

Housing and Property Tenant Survey Improvement Plan 2022-24

Status Update Report – September 2022



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 2023 and annual 	Housing Asset Manager/Building Services DLO Manager	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee Performance Report; Tenants Voice	Target timescales for all ARC repairs categories achieved in 2021/22. ARC indicator closely monitored as part of Housing performance framework.
Review target across all repairs categories	Review complete	March 2023	Housing Asset Manager/Building Services DLO Manager/Repairs Working Group	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee Performance Report; Tenants Voice	Consideration given to aligning Council’s targets with other social landlords. Revised project plan aims to consult with tenants and representatives in early 2023. A report on the findings will be submitted to this Committee in early 2023 with implementation planned during 2023/24.
Review repairs processes and implement improvement plan	Review complete	March 2023 and ongoing	Housing Asset Manager/Building Services DLO Manager/Repairs Working Group	Housing & Property Management Team	Repairs Working Group reviewing processes to identify improvements. A number of improvements have identified that include changing repair scripts, reconfiguring DRS system (repair scheduling) and additional staff training. These are being progressed during 2022/23.

APPENDIX II

Improvement Actions	Measures	Target Completion	Lead	Reporting	Progress
Review ICT systems used by DLO to identify improvements in appointments	Review complete Repairs appointments kept	March 2023 and ongoing 31 March 2023 and annual	Building Services DLO Manager	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee Performance Report; Tenants Voice	ICT are currently reviewing repairs ICT systems to ensure that they are fit for purpose, being used to full capacity and are sustainable. This review will be complete by March 2023. Annual performance for 2021/22 on keeping appointments was 100%.
Improve approach to measuring tenant satisfaction with repairs service	Increase feedback response rate to 30%	March 2023 and ongoing 	Building Services DLO Manager	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee Performance Report; Tenants Voice	Response rate for 2021 tenant survey was 39% which exceeds 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 local authority average Officer participation in best practice groups on repairs and maintenance.	March 2023 and ongoing 	Building Services DLO Manager	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee Performance Report; Tenants Voice; Tenant Survey2021	2021/22 local authority average – 87% Moray – 84% (source 2021 tenant survey) Council continues to be member of SHN and APSE to access best practice guidance from social landlords and peer groups.

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	All Council houses EESSH1 compliant by December 2020	Dec 2024	Housing Asset Manager	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee; Tenants Voice; Moray Tenants Forum	At 31 March 2022, 60% of the Council’s properties were EESSH compliant, below the target of 67%. Substantial increase in funding allocated to programme in 2020/21 and 2021/22 but delivery has been delayed by Covid, shortage of materials and labour. Completed Stock Condition Survey being used to identify programmes of works to meet EESSH1 and EESSH2 standards. Prime focus on ensuring the poorest performing properties are improved first. Due to delays target date amended.
	Programme in place for EESSH2	March 2023 and annual	Housing Asset Manager		
Make improvements to housing management system in relation to asset management module	Implement Asset Management Module	March 2023	Housing Asset Manager		
Tenants’ priorities taken into account in identifying details of planned maintenance programme	All Council houses meet SHQS	March 2023 and annual	Housing Asset Manager	Tenants Voice; Moray Tenant Forum; Housing and Community Safety Committee; Annual Return on Charter (ARC); Annual Performance Report	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 information on how the Council has addressed their investment priorities in the delivery of planned maintenance programme.
	Satisfaction with quality of the home exceeds local authority average	March 2023 and annual 	Housing Asset Manager	Tenants Survey 2021; Tenants Voice; Housing and Community Safety Committee; Annual Return on Charter (ARC); Annual Performance Report	2021/22 local authority average – 81% Moray – 83% Consultation with tenants on priorities for future investment programme and Council’s proposals in response to the SCS findings to formed part of the 2021 Tenant Survey. Details of the planned maintenance programme and progress on delivery reported in the Tenants Voice/Annual Performance Report/online.

Improvement Actions	Measures	Target Completion	Lead	Reporting	Progress
Carry out Best Value review of Housing Maintenance Partnership on service and costs in conjunction with review of the Housing Revenue Account Business Plan	Review complete	December 2022	Housing Asset Manager	Housing and Community Safety Committee	Implementation of a 5 year Housing Maintenance Partnership that provides best value for the council and its tenants. Initial review continuing still intend on completing by 31 December 2022.

