

ANGUS COUNCIL

COMMUNITIES COMMITTEE – 11 JUNE 2024

HOUSING SERVICE IMPROVEMENT PLAN 2024-2025

REPORT BY ALISON SMITH, DIRECTOR OF VIBRANT COMMUNITIES AND SUSTAINABLE GROWTH

1. ABSTRACT

- 1.1 This report presents the Housing Service Improvement Plan for 2024-25 and proposed governance and reporting arrangements. The Improvement Plan has been developed in response to actions required to improve performance and meet the requirements of the Scottish Housing Regulator's annual engagement plan with Angus Council.

2. ALIGNMENT TO THE COUNCIL PLAN AND COUNCIL POLICIES

- 2.1 Caring for our people.
- Reduce inequalities in all our communities.
 - Provide the best start in life for children.
 - Create more opportunities for people to live well and achieve their personal goals.
 - Improve physical, mental health and wellbeing.
- 2.2 Caring for our place.
- Protect and enhance our natural and built environment.
 - Enable inclusive, empowered, resilient and safe communities across Angus.

3. RECOMMENDATIONS

It is recommended that the Committee:

- (i) approves the Housing Service Improvement Plan 2024-25 (Appendix 1), noting that a longer-term improvement plan will be developed by the end of this financial year; and
- (ii) approves the proposed governance and reporting arrangements (Appendix 1).

4. BACKGROUND

- 4.1 The Housing Service Performance Update and Annual Assurance Statement was reported to Communities Committee in September 2023, Report 259/23, and presented the Annual Return of the Charter Return results for 2022/23. This highlighted particular areas of concern around voids, customer service and complaints, communication and performance management and also highlighted concerns around meeting two of 62 elements of the Scottish Housing Quality Standard (Electrical Installations and Smoke and Heat Alarms).
- 4.2 The report set out the requirement to take forward focussed improvement work against these critical service areas. It also required that a new Performance Management Framework was developed alongside governance arrangements aligned with the service improvement priorities identified.
- 4.3 The report also highlighted that there were inaccuracies identified in data supplied to the Scottish Housing Regulator on void rent loss. When officers reviewed the detailed source data the report brought back, it showed that duplicate records were being extracted for each void rent loss transaction, which was inflating the amount of rent loss being reported for a number of years.

- 4.4 The severe flooding from Storm Babet in October 2023 impacted a significant number of households, homes and infrastructure, leading to the Housing Service implementing an emergency response and refocussing activities on the delivery of a recovery strategy. This meant that the development and implementation of the Improvement Plan was paused until early 2024 to focus on the recovery efforts. A notification was sent to the Scottish Housing Regulator to inform them of the emergency response.
- 4.5 The Angus Local Housing Strategy 2023-28 (LHS), approved by Communities Committee in May 2023 (Report 149/23) provides the framework for how we deliver housing and related services, providing an assessment of housing need and demand, and addressing national and local strategic priorities alongside statutory responsibilities. The LHS vision is that everyone in Angus has a good quality, safe, secure and warm home that they can afford and is served by two themes, Our Places and Our People. The Our Places theme addresses the volume of new affordable homes and what type they should be as well as the quality, condition and function of all our housing stock, and how housing can positively contribute to our places to help them thrive. The Our People theme addresses access to housing and any necessary support and how we can promote fairness and equalities through housing.

