

2025-26

DELIVERY PLAN

Housing Services



Contents

1. INTRODUCTION.....	2
2. PERFORMANCE REVIEW	2
3. STRATEGIC ASSESSMENT	5
4. RESOURCES.....	13
FINANCE	13
EMPLOYEES	14
5. APPENDIX 1: ACTION PLAN	15

1. Introduction

Housing Services comprises a wide range of services covering Building Services, Housing Asset & Investment, Housing Development and Homelessness and Housing Operations. It is one of seven strategic areas responsible for delivering the Council's Strategic Plan. Key actions to help achieve that are set out in this Delivery Plan, together with actions to address any performance issues and service priorities identified in the planning process.

The progress of this Plan will be monitored and managed by the management team and reported to Housing & Communities Committee twice yearly, at mid-year and year-end.

2. Performance Review

The management team completed a detailed review of 2024/25 performance, focusing on the following:

- 2024/5 Delivery Plan year-end progress;
- Local Government Benchmarking Framework (LGBF) comparative data
- Scottish Housing Network comparative data;
- Association for Public Service Excellence (APSE) comparative data;
- Scottish Housing Regulator
- Tenant Satisfaction Survey feedback
- Citizens' Panel feedback;
- Telephone Survey feedback;
- Complaints;
- Tenant Participation and Engagement;
- Continuous Improvement
- Other benchmarking/feedback/ etc.

This review highlighted our key achievements in 2024/25 as well as the challenges to be addressed in 2025/26. These are summarised below.

Key Achievements 2024/25

Housing Services achievements

- The biennial Tenant Satisfaction survey carried out in 2024, that covers all areas of Housing Services, demonstrated significant improvement over the last two years in tenant satisfaction in key areas such as: overall satisfaction with their Landlord (87%, up 25.7% points); satisfaction with the quality of their home (87.2% up 25.1% points); satisfaction with the management of their neighbourhood (86% (up 23.3% points) and satisfaction that rent costs represented good value (85.6% up 25.1% points). As well as showing improvement over the two years, the results showed that West Dunbartonshire Housing Services performed better than the Scottish local authority average.
- Housing Services hosted the 1st Housing summit in West Dunbartonshire to address the housing crisis, this was attended by partner organisations including other social housing providers, Health partners, Scottish Government as well as house builders and developers; discussion from the event will inform the Housing emergency action plan over the coming years.
- Short listed for the excellence in health and wellbeing category at the Chartered Institute of Housing Scottish Housing Awards in recognition of our approach to tackling damp and mould; to date, over 1500 environmental sensors have been installed in our properties.

Building Services

- Significant improvement in reducing time properties remain void, we will continue to prioritise further improvements in the coming year.
- Delivered a number of efficiencies within service delivery including reducing costs for void management, reduced use of overtime, less reliance on sub-contractors whilst maintaining or improving performance.

Housing Asset & Investment

- Significant improvements made to council owned properties in relation to energy efficiency improvements contributing to the Council strategic priority as well as contributing to potential reduction in fuel poverty for tenants.
- Significant progress made to council owned properties in relation to SHQS contributing to the Council strategic priority in housing standards that are fit for purpose.

Housing Development and Homelessness

- Advanced a number of service development around our Integrated Housing Management System including the development of Rent Insights which will replace our Rent Sense system saving the Council over £60k per annum.
- The service has prevented over 400 households including 136 children from becoming homeless, offering a whole system preventative focus.
- Secured £669k grant from Scot government to convert properties for resettling Ukrainian refugees
- Completed the Clydebank East housing development, comprising of 88 houses net zero properties. Properties include a mixture of flats, bungalows and houses; nine of the properties are fully wheelchair accessible.
- Established the Housing Emergency Project Board and development of the Housing Emergency Action Plan in response to the housing crisis, the plan was endorsed by the Tenants and Residents Organisation.
- Introduced new Tenant Participation Strategy, Empty Homes Strategy and Housing Solutions Strategy
- Environmental improvements – in addition to installing environmental sensors we have installed connected response technology allowing tenants to set the time and temperature for their electric heating thereby reducing cost and contributing to a reduction in CO2 emissions.

