

Moray Council Local Housing Strategy Action Plan 2025-30

LHS Priority 1: Building more homes creates sustainable communities and enables economic growth

Supporting National Priorities, Plans and Targets: 2023 Moray HNDA, Planning Advice Note (PAN) 2/2010: Affordable Housing and Land Audits, Moray Local Development Plan 2, Strategic Housing Investment Plan (SHIP) guidance note MHDGN 2025/01, Public Health Priority, National Planning Framework 4, Creating Places –A Policy Statement on Architecture and Place for Scotland, Designing Streets, Green Infrastructure: Design and Placemaking, Planning Advice Note 77: Designing Safer Places, Community Empowerment Act 2015, Place Standard, Town Centre First Principle

Action No.	Action(s) and Commitments for Delivery	Indicator or Measure	Milestone	Target/ End Point	Action Lead /Coordinator
1.1	Work in partnership to support the planning and delivery of the Moray Strategic Housing Investment Plan, maximising the delivery of affordable housing via new build and strategic acquisitions	- Number of affordable homes delivered % RPA spent per annum - Number of acquisitions achieved to target	- Hold quarterly SHIP partner delivery meetings to strengthen developer partnerships - Identify priority sites for affordable housing from the HLA/LDP3 - Review acquisition opportunities regularly - Review the delivery of specialist and accessible housing with the HSCP - Strengthen developer partnerships to maximise Section 75 contributions	SHIP approved and published	Service Manager Housing Strategy
1.2	Improve collaboration between planners, developers, infrastructure providers and economic development agencies to maximise access to infrastructure funding and ensure more sites are available with infrastructure in place	% increase in effective housing land supply - Reduction in stalled sites due to infrastructure constraints	- Map priority housing sites with infrastructure constraints using the HLA and LDP3 - Identify and agree a shared pipeline of infrastructure investment needs - Bid for relevant funding streams - Refresh the process for early engagement with infrastructure providers on LDP development proposals	2026-2030	Service Manager Strategic Planning & Dev

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1.3	Develop a key worker housing definition in Moray, and work collaboratively to test workforce housing models including MMR and Build to Rent	- Housing related recruitment and retention problems evidence - Moray key worker housing definition coproduced by housing, employers and economic development partners - Workforce housing survey to evidence key working housing pressures - Key worker housing models designed and piloted	- Build on research findings to develop a prioritised framework for key worker housing project delivery - Identify land, buildings or community assets that could be reused, repurposed or developed for key worker accommodation - Explore potential funding sources and test shared accommodation or interim models in partnership with employers and housing developers	2026-2030	Service Manager Strategic Planning & Dev /Service Manager Housing Strategy
1.4	Pursue innovative partnership models to deliver a wider range of market entry housing options for working age households	- Number of new market entry levels homes built - Number of households expressing interest in market entry housing options	- Evidence housing pressure for first time buyers/newly forming households - Engage with developers and RSL's to explore market entry development models including Mid-Market Rent, Shared Equity, Low Cost Home Ownership	2026-2030	Service Manager Strategic Planning & Dev /Service Manager Housing Strategy
1.5	Support the development of brownfield sites and Town Centre renewal opportunities in line with the objectives of the Local Development Plan, making best use of existing and planned infrastructure	- Number of homes delivered on brownfield sites by tenure - Number of homes delivered by Town Centre regeneration proposals - Number of homes delivered via building reuse or conversion	- Identify and prioritise brownfield sites for housing - Review and allocate effective and deliverable brownfield development sites	2026-2030	Service Manager Strategic Planning & Dev /Service Manager Housing Strategy
1.6	Deliver updated Housing Need and Demand Assessment (2028/29 based)		Outputs required for Local Development Plan	2028/29	Service Manager Housing Strategy

LHS Priority 2: Making better use of existing homes prevents homelessness and improves housing options and choice

Supporting National Priorities, Plans and Targets: National Health and Wellbeing Outcomes, Housing to 2040, 2023 Moray HNDA, Good Mental Health for All, Towards Transformation Plan, Race Equality Framework for Scotland 2016-2030, Housing and Health Inequalities, National Strategy for Older People, Scottish Social Housing Charter, Improving the Lives of Scotland's Gypsy/Travellers 2: action plan 2024-2026, Population Health Framework, Foundations for well-being: Reconnecting Public Health and Housing

