

HOUSING, PROPERTY & COMMUNITIES SERVICE PLAN 2025-28 (2026-28)

1. Service Definition:	• Management and maintenance of Council housing stock • Local strategic housing function • Statutory duties in relation to homelessness and fuel poverty • Development and delivery of the Moray Affordable Housing Supply Programme (AHSP) • Maintenance of the Council's corporate buildings, management of the Council's corporate property portfolio and the industrial estate • Building Service DLO • Property Design • Asset Management and Estates function. • Learning Estate Programme • Benefits and Money Advice
2. Service Resources:	FTE: 344 employees Total Annual Budget 2025-26: £60.7m • Housing Revenue Account: £28.8m • Building Services: £19.8m • General Services Housing & Property: £12.1m

3. What have we identified for improvement in 2025-28	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Systemic Review of Quality and Customer Service for Housing Repairs	Informed by volume of tenant and elected member representations and complaints. Comprehensive review of data including complaints to inform a systemic action plan for improvement in terms of quality, value for money and customer satisfaction.
Review of gas servicing scheduling systems	Existing ICT is unsupported. Potential to replace it with a more robust, supported and integrated system, which will schedule works and satisfy statutory reporting requirements.
Local Housing Strategy 2025-30	Alignment with IJB with development of the Strategic Commissioning Plan which must include a Housing Contribution Statement. The statement will be informed by the HNDA undertaken in 2023/24.
Improve attainment of EESSH (Energy Efficiency Standard for Social Housing) and SHQS (Scottish Housing Quality Standard)	Scottish Housing Regulator and benchmarking data – Moray Council remains below local authority averages.
Reducing the number of children in temporary accommodation and the duration of homelessness for families	Scottish Government homelessness data and reports on the impact on children – Moray Council performs well against local authority comparators and is striving for best practice.

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{Learning Estate}	
{Benefits & Money Advice}	

4.Local Outcome Improvement Plan (LOIP) / Corporate Plan (CP) Outcome or Priority	Action	Planned Outcome	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low)
(L) Empowering & connecting communities. (CP) Building Thriving, Resilient, Empowered Communities	Delivery of the Housing, Investment and Affordable Housing Supply programmes	Increase in affordable housing available in Moray	Pls H1.10a Number of affordable housing completions at end of current FY 91 completions 36 site starts	31 March 2028 31 March 2026 31 March 2026	Service Manager – Housing Strategy	1
(L) Improving Wellbeing of our population (CP) Tackle Poverty and Inequality	Reducing the number of children in temporary accommodation, the duration of homelessness for families and the impact of homelessness on children	Moray will have lower levels of child poverty in line with national targets	Number of children in temporary accommodation reduced by 5% Number of homeless presentations from families with children Instances of homeless prevention	31 March 2026 and annually against 2024 baseline	Service Manager – Housing Need	1

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			Duration of homelessness for families with children reduced by 5%			
			Educational Attendance & Attainment for children impacted by homelessness			
(CP) Strategic Framework: Financial, Workforce, Digital, Transformation Strategies. Performance Management Framework	Review of Depot & Stores	Improvement and rationalisation of estate	Per FBC Pls <u>Milestones</u> 1. Development of Implementation Plan 2. Progress stage 1 of implementation plan	31 March 2028 31 July 2026 31 December 2026	Service Manager - Property, Estates and Assets	1
(L) Empowering & connecting communities. (CP) Building Thriving, Resilient, Empowered Communities	Tackle the affordability and standard of our learning estate to ensure sustainability while meeting climate requirements. 1.1 (Design & Construction) Elgin High School Capacity Extension – Internal Repurposing	Moray has high performing schools that are fit for the future and financially and environmentally sustainable	<u>Pls</u> 1. EdS100 % of schools that are rated B or better for condition. 2. EdS1001 % of schools that are rated B or better for suitability.	30 December 2030 1.1 31 August 2028 1.2 30 Sept 2029	Service Manager – Education Estates	1

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	1.2 (Design and Construction) Future Forres Academy operational 1.3 (Design and Construction) Future Buckie HS operational 1.4 (Engagement and Consultation) SG Level Options Development (long Term investment strategy) 1.5 (Design and Construction) Options developed to manage for Elgin South and North primary school capacity requirements 1.6 (Design & Construction) Schools BB upgrade programme delivering minimum 3 B condition/suitability school upgrades per year 1.7 (Engagement and Consultation) Public consultation on Learning Estate Changes (defined by LE Review Paper proposals agreed by Committee)		3. ERC010 % Spare building capacity. 4. % of schools with approved asset management plans. 5. % ASG options reviews completed.	1.3 31 Dec 2030 1.4 June 2026 1.5 31 March 2027 1.6 Recurrs Annually 1.7 TBC (Review following ECLS Committee June 2026)		
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5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
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Systemic Review of Housing Repairs	Implementation of Repairs Improvement Plan	Increased customer satisfaction and value for money assurance Value for money assurance	<u>Milestones/PIs</u> 1. Increase the proportion of repairs completed correctly the first time by 5% 2. Level of Complaints decrease by 10% 3. Response Repair expenditure reduced by 10%, <u>PIs</u> H1.8 No of Complaints Received H1.8a Number of Complaints Closed H1.8b Number of complaints received relating to Repairs/Capital/Planned Maintenance H1.8c % of complaints closed relating to Repairs/Capital/Planned Maintenance H2.7 Average length of time (hours) to complete emergency repairs H2.8 Average length of time (working days) to	1. 30 June 2025 2. 31 March 2027 3. 31 March 2027	Service Manager - Building Services	1
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			complete non-emergency repairs (Quarterly) H2.11 % of repairs completed right first time H2.12 % of repairs appointments kept H2.15 Response repair expenditure HSN04b Average number of days taken to complete non-emergency repairs			
Housing Needs	Revise the Housing Contribution Statement with Health & Social Care Moray Achieve strategic alignment of allocations, operations and Development between the Council and IJB	Assess and respond to the housing needs of older people, in partnership with IJB		31 Dec 2025 31 Mar 2026	Service Manager – Housing Strategy Service Manager – Housing Need	1
Benefits / Money Advice	Develop Benefits e-form	Service efficiency savings Improved customer service	% of total applications successfully completed through e-form Reduction in application processing time	31 May 2026	Service Manager – Benefits and Money Advice	2

