presented in the annual Corporate Plan progress update.

5. PROPOSALS

Successes – Service Plan Strategic and Service Level Outcomes and operational Service Performance

- 5.1 The option appraisal for improvement of the gas service scheduling system completed during quarter 1. The new system was approved by Better Homes Board on 25 March 2025, and by Transformation Board on 4 June 2025. A detailed delivery plan is being developed by the provider and implementation is anticipated by December 2025. (Action HP25-5.4a and HP25-5.4b)
- 5.2 The review of the Refugee Resettlement Team change management plan is complete. The Refugee Resettlement Team have been fully integrated into the Housing Support Team. The recruitment of two Support Team staff and a Policy Officer are anticipated to be in post by December 2025 as planned. Both milestones aligned to this action have been achieved. (Action HP25-5.8b)
- 5.3 Housing Needs actions have progressed well. The Housing Need Demand Assessment (HNDA) will be used as a key evidence base following the development of the Local Housing Strategy (LHS). A consultative draft LHS 2025-30 was submitted to this committee on 9th September (item 7 of the agenda refers) with agreement to proceed to public consultation during quarter 3. The finalised report will be returned to this committee in quarter 4. (Actions HP25-5.2a and HP25-5.2b)

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

- 5.4 Whilst the systematic review of housing repairs is progressing well, one key milestone to increase the proportion of repairs completed correctly the first time, by 5%, has been missed. Data at the end of quarter 1 shows that 88.4% of reactive repairs were carried out correctly the 1st time, against a target of 95%. The repairs improvement plan has been reviewed with a projected completion date extended to 31 December 2025, following some key staffing changes within the repairs scheduling team. The project managers secondment has also been extended to the revised date. (Action HP25-5.1a, PI H2.11, H2.9b, H2.10a, H2.10d, H2.10e)

Complaints and MP/MSP Enquiries

- 5.5 67 complaints were received in quarter 1, similar to the amount received in quarter 1 of 2024/25 (64). 68 complaints were resolved during the period, with 76.5% (52) being either upheld or partially upheld, slightly less than the 83% in quarter 1 of 2024/25.

- 5.6 90% (61) of complaints were closed at frontline stage of which 67% (41) were upheld, 11% (7) were partially upheld and 22% (13) were not upheld. 70% (43) frontline complaints were closed within the 5-day target timescale with an average of 5 days to close all frontline complaints. 30% (18) of frontline complaints were granted an extension.
- 5.7 Four (6%) investigative complaints were closed within the period, without need of escalation. Of these four, two (50%) were partially upheld and two were not upheld. Three investigative complaints were escalated, with one being upheld, one partially upheld and the other not upheld. Four (57%) of the investigative and escalated complaints were closed within the 20-day target timescale. Two escalated complaints were granted extensions.
- 5.8 73% (38) of the complaints either upheld or partially upheld related to repairs or planned maintenance. For these complaints the emerging themes relate to providing effective communication, completing works within agreed timescales, and ensuring high standards of quality and safety in the services provided.
- 5.9 41 MP/MSP enquiries were received during quarter 1 2025/26 and 43 were closed, nine of those closed during the period were received prior to 1 April 2025. The areas where most enquiries were made were Housing needs with 63% (27) and Housing Services 23% (10) of all enquiries.

Case Studies

- 5.10 Nothing to report

Consultation and Engagement

- 5.11 Nothing to report

6. SUMMARY OF IMPLICATIONS

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

SUBJECT	YES	NO
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
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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 the Executive Director Education, Housing and Communities, the Head of Housing, Property and Communities, Service Managers, and L. Rowan, Committee Services Officer and any comments made have been incorporated into the report.

8. BACKGROUND PAPERS

- 8.1 [Service Plan Actions](#)
[Performance Indicators Q1 2025/26](#)
[Service Performance Indicators Q1 2025/26](#)
[Service Complaints Q1 2025/26](#)