



**REPORT TO: HOUSING AND COMMUNITY SAFETY COMMITTEE ON 15
NOVEMBER 2022**

**SUBJECT: PERFORMANCE REPORT (HOUSING AND PROPERTY
SERVICES) – PERIOD TO SEPTEMBER 2022**

**BY: DEPUTE CHIEF EXECUTIVE (ECONOMY, ENVIRONMENT AND
FINANCE)**

1. REASON FOR REPORT

- 1.1 To inform the Committee of the performance of the service for the period to 30 September 2022.
- 1.2 This report is submitted to Council in terms of Section III (A) (4) of the Council's Scheme of Administration to monitor performance of the services within the Committee's remit in accordance with the Council's performance management framework.

2. RECOMMENDATION

2.1 It is recommended that Committee:

- (i) Scrutinises performance in the areas of Service Planning, Service Performance and other related data to the end of September 2021; and**
- (ii) Notes the actions being taken to improve performance where required.**
- (iii) Notes compliance with the Scottish Social Housing Charter with inclusion of the Annual Assurance statement and publication of the Scottish Landlords Annual Performance Report.**

3. BACKGROUND

- 3.1 On 7 August 2019, the Moray Council, approved a revised Performance Management Framework for services (para 5 of the minute refers).

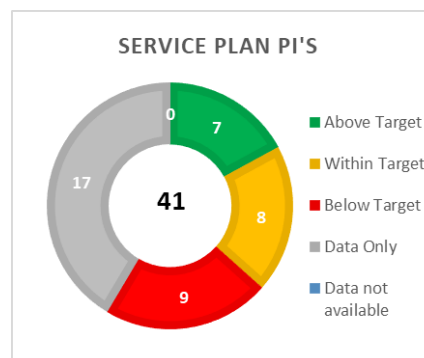
4. SERVICE PLANNING

- 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. This report provides an interim update on progress on the service plan, key outcomes and performance indicators. Committee is invited to review progress to secure assurance that is satisfactory and to provide scrutiny and further direction where performance requires attention.

- 4.2 The narrative included is by exception, links to Service Plan Actions and Performance Indicators can be accessed within the Backing Papers of this report.

SERVICE PLAN PRIORITIES		RAG
STRATEGIC LEVEL	Implementation of Property Asset Management Appraisal (PAMA)	76%
	Purchase land for industrial development	33%
	Enhance Tenant Participation	2%
	Best Value review of Housing Maintenance Partnership	40%
SERVICE LEVEL	Systemic Review of Voids	70%
	Rent Setting Policy Review	8%
	Review of Rapid Rehousing Transition Plan (RRTP)	33%
	Annual reviews of asset valuations for financial reporting	46%
	Improvements to ICT systems within Asset Team	13%
	Effective Delivery of Housing Management Service	83%
OVERALL PLAN PROGRESS		40%



Strategic Outcomes – Successes

- 4.3 Progress against recommendations set out in the Property Asset Management Appraisal (PAMA) was reported to the Corporate Committee in August 2022 (item 7 of the Agenda refers) with revised timescales and future reporting arrangements detailed. **(ACTION: HP23-4.1aiii)**
- 4.4 Purchase of land for industrial development in Forres is progressing well with negotiations at an advanced stage, although it is anticipated that completion of conveyancing will slip back slightly beyond the 31 March target completion date. **(ACTION: HP23-4.2)**

Strategic Outcomes – Challenges and Actions to Support

- 4.5 Revision of the Depot Review to incorporate climate change was not completed within the due date of August 2022. A progress report was submitted to the Economic Development and Infrastructure Services Committee on 6 September (item 7e of the Agenda refers) reporting an outline business case is in development with recommendations anticipated by March 2023 with actions taken meantime to deliver early savings within the portfolio. **(ACTION: HP23-4.1aii)**
- 4.6 Land purchase for industrial development in Speyside will not progress as planned due to site planning and access restrictions. Alternative sites in Speyside are being explored, if identified a new timeline will be prepared. **(ACTION: HP23-4.2)**

- 4.7 Enhancing tenant participation is dependent on the recruitment of Customer Engagement Officers. With posts approved in June, job evaluation processes are pending but likely to be delayed due to capacity issues within Human Resources. The timeline for completion of this priority of March 2023 will be subject to significant slippage. (**ACTION:** HP23-4.3)