Housing Operations

- Significant improvement in number of lets by 8.7% from the previous year (949 compared with 873).
- Significant improvement in reducing offers refused from previous year
- Anti-Social Behaviour team received a Highly Commended award from Police Scotland's Argyll and West Dunbartonshire Divisional Recognition Awards to highlight the value of the partnership working which takes place between the teams and the Police.
- Significant achievement made towards reducing rent loss from properties remaining empty throughout the year.
- The void working group have focused on reducing relet times and seen significant improvement.
- CCTV operators have been instrumental in supporting Police Scotland with the detection of wilful fire-raising and intercepting drug dealing in our estates. The team also promote community safety and have assisted with supporting vulnerable people.

Challenges

- Across Housing Services, there were several challenges relating to increased demand for support from communities, which is anticipated to be an ongoing challenge in future years, largely exacerbated by ongoing increased cost of living. The cost-of-living crisis should be seen as more than an economic squeeze, as well as not being able to afford the essentials, such as food, rent, heating or transport, there is a wide range of negative impacts on mental and physical health and well-being which will require a great deal of concerted support across all the Housing Services.
 - Energy companies in the UK are experiencing a nationwide shortage of qualified installers, this has had a significant impact on our ability to re-let properties requiring energy meter upgrades or repairs.
 - Housing emergency, there are a number of key strategic housing challenges which the Council will be required to negotiate over the next 12-month period. Similar to other Scottish Local authority areas, we have a record number of homeless households in temporary accommodation, and access to suitable housing is proving to be extremely challenging. Added to the challenges around homelessness and housing access, will be the impact of the cost-of-living pressures on local communities. The requirement to increase housing supply is critical.
 - Housing Supply - Recent Scottish Government increases to the Affordable Housing Supply Programme and council grant levels are positive in respect of our ability to deliver more social homes. However to meet the requirements there requires to be more joined up thinking across all spheres of government, the proposal to look at HRA debt relief through the work of the Scottish Government's Housing Investment Taskforce could provide such an opportunity.
 - The Housing (Scotland) Bill was introduced on 26 March 2024 and is currently at stage 2. The new housing bill will see the need to radically redesign our housing advice and access services to meet the needs of our communities and legislative requirements in a period of limited resource. Significant pressures on housing systems through a combination of factors will require a more co-ordinated response to increase housing supply.
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3. Strategic Assessment

The Housing Services team completed a strategic assessment and performance review to determine the major influences on service delivery and strategic priorities going forward into 2025/26. As a result of this assessment, the following factors were recognised as having a significant influence on the work of service in 2025/26:

Financial Challenges

The entire public sector is continuing to face significant financial challenges due to a range of factors including inflationary cost increases, pay awards not being fully funded by the Scottish Government and insufficient overall funding to support the delivery of front line and back-office services. These challenges are experienced sharply in the Housing Service with unprecedented pressure on the Housing Revenue Account (HRA). The Council declared a Housing Emergency in 2024, and this requires action to reduce costs to the HRA including from across the Council. Further action is required to ensure a balanced budget, replenish HRA reserves and seek to increase financial resources to reduce borrowing and protect services for tenants. There are pressures on borrowing costs which impact on the capital programme, increased demand particularly through increased homelessness presentations and other financial challenges balanced by a requirement to keep rent rises as low as possible without compromising the quality and reach of tenant services.

Budget Sensitivity Analysis

In reviewing the service budget projections, consideration has been given to sensitivity of these budgets, in particular for higher risk/ higher value budgets which may have a significant impact on budgetary control and future budget projections. The analysis has considered sensitivity around demand, costs and charges, and income levels.

Within this service, £19.892m of the revenue budget which has been identified as being more susceptible to fluctuations are:

- The Homeless projected income from DWP budget of £4.078m is sensitive due to the nature of the service, as the income received will be dependent on client presentations.
- The HRA repairs/maintenance budget of £13.081m is demand led to a large extent so can fluctuate based on need and cost of materials.
- The void rent loss budget £0.700m is dependent on turnover of tenants and condition in which tenants leave the vacated properties.