5. CURRENT POSITION

- 5.1 The Housing Service Improvement Plan 2024-2025 (the Improvement Plan) sets out how the Service will make the operational improvements needed during 2024/25 to meet the vision of the LHS, the mission of the Service to 'create places that people are proud to call home' and provide a consistently high-quality service to customers.
- 5.2 The service improvement priorities are informed by the Annual Return of the Charter Return (ARC) results for 2022/23, the current Annual Engagement Plan with the Scottish Housing Regulator as well as customer feedback from our 2023 Tenant Satisfaction Survey and an evaluation of customer complaints.
- 5.3 A number of improvement actions have been identified across three service improvement priority areas for 2023/24: Customer Excellence, Housing Quality and Place, and Prevention and Homelessness. The delivery of the Local Housing Strategy, embedding a programme of continuous improvement and the development of a digital strategy have been identified as enablers for the delivery of the improvements.
- 5.4 The improvement actions and milestones are detailed in Appendix 1. The Improvement Plan is ambitious and recognises the need to undertake several key programmes of work concurrently due to the interdependencies of the actions required to refocus and improve service delivery, improve efficiency and performance and ensure regulatory and legislative compliance. While ambitious, it sets out the commitment from staff to deliver improvement and deliver it at pace. The service is confident that it is deliverable in the timescales detailed.
- 5.5 Housing Delivery groups have been established to manage the delivery of the respective improvement activities and performance management framework. The groups will be supported by additional staff resources from the Housing Service Performance and Improvement team which has been formed on a temporary basis from existing staff with a responsibility for performance management and policy development and additional staff resources to provide an increased focus on performance and improvement activities across the Housing Service.
- 5.6 A new report for extracting data on void rent loss has been written and tested against a sample of void properties to ensure accuracy. Using the revised report, we now believe the correct figure for in exempt void loss in 2022/23 to be 2.02% as opposed to 4.33%, reported in September 2023. To ensure our data integrity, we are replicating this approach for each report which forms the Council's ARC return and undertaking a programme of data integrity checks. Further guidance has also been developed for staff around the use of coding voids considered exempt to ensure the accuracy of exempt void loss reported, albeit this could result in less voids being recorded as 'exempt'.

6. PROPOSALS

- 6.1 It is proposed that the Communities Committee approve the Improvement Plan and proposed governance and reporting arrangements and note that an update on progress will be provided in October along with the Annual Assurance Statement and thereafter quarterly progress updates will be provided.

7. FINANCIAL IMPLICATIONS

7.1 Any financial implications arising from the Improvement Plan will be met by existing resources.

8. RISK MANAGEMENT

8.1 There are no risks arising directly from this report but risk and risk mitigation forms part of each priority of the Improvement Plan and will be managed by the respective Delivery Group.

9. ENVIRONMENTAL IMPLICATIONS

9.1 There are no direct environmental implications arising from the recommendations of this report.

10. EQUALITY IMPACT ASSESSMENT, HUMAN RIGHTS AND FAIRER SCOTLAND DUTY

10.1 An Equality Impact Assessment has been carried out and is attached.

11. CONSULTATION

11.1 The Director of Finance and the Director of Legal, Governance and Change have been consulted on the contents of this report.

NOTE: The background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) which were relied on to any material extent in preparing the above report are:

- Report No 149/23 – Local Housing Strategy 2023-28
- Report No 259/23 – Housing Services Performance Update – Annual Assurance Statement

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List of Appendices:

Appendix 1 - Housing Service Improvement Plan 2024 - 2025
Appendix 2 – Equality Impact Assessment

Housing

Service Improvement Plan
2024 - 2025



Introduction

This document sets out the Housing Service's plans to deliver high-quality and customer focussed services to our tenants and other service users, supporting the mission of the service to 'create places that people are proud to call home' and the vision within the [Angus Local Housing Strategy \(LHS\) 2023 – 2027](#) that 'everyone in Angus has a good quality, safe, secure and warm home that they can afford'.

Housing Service improvement priorities have been identified through our Annual Return of the Charter and subsequent Annual Engagement Plan with the Scottish Housing Regulator as well as customer feedback from our 2023 Tenant Satisfaction Survey and an evaluation of customer complaints. The Improvement Plan sets out how we will make improvements against these priorities and how we will measure and report progress to ensure we can deliver against our mission and provide a consistently high-quality service to our customers.