Improvement Area – Communication and customer service

Outcome - Tenants receive a better response to service requests and enquiries


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 2023	Housing Asset Manager/Building Services DLO Manager	Housing and Community Safety Committee; Tenants Voice; Moray Tenant Forum	Following implementation of Change Management Plan Capital Programmes Team now changed to Housing Asset Management Team. Approval for this post was gained at the Housing and Community Safety Committee in September 2022 and post is currently progressing through internal processes prior to advertising.
Implement revised housing management structure and performance framework to improve level of service to tenants	New structure and performance framework implemented	December 2023	Housing Services Manager	Housing and Community Safety Committee; Tenants Voice; Moray Tenant Forum	Revised structure for Housing Management agreed with additional staff being recruited including an additional Area Housing Manager and 3.5 FTE Area Housing Officers. Training programme being arranged for new and existing staff. Performance framework has been developed. Implementation scheduled for January 2023.

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 annual rent increase	Rent levels 2023/24	March 2023 and annual	Head of Housing & Property	Tenants Voice; Moray Tenant Forum; Housing and Community Safety Committee; Tenant Rent Consultation; Full Council	Revising schedule for 2023/24 rent consultation following recent emergency legislation, noting this will be provisional depending on Scottish Government decision on limiting increases.
Consult with tenants on review of rent setting policy	Review complete	July 2023	Head of Housing & Property	Tenants Voice; Moray Tenants Forum; Housing and Community Safety Committee; Tenant Rent Consultation; Full Council	Work has commenced on this review. The Council's consultants have presented modelled scenarios of options to be considered by officers, before presenting a final approach to tenants in 2023.
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	Dec 2020 March 2022 	Housing Asset Manager	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee Performance Report; Tenants Voice; LHS Tenant Survey 2021	Dec 2020 target set by Scottish Government has not been achieved. This is a key improvement priority for the Housing Service during 2023/24 and beyond. Over 700 new build properties built since 2011 with high levels of energy efficiency. 22% in 2021 survey stated in the last 12 months they have wanted to put their heating on but chosen not to because they could not afford to. However, the survey was carried out prior to the increase in energy costs might have on their household and therefore position may have changed.

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
Consult and involve stakeholders in a review of the Tenant Participation Strategy, incorporating actions identified within the Scottish Government’s Next Steps Programme to identify areas for improving tenant participation opportunities and engagement levels	Review complete Tenants satisfied with the options to participate in decision making exceeds local authority average	June 2023 March 2023 and annual 	Housing Strategy & Development Manager	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee; Moray Tenants Forum; Tenants’ Voice; Tenant Participation Strategy	Progress is dependent on the recruitment of a Customer Engagement Officer approved by Housing and Community Safety Committee in June 2022. Job evaluation processes pending. 2021/22 local authority average – 79% Moray - 96%
Development and commencement of PB approach	Participatory budgeting implemented in housing services	March 2023 and ongoing	Head of Housing & Property	Housing and Community Safety Committee; Tenant Participation Strategy	Progress is dependent on the recruitment of a Customer Engagement Officer approved by Housing and Community Safety Committee in June 2022. Job evaluation processes pending.
Implement best practice solutions to improve participation, learning from high performing local authorities and Registered Social Landlords (RSLs)	Officer participation in best practice groups	March 2023 and ongoing	Housing Strategy & Development Manager	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee; Tenants Voice; Moray Tenant Forum; Tenant Participation Strategy	Officers attend SHN and TPAS meetings and ongoing membership of North East Tenant, Residents and Landlords Together (NETRALT) and Northern Tenant Partnership (including Moray and Highlands), formerly the Moray Tenants Partnership. Progress is dependent on the recruitment of a Customer Engagement Officer approved by Housing and Community Safety Committee in June 2022. Job evaluation processes pending.

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	Tenants satisfied with the landlord's contribution to management of neighbourhood exceeds local authority average	March 2023 and ongoing	Housing Services Manager	Annual Return on Charter (ARC); Annual Performance Report; Housing and Community Safety Committee; Tenants Voice; Moray Tenant Forum; Tenant Survey 2021	Progress is dependent on the recruitment of a Customer Engagement Officer approved by Housing and Community Safety Committee in June 2022. Job evaluation processes pending. 2021/22 local authority average – 81% Moray – 90%
Fund grass-cutting within Council estates	Annual maintenance programme agreed	March 2023 and annual	Housing Asset Manager	Full Council; Housing and Community Safety Committee; Moray Tenant Forum	Funding being provided from HRA. Future maintenance of HRA ground currently being reviewed with Open Space Services to ensure General Fund receives appropriate payment for work undertaken and ensure service delivery to HRA tenants.
The Estates Budget for environmental improvements within neighbourhoods to be included as part of the Council's Participatory Budget arrangements	Participatory Budget agreed	March 2023 and annual	Head of Housing and Property	Full Council; Housing and Community Safety Committee; Moray Tenant Forum	Progress is dependent on the recruitment of a Customer Engagement Officer approved by Housing and Community Safety Committee in June 2022. Job evaluation processes pending. Annual estate walkabouts to commence during 2023 once Housing Asset Management tenant liaison officer is in post.