CCTV infrastructure

The public space CCTV teams play a crucial role in enhancing community safety and engagement by deterring criminal activity, providing rapid response to incidents, and there will be a focus on engaging with the community, building trust, and promoting transparency and accountability in partnership with Police Scotland. The council's CCTV infrastructure covers the three townships of West Dunbartonshire within our Town Centre's and housing estates. Investment was secured to modernise the CCTV estate from the UK Shared Prosperity Fund (UKSPF) (£681,172) for public CCTV and HRA (£750,000) for enhancement in the multi-story **buildings**.

In 2025/26 we will complete the upgrade work of the CCTV infrastructure (phase 2) that will bring state of the art technology improve the overall CCTV provision throughout West Dunbartonshire, increasing the suite of CCTV cameras to over 400.

Housing Bill

The Housing (Scotland) Bill, introduced on March 26, 2024, aims to reform the housing sector and enhance homelessness prevention. The Bill is progressing through the parliamentary process and is expected to receive Royal Assent by summer 2025, with provisions rolling out between 2025 and 2028. The Bill focuses on rented housing and homelessness, introducing significant changes to improve tenant rights and housing stability. A cornerstone of the Bill is the introduction of a homelessness prevention duty, the Bill imposes an "ask and act" duty on public bodies like social landlords, health boards, and police to identify and address housing risks up to six months before homelessness occurs, extending the current two-month threshold. This proactive approach seeks to reduce crisis interventions, though its success hinges on adequate funding and housing supply, The bill will also strengthen tenant protections and granting the ability to keep pets and personalise homes, fostering a sense of security and belonging.

In 2025/26, we will respond positively to the requirements of the new housing bill include developing a new preventative housing solutions service.

Local Housing Strategy & Housing to 2040

The Local Housing Strategy (LHS) sets out how West Dunbartonshire Council and its partners plan to address the housing and housing-related opportunities and challenges over the next five-year period 2022-27.

We will continue to implement the new strategy in 2024/25 building on the significant progress made on the issues identified in the previous LHS 2017-2022 and to address newly arising housing matters.

The Housing (Scotland) Act 2001 ('the 2001 Act') places a statutory requirement on local authorities to produce a LHS that sets out its strategy, priorities and plans for the delivery of housing and related services. It should demonstrate the local authority's strategic approach to dealing with key housing-related issues such as:

Delivering high quality housing and housing related services across all tenures; setting out its contribution to the effective integration of health and social care; and showing how the LHS is supporting the Scottish Government National Outcomes and Targets, whilst reflecting the needs and priorities of the local authority area.

Our LHS is aligned with the vision around Housing to 2040 which highlights: -

- A well-functioning housing system: people can find, and afford, the right home for their needs. This will involve making the best out of the housing stock we have, providing people with good investment options and ultimately ensuring the housing system is fair;
- High-quality sustainable homes: all homes, regardless of the tenure or age of the home, should be well-designed and high quality. They should be easily maintained, have clear running costs and be low carbon. Further, all homes should be occupied;
- Sustainable Communities: Places should be vibrant, well connected and well designed. They should include a variety of houses to enable people to move as their needs change and be designed to promote health and well-being including quality green space; and
- Homes that meet people's needs: homes should support well-being, and areas should offer a diverse range of homes to allow people to move. People should be able to easily access information about their housing rights alongside services to support their independence.

In 2025/26, we will respond fully to Housing to 2040 within the wider development of the Local Housing Strategy, including the introduction of a wider national rented home strategy.

Housing Solutions Strategy

The strategy was produced in partnership with key stakeholders, which importantly included in-depth consultation with households experiencing homelessness and staff working in the service and takes accounts of these opinions around how we can end homelessness in West Dunbartonshire.

Following this process, four Key Objectives for West Dunbartonshire Council were clear, and they are:

1. Homelessness is prevented by providing good quality advice and information to enable informed decisions on personal housing solutions,
2. Where homelessness does occur households are rehoused quickly,
3. Review and ensure there are a wide range of support services available to prevent and end homelessness, and
4. Working with partners to provide Interim options for temporary accommodation and providing best quality temporary accommodation where required.