Action No.	Action(s) and Commitments for Delivery	Indicator or Measure	Milestone	Target/End Point	Action Lead / Coordinator
2.1	Maintain and promote the Moray Council housing downsizing scheme in line with the allocations policy	- Number of tenants supported to downsize per annum - Number of under occupied properties released for allocation to a larger household - Reduction in housing list applications awarded points for under occupation/overcrowding	- Review effectiveness of downsizing scheme to assess uptake, support options, eligibility, policy alignment and budget - Work with frontline staff to identify and proactively contact potential beneficiaries to participate in scheme	Annual	Service Manager Housing Needs
2.2	Continue to implement the open market purchase acquisition scheme and where possible, maximise its impact on homelessness prevention	- Number of properties acquired through the open market purchase scheme % of acquired properties allocated to priority or homeless households	- Identify opportunities to align acquisitions to annual HMA housing supply targets - Align acquisition criteria with homelessness prevention priorities	Annual	Service Manager Housing Strategy
2.3	Investigate the potential impact of incentivising mutual exchanges to increase turnover in the social housing sector.	- Number of mutual exchanges completed per annum % increase in annual tenancy sign up	Complete Moray Council Mutual Exchange Policy review.	2027/28	Service Manager Housing Strategy
2.4	Increase resources supporting successful homeless prevention initiatives such as targeted tenancy sustainment support, proactive housing options advice and housing protocols for key risk groups	- Reduction in the number of homeless presentations per annum - Increase in tenancy sustainment rate - Reduction in repeat homeless applications per annum	- Implement Housing Options Training Toolkit to improve knowledge, skills development and frontline practice - Enhance working relationships with Health and Social Care partners to deliver an integrated model of support for households at risk of homelessness - Review existing housing support service model including eligibility, engagement levels, budget and outcomes; and further develop to improve effectiveness	Annual	Service Manager Housing Needs

LHS Priority 2: Making better use of existing homes prevents homelessness and improves housing options and choice					
Action No.	Action(s) and Commitments for Delivery	Indicator or Measure	Milestone	Target/ End Point	Action Lead / Coordinator
2.5	Undertake an audit and mapping exercise of second homes and short-term lets and consider policy interventions in areas of evidenced housing pressure	Reduction in STL's and second homes in high pressured areas	- Map data on number, location and density of second homes and short term lets across Moray - Develop evidence base to support consideration of Short Term Let Control Areas	2028	Head of Growth, Planning & Climate (Chief Planning Officer)
2.6	Increase prevention and access to settled housing through delivery of the Rapid Rehousing Plan and reshape temporary accommodation to reflect the changing homelessness need profile	- Reduction in the number of homeless presentations per annum - Number of housing option cases not resulting in a homeless application - Increased tenancy sustainment rates in social housing - Reduction in length of time from homeless presentation to settled housing outcome - Reduction in temporary accommodation units - Reduction in length of stay in temporary accommodation	- Continued development, implementation and delivery of RRTP Action Plan - Strengthen partnerships with RSL's private landlords and support providers to increase access to settled housing - Reshape temporary accommodation stock by refurbishing, repurposing or reallocating units to better meet current need	Annual	Service Manager Housing Needs
2.7	Implement a service for private sector empty home owners in collaboration with Aberdeenshire Council and the Scottish Empty Homes Partnership.	- Recruitment of an Empty Homes Officer hosted by Aberdeenshire Council - Reduction in no of properties empty for 12+ months.	Refresh the audit and mapping exercise of second homes and short-term lets and consider policy interventions in areas of evidenced housing pressure	2026/27	Empty Homes Project

LHS Priority 3: Partnership working maximises housing's role in improving health and wellbeing