Many of the challenges being faced by the Service are part of a wider set of issues being experienced across the housing sector, particularly those related to homelessness, availability of housing supply, rent arrears and voids. These strategic and systemic issues are coupled with some unique challenges for Angus resulting from multiple service reviews (Community Housing Teams and Homelessness) which have impacted on the Service's resilience, serious contract failures and changes to the allocation policy. The severe flooding from Storm Babet in October 2023 impacted a significant number of households, homes and infrastructure, leading to the Service implementing an emergency response and refocussing activities on the delivery of a recovery strategy. This means that while the overall trends in relation to performance reductions are consistent with what is being experienced right across the country, Angus has started from a lower base and the implementation of improvement activities was paused to focus on the recovery efforts.

The Improvement Plan is therefore ambitious and recognises the need to undertake several key programmes of work concurrently due to the interdependencies of the actions required to refocus and improve service delivery, improve efficiency and performance and ensure regulatory and legislative compliance.

Guiding Principles

The guiding principles of the Housing Service Improvement Plan are:

- Services built and led around people.
- Consistency in service delivery.
- Effective leadership.
- Improvement driven by incremental change.
- Evidence – based decision making.
- Team working.
- Sustainable service delivery.

This will be done by:

- Understanding our customers' needs, involving people in decisions and listening and learning from customer, elected member, staff and stakeholders' experience of housing services.
- Ensuring customers receive the same high level of service across all interactions with the service and receive the same level of quality each time they reach out for assistance.
- Encouraging staff to participate and empowering staff to take ownership and engage in implementation of changes.
- Setting realistic, short-term goals, aligned to the strategic vision of the Council and Service.
- Focusing on making gradual and small changes rather than making big changes all at once.
- Measuring impact of changes and continuing to make any necessary changes to achieve desired results to ensure changes are driven by data and are evidence based.
- Working collaboratively with internal and external stakeholders to identify and deliver improvements to housing services.
- Designing and providing services in a way that fosters economic, social, and environmental well-being.

Housing Service Improvement Plan on a Page		Creating Places People are Proud to Call Home		
Our Vision	Everyone in Angus has a good quality, safe, secure and warm home that they can afford			
Our Values	<ul style="list-style-type: none"> • Collaboration 	<ul style="list-style-type: none"> • Fairness 	<ul style="list-style-type: none"> • Focus on People 	<ul style="list-style-type: none"> • Integrity • Respect
Guiding Principles	<ul style="list-style-type: none"> • Services are built and led around people • Drive incremental change 	<ul style="list-style-type: none"> • Evidence based decision making 	<ul style="list-style-type: none"> • Consistency in service delivery • Team working 	<ul style="list-style-type: none"> • Effective leadership • Sustainable service delivery
Service improvement priorities	Customer Excellence	Housing Quality and Place		Prevention and Homelessness
	<ul style="list-style-type: none"> • Improve customer satisfaction and reduce complaints. • Reduce incidents of serious rent arrears. 	<ul style="list-style-type: none"> • Ensure compliance with SHQS • Develop our approach to asset management to inform future investment decisions. • Deliver the contracts for voids and unplanned repairs. • Improve the quality of our neighbourhoods. 		<ul style="list-style-type: none"> • Deliver statutory duties in relation to homelessness and ensure the service contributes to the aims of ending homelessness together. • Ensure the housing service is meeting the needs of vulnerable groups.
Enablers	Delivery of the Local Housing Strategy			
	A programme of continuous improvement is embedded within the Housing Service			
	<ul style="list-style-type: none"> • Develop and implement a performance management framework. • Develop a communication plan for the service • Develop 3 – 5 year service improvement plan. • Agree approach to reviewing the business plan in line with improvement and asset management plans. 			
	Development of a Digital Strategy			
<ul style="list-style-type: none"> • Develop a digital strategy and implementation plan for the service. • Oversee the Operational Level Agreement for the delivery of supportive housing applications. 				