In order to achieve these objectives over the three-year period some of the actions which will be taken include:

- Introducing a Housing Solutions Charter for provision of information and advice,
- Rolling out a common housing application form for social housing providers in West Dunbartonshire,
- In line with the Housing Act liaising with relevant public bodies and landlords to help them understand their responsibilities to 'ask and act' and explore actions to prevent homeless,
- Exploring the option of creating a "one door" approach for all housing information and advice which is consistent and robust, and which captures new demand created from the Housing Act,
- Regularly improving our online stock information and further promote so residents have a better understanding of what our stock is like and what becomes available to make informed decisions,
- To increase our supply through our acquisition programme focusing on medical needs and larger family homes to meet need our own stock is unable to address,
- Reviewing the casework support assessment ensuring that it captures all support needs of households to prevent and end homelessness,
- Exploring options to fund and provide more informal and practical type support for particular groups that would not fall into prescribed housing support,
- The creation of a youth specialist housing support team as part of the service restructure,
- Reviewing and creating protocols to ensure positive partnership working between the housing solutions service and all HSCP partners,
- Creating a stock profile for dispersed temporary accommodation and review against temporary accommodation standards,
- Explore support and accommodation options for young people 16-21yrs,
- Implementing the recommendations of the Supported Housing Review including smaller and self-contained accommodation options.

In 2025/26, we will develop and introduce a new prevention focused housing access system.

New Housing Supply

West Dunbartonshire Council through the Strategic Housing Investment Plan delivered 1000 new homes for the West Dunbartonshire Communities. These properties all meet national and local standards providing exemplar energy efficiency and enhanced space. In 2025/26, we will continue to push the boundaries in terms of our housing building programme putting quality first and driving forward plans to tackle the current climate emergency within funding availability through the Council's own resources supported by grant funding from the Scottish Government's affordable housing supply programme.

In 2025/26 we will refresh our strategic housing investment programme and assess progress in delivery the supply aims of the Housing Emergency Declaration Action Plan.

Better Homes/Sustainability

Scotland has set a legally binding target of net-zero greenhouse gas emissions by 2045. Around 14% of emissions in Scotland come from homes. Around 22% of homes in Scotland are social housing so as a strategic landlord we have a significant part to play. All future council homes will be built to a net zero carbon standard.

The Climate Change (Scotland) Act 2009 places duties on all public bodies to contribute to emission reduction targets (Mitigation); deliver programmes to increase resilience against Climate Change (Adaptation), and to act in a 'Sustainable' way.

In response, we intend to further develop our strategic housing asset management strategic approach and commitment to environmental sustainability which will allow us to build new homes and manage existing stock and assets in a way that will make them fit for generations to come. Key to this will be developing a new Housing Capital Investment Programme that combines our approach to decarbonisation and positively impacting on fuel poverty.

In addition to the above, through our Better Homes approach, we have developed a new strategic vision for the future of our high-rise accommodation to enhance tenants' living experiences and we intend to improve connectivity across our housing stock, again to improve the lives of our tenants.

In 2025/26, we will deliver on the More Homes Programme and develop an approach to ensure we meet the new Social Housing Net Zero Standard.

Housing Capital Investment Programme

A refreshed Housing Revenue Account (HRA) Capital Plan for period 2025/30, was agreed at Council March 2025. The programme will help deliver the requirements of the Scottish Housing Quality Standards (SHQS), the Energy Efficiency Standard for Social Housing (EESHS) its landlord obligations, health and safety responsibilities and deliver the Council's new build programme. Delivering the programme in line with the budget, timescales and implementation plan is a significant priority. A revised plan will be agreed to account for the additional investment.

In 2025/26, we will continue to progress improvements in SHQS and EESHS compliance.

Housing: Improving the customer journey and support

During 2023/24, we reviewed the customer journey to ensure the service is able to adapt to change and is reflective of new ways of engagement and working, this included exploring the opportunity for implementing digital improvements into service delivery.

In 2025/26, we will continue to expand the implementation of digital technologies to drive efficiency and a modernized service. The focus of this work will include further development of areas using the Integrated Housing Management system and greater emphasis on the tenant portal.

Tenant safety and Wellbeing

Ensuring tenant safety remains a key priority for the service. In 2025/26 we will continue to monitor, assess, and report on the performance. As part of our commitment to this we will pay particular focus on ensuring that we complete an Electric Installation Condition Reports (EICR). The process to gain access to properties to complete an EICR has been under review to increase the number of completed inspections.