Supporting National Priorities, Plans and Targets: Ending Homelessness Together Action Plan, Equally Safe -Scotland's Strategy for Preventing and Eradicating Violence Against Women and Girls & the Equally Safe Delivery Plan, Moray Council Rapid Rehousing Transition Plan, Scottish Social Housing Charter, 'A Place to Stay, A Place to Call Home: a Strategy for the Private Rented Sector in Scotland', Private Housing (Tenancies) (Scotland) Act 2016, Housing (Scotland) Bill - Ask & Act measures

Action No.	Action(s) and Commitments for Delivery	Indicator or Measure	Milestone	Target/End Point	Action Lead / Coordinator
3.1	Work in partnership across SHIP partners and the HSCP to increase the supply of accessible and wheelchair housing	Number / % of accessible and wheelchair accessible delivered via SHIP per annum	- Deliver accessible housing units through new build, acquisition or adaptation schemes - Liaise with the HSCP to ensure health and care requirements are integrated into housing design and allocation	Annual	Service Manager Housing Strategy
3.2	Increase the range of housing options suitable for people with a learning disability, providing a better range of care options	- Number of new supported housing units for people with learning disabilities per annum - Increased range of housing and support options for people with learning disabilities - Reduction in urgent housing need for supported accommodation from people with learning disabilities - Reduction in out of area housing placements for people with learning disabilities	- Engage with service providers to inform housing design and service commissioning - Identify funding streams and secure partnership agreements with RSL's, developers and care providers to deliver housing solutions - Pilot new housing models for people with a learning disability including small scale living clusters, mainstream housing with support / technology options, supported tenancies and tailored support packages	Annual	Service Manager Housing Strategy
3.3	Carry out a comprehensive review of existing Council sheltered housing provision	- Demand/turnover ratio for sheltered housing developments per annum % of sheltered housing developments with red/amber/green performance scores	- Deliver integrated performance review of sheltered housing to assess long-term effectiveness including engagement with sheltered housing residents and support staff - Review commissioning model for sheltered housing	2026/27	Service Manager Housing Needs

LHS Priority 3: Partnership working maximises housing's role in improving health and wellbeing					
Action No.	Action(s) and Commitments for Delivery	Indicator or Measure	Milestone	Target/End Point	Action Lead / Coordinator
3.4	Review the new build lettings plan to target the delivery and allocation of specifically designed and adapted properties to households in need	Number of specialist adapted or designed housing units delivered via SHIP per annum	- Assemble evidence of unmet need (including waiting lists, medical assessments, OT assessments etc.) to agree SHIP development priorities - Revise letting plan targets and priorities aligned to needs assessment - Implement revised lettings plan and evaluate outcomes	Annual	Service Manager Housing Strategy
3.5	RCE Program Manager to deliver exploratory workshops to improve understanding of the broader digital health and care work under development in Moray, so that potential opportunities and benefits for services and service users are realised	- Number of workshops delivered - Number of housing, health, social care and design stakeholders engaging in workshop programme - Digital health, care and housing design principles integrated into SHIP delivery programme	- Develop workshop materials and stakeholder map in partnership with RCE Program Manager - Deliver communications plan to ensure wide participation across all sectors - Deliver workshop programme encouraging networking and practice exchange - Establish digital health, care and housing design principles and integrate into SHIP delivery programme	2026/27	RCE Program Manager
3.6	Work in partnership across SHIP partners and the HSCP to increase the supply of extra care housing	- Number of extra care housing units delivered per annum - Proportion of total housing developments that are extra care - Reduction in residential care or interim placements for those in need of housing with care placements	- Identify suitable sites for extra care housing development within the SHIP - Engage SHIP delivery partners with HSCP commissioning teams to deliver housing with care development projects	2026-2030	Service Manager Housing Strategy/HSCM
3.7	Increase tenure choice for older people and people with disabilities by encouraging the market development of accessible housing	- LDP Accessible Housing Policy established for market housing - Number of site applications including accessible housing - Number of accessible homes delivered by private housebuilders per annum	- Revise planning policy with updated guidance on accessible housing delivery including % market delivery target - Launch revised accessible housing delivery policy	2026-2030	Service Manager Housing Strategy/Service Manager Strategic Planning and Dev