Identifying the Priorities for Improvement

The Annual Return on the Charter

Each year, we are required to report our performance against the Annual Return on the Charter (ARC) to the Scottish Housing Regulator and our customers. The purpose of the ARC is to demonstrate we are meeting our statutory obligations in relation to housing and to monitor performance against a range of indicators to ensure quality and value for money for tenants and customers for the services they receive. Performance against the ARC Key Performance Indicators (KPIs) is outlined from page 15.

Following the ARC, the Scottish Housing Regulator publishes an annual engagement plan which outlines why they are working with each landlord, what the landlord needs to do and what it needs to provide. This year, the Regulator are engaging with Angus on the following:

- **Services for People who are Homeless**
 - the ongoing impact of Storm Babet on the delivery of homelessness services and, in particular, on the implementation of the transfer of the services to the Angus Health and Social Care Partnership
 - the provision of temporary accommodation to people who are homeless; and
 - outcomes for people who are homeless.
- **Service Quality**
 - Complaints handling
 - Void management; and
 - Rent arrears recovery.
- **Stock Quality and Resident and Tenant Safety**
 - Managing associated risks from reinforced autoclaved aerated concrete (RAAC)
 - Compliance with electrical safety and fire detection requirements of the Scottish Housing Quality Standard (SHQS); and
 - Quality of asset management data.

We are providing regular updates to the Regulator on how we are addressing these concerns. The engagement plan is published [here](#).

Tenant Satisfaction Survey 2023

All social housing providers are required to collect and report on a number of satisfaction measures at part of the ARC, covering; overall satisfaction, value for money, keeping tenants informed, opportunities to participate, quality of homes, and management of the neighbourhood.

We commissioned The Knowledge Partnership to undertake our 2023 Tenant Satisfaction Survey. The Knowledge Partnership interviewed 1000 customers by phone between September 2023 and November 2023. The aim of the survey was to seek tenants' views on the services that Angus Council provides as a landlord, how well we perform these services and to help identify areas where the service can be improved.

Overall, we saw a fair set of results, with overall satisfaction at 71.2% which is close to the Council sector average where phone surveys have been used. However, overall satisfaction rates have reduced by 16.8% from the previous survey completed in 2020 - which saw the highest ever tenant satisfaction levels recorded for Angus. Three key improvement themes were identified from the results: contact, communication and engagement; maintenance and upgrades; and management of the neighbourhood, including housing officer visibility, landscaping, improving communal areas and fly tipping and handling anti-social behaviour.

The findings from the survey have informed the priorities and actions within the Improvement Plan.

Learning from Complaints

An analysis of Stage 1 and Stage 2 complaints received by the Housing Service was undertaken in April 2024. Although the number of Stage 1 complaints has reduced from 227 in 2022/23 to 189 in 2023/24, the number of Stage 2 complaints have increased from 6 to 13 in the same period. Consistent with the Tenant Satisfaction Survey findings, the most common themes for complaints in 2023/24 are repairs and maintenance (39%) and communication (also 39% of complaints received). Other common themes for complaints include allocations (9%) and anti-social behaviour (8% of complaints received).

Housing

Our Plan for Improvement

Continuous Improvement

Goal	Milestones	Timescale for delivery	What does success look like?
<p>An ongoing programme of continuous improvement is embedded in the Housing Service.</p>	Develop and implement governance and reporting arrangements for delivery of Service Improvement Plan.	30 April 2024	Delivery of our 1-year service improvement plan complete.
	Review and implement revised performance management framework.	30 June 2024	
	Develop approach to ensure data integrity and implement programme of data validation checks.	30 June 2024	A programme of data validation checks is underway.
	Develop a Communication Plan for the service: -Complete transition to Sharepoint. -Review use of communication tools to enhance sharing of information and engagement with customers, staff and elected members.	30 September 2024	Our performance management framework fully embedded.
	Undertake a service wide training needs analysis and develop a training plan.	30 September 2024	Our 3–5-year service improvement plan will be agreed.
	Develop 3-5 year Service Improvement Plan.	31 December 2024.	
	Agree approach to reviewing the business plan in line with improvement and asset management plans.	31 December 2024	A PID and project plan for reviewing the business plan will be agreed.
	Undertake full service review.	31 March 2025.	

Housing

Our Plan for Improvement

Customer Excellence

Goal	Milestones	Timescale for delivery	What does success look like?
Improve customer satisfaction and reduce complaints	Review tenant satisfaction survey results and engage with staff to identify areas for improvement.	30 April 2024	Increase in percentage of tenants satisfied with the overall service provided by their landlord.
	Undertake thematic analysis of complaints to identify priorities for improvement.	30 April 2024	
	Implement coastal / landward CHT delivery model for testing – introduce buddy system, review patch areas, increase admin support, introduce peripatetic Housing Officers	30 June 2024	Increase in percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.
	Develop and implement a Customer Charter and Service Standards	30 June 2024	
	Map and review the internal complaints handling process (involving stakeholders) and identify areas for improvement, ensuring stage one complaints are resolved at the front line where possible and lessons learned are captured and shared.	30 June 2024	
	Map elected member enquiry process and identify areas for improvement.	30 June 2024	

	Review support available for customers applying for housing – promote support available.	30 June 2024	tenants satisfied with the opportunities given to them to participate in their landlord’s decision-making processes.
	Implement a consistent approach to recording customer contacts, to enable us to monitor whether the service standards are being met.	30 September 2024	
	Implement revised Common Allocations Policy.	31 October 2024	
	Develop and implement revised Tenant Participation Strategy and delivery plan.	31 December 2024	Reduction in number of complaints – stage 1 and stage 2.
	Develop and implement approach to capture customer feedback in an ongoing way.	31 December 2024	Increase in % of complaints responded to – stage 1 and stage 2.
	Review, develop and implement policies, processes and procedures by: - Creating a register of policies, processes and procedures - Identify gaps and opportunities for improvement by: - Learning from good practice; - Undertaking customer journey mapping; - Learning from complaints; - Learning from tenant satisfaction survey.	Ongoing	Reduction in average time in working days to respond to complaints – stage 1 and stage 2.
Reduce incidences of serious rent arrears – review rent arrears recovery	Review learning from evaluation of eviction cases to identify areas for improvement.	30 June 2024	Increase in rent collected as percentage of total rent.
	Undertake mapping of customer journeys, involving key stakeholders, to understand what is working well, what is challenging and areas for improvement. Develop improvement plan.	30 September 2024	Reduction in gross rent arrears (all

approaches to ensure a preventative approach is taken	Review and implement revised year end write off process.	31 December 2024	tenants) as a percentage of rent due.
	Review and implement revised sequestration write off process.	31 December 2024	Reduction in amount and percentage of former tenant rent arrears written off at the year end.
	Review Service Level Agreement with Welfare Rights.	31 March 2025	

Housing			
Our Plan for Improvement			
Housing Quality and Place			
Goal	Milestones	Timescale for delivery	What does success look like?
Ensure Compliance with SHQS	Delivery of existing contracts to achieve full compliance with Electrical Installations and Smoke and Heat Alarms requirements.	30 September 2024	Increase in percentage of homes meeting the Scottish Housing Quality Standard (SHQS).
	Procurement of new contracts to ensure ongoing compliance with Electrical Installations and Smoke and Heat Alarms requirements.	30 September 2024	
	Implement approach to management of adaptations data so that stock can be allocated or matched to make the best use of existing stock.	30 June 2024	Reduction in percentage of rent due lost through