The current cost-of-living crisis, and in particular rising energy costs, will mean that many tenants face difficulties in heating their homes. So, it is now more important than ever that we have robust procedures for managing reports and instances of mould and dampness. The process for mould and dampness in tenants' homes has been revised to effectively manage and eradicate dampness. Using a prevention and treatment approach we will install environmental sensors to gather intelligence and data on root causes which will help to inform our work. We will continue to advise tenants on prevention measures to reduce the risk of condensation and dampness occurring in properties. Treatment works include improved ventilation, heat recovery ventilation systems to promote moisture removal, external penetrating dampness and mould removal treatments.

In 2025/26, we will respond to the introduction of Awaab's law in Scotland through the Housing Act and ensure compliance with new national indicators around process focusing on prevention and treatment.

Continuous Improvement

Continuous improvement is central to all that we do. The actions set out in this section, as well as those at an operational level not included in this Delivery Plan, demonstrate our commitment to continuous improvement and take account of the wider Best Value focus on vision and leadership; governance and accountability; effective use of resources; partnerships and collaborative working; working with communities; sustainability; and fairness and equality.

We have established a range of cross service working groups across key areas to improve the customer journey. Services, such as Estates/caretaking, Allocations and Voids and have a range of other short-term working groups looking at arrears, ASB and CCTV. These groups will look at a range of aspects including existing processes, systems and interaction with customers to identify improvements to our service delivery areas.

Housing Voids

The Void working group, chaired by Housing Operations Manager, has been established to reduce the time taken to re-let properties. The significant priority to reduce the number of void properties will continue into 2025/26. Housing services will work with the internal partners to improve re-let times

Electrical Meter related issues

Weekly liaison meeting established between Housing Operations and Building Services and *Help To Move* will continue to work together in 2025/26 to find solutions around electrical meter related issues in our voids.

Improvement Plan for Building Services

The action plan is a strategic priority and a critical influencing factor for Building Services. Progress of year 5 of the 5-year plan includes:

- **Workforce**; individual performance and productivity management, resource and succession planning, remuneration and working hours model.
- **Service Provision**; planning, supervision and stores operations, improvements to customer satisfaction, speed of delivery, quality, and consistency of the repairs provision.

In 2025/26, we will progress year five of the five-year plan Building services Improvement Plan.

Action Plan & Risks

The challenges identified at section 2 and the key factors identified in Section 3 have informed Housing Services priorities for 2025/26. Appendix 1 sets out the action plan to address them, including the relevant risks and the performance indicators and targets that will enable progress to be monitored and reported to stakeholders. It also incorporates the Strategic workforce actions.

The Council has identified risks at both a strategic and service level. Strategic risks represent the potential for the Council to take advantage of opportunities or fail to meet stated strategic objectives and those that require strategic leadership. Service risks relate to service delivery and represent the potential for impact on individual services, or the experience of those who work within the services, i.e. employees, partners, contractors and volunteers or service users and clients in receipt of the services provided.

In planning for 2025/26, the Housing Services team considered the Council's strategic risks and identified risks specific to the service. These are set out in the action plan at Appendix 1 alongside actions to mitigate these, with the aim of improving or maintaining the current position (i.e. the current risk score).

4. Resources

Finance

Housing Services has a net General Services revenue budget of £0.901m and a nil capital budget in 2025/26. A breakdown by service area is set out below. We will make the best use of the resources available to deliver on key priority areas and secure external/match funding where this is possible.

Service Area	Gross Expenditure 2025/26 (£m)	Gross Income 2025/26 (£m)	Net Expenditure 2025/26 (£m)	Capital Budget 2025/26 (£m)
Private Sector Housing	0.015	-	0.015	-
Housing Development & Homelessness	6.309	-5.482	0.827	-

Private Sector Housing Grant	0.426	-0.382	0.044	-
Anti-Social Behaviour	0.480	-0.175	0.305	-
Housing Maintenance Service	20.582	-20.872	-0.290	-
Total	27.812	-26.911	0.901	

Housing Services also have responsibility for a considerable HRA, both revenue and capital.