Service Level Outcomes - Successes

- 4.8 A systemic review of voids to reduce overall timescales to re-let void properties and associated void rent loss is progressing. The Review Group meet regularly and a number of improvements have been implemented over the last six months resulting in a slight improvement in performance despite the challenges of ongoing labour shortages, utility provider issues and concurrent repairs. However, significant improvement is still required to meet performance targets and it is unlikely this will be achieved in the current year. (**ACTION:** HP23-5.1, H5.4, 5.6)
- 4.9 The review of the Rapid Rehousing Transition Plan was completed as planned, submitted to the Scottish Government in August 2022 and presented to this Committee on 6 September 2022 (item 8 of the Agenda refers). (**ACTION:** HP23-5.3a)
- 4.10 Annual reviews of asset valuations are progressing with both formal and informal engagements around best practise ongoing with final valuation proposals to be delivered to the Chief Financial Officer and external auditor as scheduled by April 2023. Work on the new Asset Management and Asbestos modules is due to complete in October allowing the build, training and implementation to begin. (**ACTIONS:** HP23-5.4, 5.5)

Service Level Outcomes – Challenges and Actions to Support

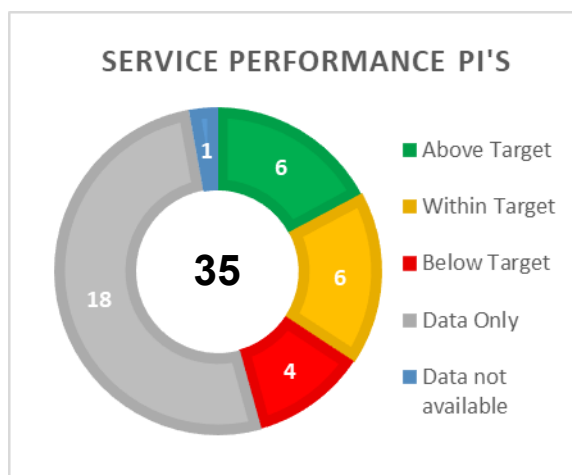
- 4.11 Officers are considering new rental structure options presented by consultants ahead of putting forward a final approach to tenants for consultation early next year, slightly adrift of the original due date of September 2022. This is distinct from the annual rent consultation which will take place in December 2022. (**ACTION:** HP23-5.2).
- 4.12 As at September 2022, gross rent arrears totalled £1.146m, 5.5% of rent due, the highest result recorded to date. The cost of living crisis with increasing inflation, fuel and energy costs are key contributory factors to this worsening trend. Housing Officers are increasing engagement with tenants to assist in resolving challenges with maintaining rental payments and this is a key focus in the forthcoming enhancement of the area teams. (**INDICATORS:** H5.3, 5.5)
- 4.13 Following implementation of the new online housing application in May 2021, performance against processing has been erratic as around 3,000 applicants had to re-register. The percentage of housing applications admitted to list within 10 days has improved in the last quarter from 45.9% to 85.3%, however performance remains just below target. (**INDICATOR:** H4.15)

5. SERVICE PERFORMANCE

- 5.1 In line with the Performance Management Framework, operational performance is reviewed quarterly by departmental management. Areas

performing well and/or areas subject to a decreasing trend or where benchmarking results show performance significantly below comparators will be reported to this committee for member scrutiny.

- 5.2 The narrative included in this report is by exception, links to Service Performance Indicators can be accessed within the Background Papers at the end of this report.



Operational Indicators - Successes

- 5.3 The number of repairs made to non-void properties within target time has decreased by around 20% compared to the same period last year but the percentage of those completed on time has improved. There has been general improvement across all repairs indicators in the first half of 2022-23, albeit some indicators remain below target. (**INDICATORS:** H2.7, 2.8, 2.9a, 2.9b, 2.10b, 2.10c, 2.10d, 2.11, 2.12)