LHS Priority 3: Partnership working maximises housing's role in improving health and wellbeing					
Action No.	Action(s) and Commitments for Delivery	Indicator or Measure	Milestone	Target/End Point	Action Lead / Coordinator
3.8	Contribute to the development of Health and Social Care Moray's Housing Contribution Statement (HCS) which outlines housing's role in improving the health and wellbeing of Moray's residents	- Housing Contribution Statement Project Group established - Joint HSC action plan agreed - Housing Contribution Statement launch and delivery	- Integrate HNDA and Strategic Needs Assessment evidence to define priorities for action and investment - Map joint housing, health and social care objectives on prevention, early intervention, housing with care, rapid rehousing, adaptations and digital health - Draft Housing Contribution Statement and establish governance arrangements for tracking delivery - Annual evaluation and review of HCS progress and impact	2026-2030	HSCM

LHS Priority 4: Improving property condition and achieving affordable warmth is enabled in all homes

Supporting National Priorities, Plans and Targets: Local Heat and Energy Efficiency Strategies (LHEES), Sustainable Housing: Fuel Poverty and Climate Change Advice Note, Scottish Government's Energy Efficient Scotland Route Map, Fuel Poverty (Targets, Definition, and Strategy) (Scotland) Act 2019, Climate Action Plan (December 2021), Energy Efficiency Standard for Social Housing, Heat in Buildings Strategy, New Build Heat Standard (NBHS), Scottish Housing Quality Standard, Energy Efficiency Standard for Social Housing, Scottish Social Housing Charter, Building (Scotland) Act 2003, Heat in Buildings Strategy, Building (Scotland) Regulations 2004, New Build Heat Standard (NBHS), The Repairing Standard Statutory Guidance, Housing (Scotland) Act 2014

Action No.	Action(s) and Commitments for Delivery	Indicator or Measure	Milestone	Target/End Point	Action Lead /Coordinator
4.1	Develop a Moray Council community benefits framework which encourages apprenticeship opportunities specialising in fabric improvements and renewable heating sources	- Number of contractors engaging with Community benefits framework - Number of framework projects/contracts delivering apprenticeship requirements - Number of apprenticeships created	- Work with local colleges and training centres to deliver tailored retrofitting courses and apprenticeship programmes via Business Gateway - Embed apprenticeship targets into SHIP delivery programme and development agreements	2026-2030	Community Benefits team, Moray Council
4.2	Secure funding from the renewables sector including Just Transition Funding and the development of a Social Value Charter to enable investment in construction skills development In Moray	- Successful Just Transition funding bid achieved - Development of a Social Value Charter in partnership with Highland Council - Number of training programs, apprenticeships or courses delivered - Number of contractors enrolled and completing training and skills development programmes	- Partner with skills and economic development partners to complete a construction sector skills audit and capacity analysis in Moray - Work with further education centres, training centres and contractors to coordinate delivery of a construction skills development programme	2026-2030	Service Manager Strategic Planning and Dev/ Community Benefits team, Moray Council
4.3	Promote the benefits of retrofitting and improving property condition to private sector owners and landlords.	- Public awareness materials developed promoting benefits - Average EPC and disrepair ratings in private sector homes	- Engage with Home Energy Scotland/Energy Saving Trust to source case studies of retrofitting projects including energy efficiency improvements, cost savings, tenant satisfaction, health and wellbeing outcomes - Widely publicise findings	2026-2030	Private Sector Housing Manager /SCARF

LHS Priority 4: Improving property condition and achieving affordable warmth is enabled in all homes					
Action No.	Action(s) and Commitments for Delivery	Indicator or Measure	Milestone	Target/End Point	Action Lead /Coordinator
4.4	Undertake an audit and mapping exercise of empty homes and BTS housing stock across Moray to inform intervention strategies	- Number of properties on Moray Council BTS register - Number of empty home discounts and/or exemptions awarded to Council Tax accounts. - Number of BTS enforcement interventions per annum - Number of empty homes brought back into use	- highlight areas of concentration and potential intervention - Analyse findings to identify trends, barriers, and opportunities for intervention	2026-2028	Empty Homes Project