	Gross Expenditure (Revenue) £m	Capital £m
HRA budget 2025/26	58.105	70.338

Employees

Employee Numbers

The headcount and full-time equivalent staff in each service area (as of 31st March 2025) are as follows:


Service Area	Headcount	FTE
Building Services	310	296.232
Housing Asset & Investment	19	17.8
Housing Development & Homelessness	99	92.92
Housing Operations	133	130.918
Management Team	5	5
TOTAL	566	542.87


Absence in 2024/25

The quarterly absence statistics for Housing Services are shown below together with the Council average for the same periods for comparison. The figures for Housing Services have been lower than the Council average for annual FTE days lost in 2024/25:

Absence in 2024/25	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Annual FTE days lost per FTE employee
Housing Services	6.89	8.31	7.36	3.32	13.60
COUNCIL WIDE TOTAL	6.51	5.67	7.04	6.51	14.33


5. Appendix 1: Action Plan

	1. Our communities
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	Our neighbourhoods are safe, resilient, and inclusive
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Performance Indicator	2025/26 Target	Owner
% of anti-social behaviour cases resolved	TBA	Nicola Pettigrew
Number of incidents directed to Police by Public Space CCTV team	400	Nicola Pettigrew
% of Public Space CCTV cameras operational	TBA	Nicola Pettigrew
Number of breaches of the Unsuitable Accommodation Order	TBA	John Kerr

Action	Due Date	Owner
Complete second phase of CCTV equipment and infrastructure modernisation and improvements	30/06/25	Nicola Pettigrew
Delivery of Housing Solutions Strategy	31/03/26	John Kerr
Develop a refreshed approach to tenant safety inclusive of Awaabs law	31/12/25	John Kerr

	Our residents' health and wellbeing remains a priority
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Performance Indicator	2025/26 Target	Owner
Number of youth Homeless levels in West Dunbartonshire	TBA	John Kerr
Number of children in temporary accommodation	TBA	John Kerr

Action	Due Date	Owner
Develop and introduce a new preventative focused housing access system	31/03/26	John Kerr

	Our residents are supported to increase life and learning skills
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Action	Due Date	Owner
Deliver on key objectives of the Housing Emergency Action Plan	31/03/26	John Kerr
Housing Solutions Strategy actions to be implemented	31/03/26	John Kerr

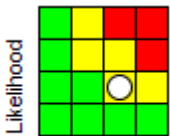
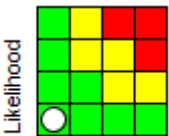
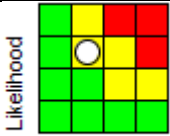
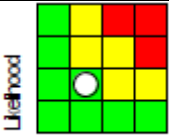
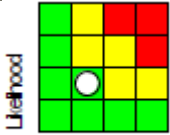
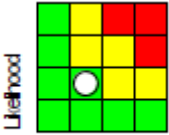
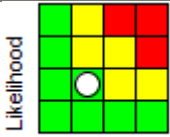
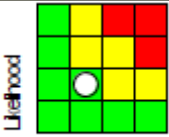
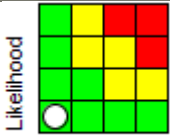
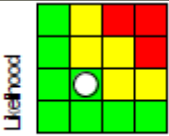
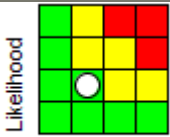
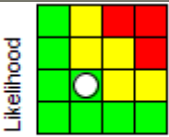
	2. Our Environment
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	Our neighbourhoods are sustainable and attractive
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Performance Indicator	2025/26 Target	Owner
Number of new supply social housing for rent (all supply)	100	John Kerr
Tenancy Sustainment Levels within Housing First	90%	John Kerr
% satisfaction with quality of new build council housing (SHN)	90%	John Kerr
% of properties that require a gas safety record which had a gas check and record completed by the anniversary date	100%	Martin Feeney
The number of incidences of youth homelessness in West Dunbartonshire is reduced	TBA	John Kerr
% of council dwellings that meet the Scottish Housing Quality Standard	86%	Alan Young
% of Council houses that are energy efficient	92%	Alan young
% of all homeless cases re-assessed within 12 months (repeat homelessness)	TBA	John Kerr