Operational Indicators - Challenges and Actions to Support

- 5.4 The percentage of reactive repairs to void properties completed within timescale at 17%, shows a slight improvement. To address and further understand delays, the service is now tracking the time between the keys being handed to the contractor and completion of works. (**INDICATOR:** H2.10e)
- 5.5 As at September 2022, 90% of emergency repairs were completed with 4 hours, below target but on an improving trend over the last six months. (**INDICATOR:** H2.10a)
- 5.6 There was one failure in meeting statutory gas safety checks due to scheduling, this has since been completed. (**INDICATOR** H2.13a)
- 5.7 There were six unauthorised traveller encampments in the reporting quarter, all have been visited, albeit four out with target timescales. (**INDICATOR:** H6.2)

6. OTHER PERFORMANCE RELATED DATA

Complaints & MP/MSP Enquiries

- 6.1 In line with the Performance Management Framework, complaints are reviewed quarterly by departmental management in terms of time taken to respond, outcome and learning points. Links to complaints tables can be accessed within the Backing Papers of this report.
- 6.2 In the half year to September 2022, 83 complaints were closed, of which 73 (88%) were frontline stage, 7 (8%) were investigative stage and 3 (4%) were escalated. This compares to 81 closed in the same period last year, 70% at frontline stage, 22% at investigative stage and 7% escalated.
- 6.3 Of those closed at frontline stage, 51 (70%) were either upheld or part upheld. 90% of frontline complaints were completed within the target of 5 working days, on average taking 5.1 days to complete.
- 6.4 Of those closed at investigative and escalated, 5 (90%) were either upheld or part upheld. 92% of investigative and escalated complaints were completed within the target of 20 working days; on average taking 19.2 days to complete.
- 6.5 The majority of upheld or part-upheld complaints relate to repairs, capital, planned maintenance, with corrective actions put in place for each. There has been considerable work undertaken to address factors which have contributed to these issues, including the implementation of a change management plan in relation to asset management and approval to enhance the team in order to effectively manage the increased volume of improvement work.
- 6.6 In the same reporting period, 103 MP/MSP were dealt with compared to 92 in the same period last year.

Other Performance (not included within Service Plan)

7 Annual Assurance Statement

- 7.1 The Scottish Social Housing Charter came into force on 1 April 2012. The aim of the Charter is to improve the quality and value of the services provided by social landlords. The Charter sets out the minimum standards and outcomes that tenants can expect from their landlord, including the quality of and value for money of services, the standard of homes and the opportunities to participate in their landlord's decision-making processes. Using a range of performance indicators, the Scottish Housing Regulator (SHR) monitors, and assesses landlords' performance against the Charter.
- 7.2 Each year, social landlords must submit an Annual Return on the Charter (ARC) to the Scottish Housing Regulator. The SHR requires social landlords to submit an Assurance Statement by 31 October each year which assures the SHR, our tenants and other service users that we comply with our regulatory and statutory obligations. In preparation for this submission, officers delivered a briefing to Elected Members and the Assurance Statement and Annual Performance Report is being presented as an agenda item to this Committee.

8 Social Landlords Annual Performance Report

- 8.1 The SHR requires social landlords to produce an annual report on their performance against the Charter and make it available to tenants and other customers by no later than 31 October.
- 8.2 The SHR expects the report to be developed in partnership with tenants and other customers, rather than exclusively by the Council. The format, content and design of the Council's report has been developed in discussion with the Moray Tenants' Forum. The report mirrors the key themes of the Charter.

9. SUMMARY OF IMPLICATIONS

(a) Corporate Plan and 10 Year Plan (Local Outcomes Improvement Plan (LOIP))

Performance measurement is used to ensure the efficient and sustainable delivery of services to meet the Council's priorities in both the Corporate Plan and the LOIP.

(b) 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.

(c) Financial implications

None.

(d) Risk Implications

None.

(e) Staffing Implications

None.

(f) Property

None.

(g) Equalities/Socio Economic Impact

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

(h) Climate Change and Biodiversity Impacts

None

(i) Consultations

The Head of Housing and Property Services, Depute Chief Executive (Economy, Environment and Finance) and Service Managers have been consulted with any comments received incorporated into this report.

10 CONCLUSION

- 10.1 As at the end of September 2022, the overall plan is 39% complete. Actions subject to slippage will be progressed over the second half of 2022-23.**

Author of Report: Christopher Dewhurst, Research & Information Officer
Background Papers: [Service Plan Actions](#)
[Service Plan Performance Indicators](#)
[Service Performance Indicators](#)
[Service Complaints](#)

Ref: