

APPENDIX I

Housing and Property Tenant Survey Improvement Plan 2019-22

Status Update Report – September 2020

Action Complete ✔



Improvement Area – Repairs
Outcome – Repairs are delivered on time and repair appointments kept

Improvement Actions	Measures	Target Completion	Lead	Reporting	Progress
Meet target timescales for repairs	Repairs met within target time	March 2020 and annual ✔	Housing Asset Manager/Building Services DLO Manager	Annual Return on Charter (ARC); Annual Performance Report; Communities Committee Performance Report; Tenants Voice	Target timescales for all repairs categories achieved in 2019/20. ARC indicator closely monitored as part of Housing performance framework.
Review target across all repairs categories	Review complete	August 2020	Housing Asset Manager/Building Services DLO Manager/Repairs Working Group	Annual Return on Charter (ARC); Annual Performance Report; Communities Committee Performance Report; Tenants Voice	Progress delayed by Covid but work now progressing and action to be carried forward in second half of 2020/21. Consideration given to aligning Council's targets with other social landlords.

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Review repairs processes and implement improvement plan	Review complete	Aug 2020 and ongoing	Housing Asset Manager/Building Services DLO Manager/Repairs Working Group	Housing & Property Management Team	Repairs Working Group established in 2019/20 to review processes and identify improvements. Work 2020/21 has been delayed due to Covid but will recommence following the reintroduction of a full repairs service from 1 September 2020. Action to be completed by 31 March 2021.
Review ICT systems used by DLO to identify improvements in appointments	Review complete Repairs appointments kept	December 2020 31 March 2020 and annual	Building Services DLO Manager	Annual Return on Charter (ARC); Annual Performance Report; Communities Committee Performance Report; Tenants Voice	Building Services Manager has reviewed the repairs ICT system (DRS), and has now increased the amount of trade's appointment slots/resources available, which has led to less appointments being rescheduled as a result of more appointment slots available. At 92%, annual performance for 2019/20 on keeping appointments remains good but is below target of 95%.
Improve approach to measuring tenant satisfaction with repairs service	Introduce new process for collecting feedback on non-emergency repairs using hand-held PDAs. Increase feedback response rate	March 2020 and ongoing ✔	Building Services DLO Manager	Annual Return on Charter (ARC); Annual Performance Report; Communities Committee Performance Report; Tenants Voice	New process introduced in Qtr. 2 2019/20 and achieved feedback on 22% of all non-emergency repairs during the year, an increase of 6% from the previous year. Target of 30% response rate has been set for 2020/21 which exceeds guidance on acceptable levels of customer feedback for inclusion in ARC submissions. .
Implement best practice solutions to improving repairs service, learning from high performing local authorities	Tenants satisfied with the repairs service exceeds 85% (2018/19 Local authority average - 86% Moray - 79%) Officer	December 2021	Building Services DLO Manager	Annual Return on Charter (ARC); Annual Performance Report; Communities Committee Performance Report; Tenants Voice; Tenant Survey2021	Council continues to be member of SHN and access best practice guidance from social landlords and peer groups.

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	participation in SHN Best practice groups on repairs and maintenance.				
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Improvement Area – Housing Stock Condition

Outcome - Tenants live in better quality and more energy efficient homes

Improvement Actions	Measures	Target Completion	Lead	Reporting	Progress
Deliver programme of energy efficiency improvements to Council houses, including heating and insulation upgrades	All Council houses EESSH1 compliant by December 2020 Programme in place for EESSH2	Dec 2020 March 2021	Housing Asset Manager	Annual Return on Charter (ARC); Annual Performance Report; Communities Committee; Tenants Voice; Moray Tenants Forum	At 31 March 2020, 54.6% of the Council's properties were EESSH compliant, significantly below the target of 65.75%. Substantial increase in funding allocated to programme in 2020/21 but delivery has been delayed by Covid. Programme for both outstanding EESSH1 and EESSH2 will be identified as part of Stock Condition Survey
Carry out Stock Condition Survey (SCS) of Council houses to give better understanding of housing stock and provide evidence base for EESSH and planned maintenance programme	Programme of improvement identified in SCS	31 March 2021	Housing Asset Manager	Tenants Voice; Moray Tenant Forum; Communities Committee; Annual Return on Charter (ARC); Annual Performance Report	SCS tender process complete in March 2020 but survey visit to houses delayed by Covid. Surveys progressing during 2 nd half of 2020/21. Tenants to be consulted on programme arising from SCS.
Tenants' priorities taken into account in identifying details of planned maintenance programme.	All Council houses meet SHQS More than 80% of tenants are satisfied with quality of their homes. (2018/19	31 March 2020 and annual ✓	Housing Asset Manager Housing Asset Manager	Tenants Voice; Moray Tenant Forum; Communities Committee; Annual Return on Charter (ARC); Annual Performance Report. Tenant Survey 2021	Over 90% of 2019/20 and 2020/21 housing investment programmes reflect tenant survey priorities of energy efficiency, including heating and insulation improvements, and kitchen and window upgrades. Annual Performance Report to tenants provides detail on how the Council has addressed their investment priorities in the delivery of planned maintenance programme. Results of 2020 Stock Condition Survey to be shared with tenants.

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	<i>local authority average – 85% Moray – 74%</i>				<p>Consultation with tenants on priorities for future investment programme and Council's proposals in response to the SCS findings to form part of the 2021 Tenant Survey.</p> <p>Details of the planned maintenance programme and progress on delivery reported regularly in the Tenants Voice.</p>
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Improvement Area – Communication and customer service

Outcome - Tenants receive a better response to service requests and enquiries, particularly in relation to repair requests

Improvement Actions	Measures	Target Completion	Lead	Reporting	Progress
Introduce tenant liaison officers within Capital Programmes Team/DLO as part of Change Management Plan	CMP Implemented	March 2020	Housing Asset Manager/Building Services DLO Manager	Communities Committee; Tenants Voice; Moray Tenant Forum	CMP agreed by March 2020. Implementation delayed by Covid but will progress during second half of 2020/21.

Improvement Area – Rents and affordability

Outcome - Tenants can afford to pay their rents and heat their homes

Improvement Actions	Measures	Target Completion	Lead	Reporting	Progress
Consult with tenants on proposed nil rent increase in 2019/20	Rent levels 2019/20	March 2019 ✔	Head of Housing & Property	Tenants Voice; Moray Tenant Forum; Communities Committee; Tenant Rent Consultation; Full Council	Nil rent increase implemented in 2019/20 following tenant consultation.
Include rent affordability as key consideration in Housing Business Plan	Rent increases for 2020/21 and	March 2020 and annual	Head of Housing & Property	Full Council; Communities Committee; Tenants Voice;	Rent increase for 2020/21 based on affordability assessment and followed tenant

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Review 2019 and consult with tenants on proposed rent increases	next two years	🟢		Rent Consultation; Moray Tenant Forum	consultation.
Reduce tenants heating costs by making Council houses more energy efficient	Council houses EESSH compliant Fewer than 35% of tenants consider they are at risk of fuel poverty (45% in 2018 survey)	Dec 2020	Housing Asset Manager	Annual Return on Charter (ARC); Annual Performance Report; Communities Committee Performance Report; Tenants Voice; LHS Tenant Survey 2021	EESSH compliance well below target and evident that target will not be achieved. This is a key improvement priority for the Housing Service during 2020/21 and beyond. More than 600 new build properties have achieved high levels of energy efficiency with minimum B EPC.

Improvement Area – Tenant Participation

Outcome - Tenants have greater opportunities to engage with their landlord on service development and decision-making.

Improvement Actions	Measures	Target Completion	Lead	Reporting	Progress
Form a new digital tenant group using social media	More than 75% of tenants are happy with opportunities to participate in decision making process. <i>(2018/19 Local authority average – 77% Moray – 69%)</i>	December 2021	Housing Strategy & Development Manager	Tenants Voice; Moray Tenant Forum; Communities Committee; Annual Return on Charter (ARC); Annual Performance Report. Tenant Survey 2021. Tenant Participation Strategy.	Tenant Participation Strategy key action. Group promoted through Tenants Voice and Facebook page. No new members added but 3 existing tenant representatives agreed to participate. Promotion will continue during 2020/21.
Council membership of North East Tenant, Residents and Landlords Together (NETRALT) and new Northern Tenant Partnership (including Moray and Highlands), formerly the Moray Tenants Partnership.	Membership Agree membership	March 2020 and annual 🟢 March 2021	Housing Strategy & Development Manager	Annual Return on Charter (ARC); Annual Performance Report; Communities Committee; Tenants Voice; Moray Tenant Forum; Tenant Participation Strategy	Council membership of NETRALT has enabled Council to work in practice with its Tenant Forum, sharing good practice, training and resources. NPT agreed constitution and office bearers in September 2020. Also agreed new online forum, "Mighty Networks" for members to

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					communicate.
Participate in the Scottish Government's Next Steps Programme to identify areas for improving tenant participation	Completion of Next Steps Programme	March 2020 ✔	Housing Strategy & Development Manager	Moray Tenant Forum; Tenants Voice; Communities Committee	Application to participate in programme approved in 2019/20. Final report from TPAS with recommendations received on Feb 2020. The Housing Service working with Moray Tenant Forum to progress recommendations.

Improvement Area – Neighbourhood Management

Outcome - Tenants are satisfied with quality and management of their neighbourhoods in relation to issues of litter, parking and traffic management, landscape maintenance, play areas for children, crime and antisocial behaviour.

Improvement Actions	Measures	Target Completion	Lead	Reporting	Progress
Develop new ways of working with tenant and resident groups, other Council services and partners to address local neighbourhood issues.	More than 84% of tenants are satisfied with the landlord's contribution to the management of the neighbourhood they live in (2018/19 local authority average - 84% Moray - 80%)	December 2021	Housing Services Manager	Annual Return on Charter (ARC); Annual Performance Report; Communities Committee; Tenants Voice; Moray Tenant Forum; Tenant Survey 2021	Some progress on gathering feedback on neighbourhood issues through social media and estate walkabouts but proposals to work with tenants and other services and partners need further development.
Fund grass-cutting within Council estates	Annual maintenance programme agreed	March 2020 and annual ✔	Housing Asset Manager	Full Council; Communities Committee; Moray Tenant Forum	Following General Services budget saving, funding of £50k allocated from HRA to maintain grass cutting services in Council estates during 2019/20 and 2020/21.
The Estates Budget for environmental improvements within neighbourhoods to be included as part of the Council's Participatory Budget arrangements	Participatory Budget agreed	March 2021	Head of Housing and Property	Full Council; Communities Committee; Moray Tenant Forum	Inclusion of annual Estates Budget of £100k in participatory budget pilot area but roll out delayed until 2021/22 due to COVID.

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					Tenants offered opportunity to participate in annual estate walkabouts to identify local priorities for use of the estates budget.
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