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			Reduction in corporate mail room activity.			
	Establish whether there is a viable case for further centralisation of means testing	Determine whether a staffing efficiency and maximisation of council resources is achievable	Completion of business case	31 December 2025	Service Manager – Benefits and Money Advice	3
Citizens Advice SLA	Citizens Advice Service Level Agreement (SLA)	Value for money assurance	Finalise the terms of SLA in terms of draft presented to committee	31 August 2025	Service Manager – Benefits and Money Advice	2
Energy Efficiency & housing quality within building and housing stock	Continue to improve the Council's housing stock and reduce the carbon impact arising from Housing & Property Services	Phased improvement of Council housing and energy efficiency within corporate buildings and housing stock to be carbon neutral by 2030	<u>Milestones/PIs</u> 1. A reduction in Scope 1 (direct emissions arising from energy Consumption in relation to the corporate estate) of 20% against 21/22 baseline of 5,615 tonnes of CO2, 2. Increase % of houses meeting EESSH (To meet LGBF Family Group Average) <u>PIs</u> HSN03 Proportion of council dwellings meeting Scottish	31 March 2027	Service Manager - Property, Estates and Assets	2

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			Housing Quality Standards. H1.20 Direct emissions arising from energy consumption on the corporate estate (tonnes CO2e) H2.2b Percentage of stock meeting the Energy Efficiency Standard for Social Housing (ESSH)			
Gas Service Scheduling System	1. Develop implementation plan for identified solution	Provision of a robust, supported and integrated system, which will schedule works efficiently and satisfy statutory reporting requirements. Value for money	PIs H2.13a Number of times did not meet statutory obligations to complete a gas safety check within 12 months of a gas appliance being fitted or its last check – target is zero instances. H2.16 Percentage of properties compliant with current Gas Regulations (holding a valid Landlord Gas Safety Record) – target is 100%.	1. 31 December 2026	Service Manager – Housing Strategy Service Manager - Building Services	1

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			H2.19 Percentage of service records kept to Gas Safe Register acceptable standards. H2.20 Percentage of services carried out to Gas Safe Register standards of satisfactory workmanship.			
Review of Teams	- Review of interdependencies and changes to be incorporated (aligned with corporate structure changes). - Review of Refugee Resettlement Team - Review of Private Sector Housing Team	Efficiency of service delivery £75K savings Implementation of the Change Management Plan to absorb Refugee Resettlement Team within Housing & Property Services	<u>Milestones</u> Review of relevant roles (Action 1) Implementation of proposals (Action 1) Inclusion in Scheme of Delegation & Scheme of Administration (Action 2) Implementation of Staffing Changes (Action 2)	31 Dec 2025 30 Jun 2025 30 Apr 2027	Head of Housing, Property & Communities Housing Needs Manager/Service Manager Housing Strategy	2
Workforce Health & Wellbeing	Ensure revised operational implementation of absence management procedures are applied by managers	Absence is managed effectively and levels of absence are reduced efficiently and timeously.	<u>PIs</u> H&P1.0 Sickness absence days lost (Service) FTE H&P H&P1.1 % of Sickness absence (Service) H&P	31 March 2026	Head of Housing & Property Services	2

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ADD ANY NEW SERVICE LEVEL ACTIONS BELOW

5. Service Level Outcomes or Priorities	Action	Planned Outcome	Outcome Measures	Completion Target	Lead	Priority rating (1 high 3 low)
Feasibility study of NEC Hosting	Complete an assessment of the advantages/disadvantages of NEC Hosting	Sustainability of service delivery/service improvements	<u>Improved service</u>	31 March 2028	Service Manager Housing Strategy	2
(L) Empowering & connecting communities. (CP) Building Thriving, Resilient, Empowered Communities	(Engagement and Consultation) Public consultation on Learning Estate Changes (defined by LE Review Paper proposals agreed by Committee)			TBC (Review following ECLS Committee June 2026)		
Benefits / Money Advice	Further centralisation of means testing application and assessment processes	Streamlining of application and assessment process. Staffing efficiency and maximisation of council resources.	Increase in uptake of benefits and grants through streamlined customer application process	31 October 2026	Service Manager – Benefits and Money Advice	3
Citizens Advice SLA	Implement quarterly SLA performance review meetings with CAB.		Finalise the terms of SLA in terms of draft presented to committee	31 August 2025	Service Manager – Benefits and Money Advice	2

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	Annual review report.	Value for money assurance	Measured within terms of SLA. Milestone Annual review report completed by 31 May 2026	31 May 2026		
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