Action	Due Date	Owner
Implement digital improvement for housing service (self-serve portal)	31/03/26	All Managers
Implement further phase of digital improvement for housing operations (mobile app)	31/03/26	Nicola Pettigrew
Ensure the Council's Housing stock maintains compliance with the Scottish Housing Quality Standard and reduce the number of properties held in abeyance.	31/03/26	Alan Young
Deliver new Housing Asset Management Strategy	31/12/25	John Kerr
Ensure the Council's Housing stock progresses towards the achievement of the energy efficiency standard for social housing.	31/03/26	Alan Young
Deliver on the More Homes Programme	31/03/26	John Kerr
Develop approach to the new Social Housing Net Zero Standard	31/03/26	John Kerr
Develop and introduce a wider national rented home strategy	31/03/26	John Kerr


Service Risk	Description	Current Assessment	Target Assessment	Owner
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Failure to achieve the outcomes of the Scottish Social Housing Charter	The Scottish Social Housing Charter sets out the standards and outcomes that tenants and customers should expect from social landlords, in terms of the quality and value for money of the services they receive. Failure to continue to meet these could place the Council at risk of the intervention powers of the Scottish Housing Regulator.			John Kerr
Failure to deliver on homelessness prevention	The risk that, similar to other Local Authorities we will be unable to adequately meet housing needs due to rising costs and reduction in funding.			John Kerr
Failure to maintain Housing Stock	The risk that Council's Housing Stock are not fully fit for purpose with consequent adverse impact on our ability to deliver efficient and effective housing for Council tenants.			Alan Young
Failure to meet citizen expectation and service standards	Risk of citizen dissatisfaction due to us not doing what we say we will when we say we will or not completing required works first time.			Martin Feeney
Failure to implement IHMS system across building services	The effective implementation of the IHMS system will delivery efficiency, improve case tracking, capture customer satisfaction and improve service delivery.			Martin Feeney
Housing emergency	Assessment of key workstream planned to exit the current Housing Emergency.			John Kerr

	4. Our Council
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	Our workforce is resilient and skilled where digital technology supports service delivery for our residents
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Action	Due Date	Owner
Develop and implement wellbeing, employee engagement, equality and learning and development plans to enable capabilities, improve resilience and promotion of a diverse workforce	31-Mar-2026	All Managers
Develop and implement employee life cycle plans in line with the People First Strategy to attract and retain the workforce	31-Mar-2026	All Managers
Develop and implement learning and development opportunities to improve capabilities and resilience within the workforce	31-Mar-2026	All Managers
Implement service review process including role design, use of new technology and new ways of working to add resilience, address gaps, and establish opportunities for efficiencies	31-Mar-2026	All Managers

	Our Council is adaptable and focused on delivering best value for our residents
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Performance Indicator	2025/26 Target	Owner
% of tenants satisfied with the overall service provided by their landlord	TBA	John Kerr
Average length of time to re-let properties	TBA	Nicola Pettigrew
% of council rent that was lost due to houses remaining empty	TBA	Nicola Pettigrew
Percentage of repairs appointments kept	TBA	Martin Feeney
Average time taken (in days) to complete medical adaptations	40	Alan Young
Average time (in days) to inspect and repair empty homes	TBA	Martin Feeney
Average length of time (in hours) taken to complete emergency repairs	TBA	Martin Feeney
Percentage of reactive repairs carried out completed right first time	TBA	Martin Feeney
Average time taken (in days) to complete non-emergency repairs	TBA	Martin Feeney

% of tenants satisfied with the repairs and maintenance service	TBA	Martin Feeney
% of properties returned from repairs within target	TBA	Martin Feeney

Action	Due Date	Owner
Implement improvement plan for Building Services – year 5	31/03/26	Martin Feeney
Reduce the actual days taken to Bring Back to Relet Standard (BRS) a void property.	31/03/26	Martin Feeney
Externalise reroofing programme	31/03/26	Martin Feeney

*PI targets with TBA, targets will not be determined until the housing improvement board meets in June 2025 to agree new targets based on year-end performance.

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