Develop our approach to asset management to ensure we have a comprehensive understanding of our assets as well as the needs and aspirations of our tenants to inform future investment decisions.	Review and implement capital and planned maintenance programmes (including governance and monitoring arrangements).	30 June 2024	homes being empty.
	Implement roof inspection programme for properties affected by Reinforced Autoclaved Aerated Concrete (RAAC).	30 June 2024	Average time to re-let properties in the last year.
	Complete an options appraisal for properties affected by RAAC.	31 March 2025	Increase in percentage of existing tenants satisfied with the quality of their home.
	Complete an options appraisal for flood damaged housing stock in Brechin.	30 September 2024	Percentage of tenants who feel that the rent for their property represents good value for money.
	Review the void processes to ensure a more efficient turnaround of voids, ensuring that properties are occupied, and void rent loss is reduced.	30 September 2024	
	Asset Management System under development and implementation plan in place.	31 March 2025	
Successful delivery of contracts for	Review and implement new governance arrangements for repairs contract monitoring and performance monitoring (Repairs & Voids Board).	30 June 2024	Reduction in average length of time taken to complete emergency repairs.
	Review lessons learned from the current and previous contracts including in relation to contractor performance.	30 June 2024	Reduction in average length of time taken to complete non-emergency repairs.
	Review existing contract administration processes and implement quick wins: -Training delivered to CHT staff on contract administration processes -Review and implement processes to reduce variations	30 June 2024	

voids and unplanned repairs.	-Implement new timeframes for voids that require complex work -Introduce simplified schedule of rates for kitchen and bathroom replacements		Increase in percentage of reactive repairs carried out that were completed right first time. Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.
	Retender Forfar/ Kirriemuir voids and repairs contract: -test separate contracts for voids and unplanned repairs (different contractors) -test delivery of void works through Housing Asset team, instead of CHT.	30 September 2024	
	Complete options appraisal to agree delivery method for future voids and unplanned repairs contract (commencing April 2026).	31 December 2024	
	Procurement authority obtained for future voids and unplanned repairs contracts (commencing April 2026).	31 March 2025	
Improve customer satisfaction in the quality of our neighbourhoods.	Implement calendar of estate walkabouts to identify environmental improvements, involving other community partners and Assets.	30 June 2024	Increase in percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in.
	Review service level agreements with Parks, Waste and Environmental Health to ensure value for money and achieving smart achievable outcomes.	30 September 2024	

Housing

Our Plan for Improvement

Prevention and Homelessness

Goal	Milestones	Timescale for delivery	What does success look like?
Deliver statutory duties in relation to homelessness and ensure services contribute to the aims of ending homelessness together	Relaunch multi agency Section 11 case management group to consider different approaches to prevent homelessness for tenants and home-owners subject to repossession action.	30 June 2024	Reduction in the number of breaches of the Unsuitable Accommodation Order.
	Review and implement revised Rent Deposit Scheme.	30 June 2024	
	Review and implement revised Housing Options for Care Leavers Protocol.	30 June 2024	Reduction in number of homeless applications.
	Implementation of additional housing resource to support Whole Family Wellbeing project.	30 September 2024	Reduction in percentage of PREVENT approaches where outcome is 'made a homeless application'.
	Complete analysis of supply and demand to ensure adequate supply of temporary homeless accommodation.	30 September 2024	
	Review and implement revised SHORE (prison) protocol.	30 September 2024	
	Undertake 1 year evaluation of implementation of homeless service within AHSCP and identify areas for improvement.	31 December 2024	Percentage of new tenancies to

			existing tenants sustained for more than a year.
	Finalise development and implement youth homelessness strategy.	31 December 2024	
	Implement revised Domestic Abuse Policy.	31 December 2024	
	Implement Harassment Policy.	31 December 2024	
Ensure the housing service is meeting the needs of vulnerable groups	Develop and implement an assurance framework to ensure ongoing compliance with recommendations from Significant Case Reviews.	30 June 2024	Recommendations from SCRs embedded into practice. Trauma informed approach embedded into practice.
	Review and implement revised process for assessing rehousing needs for people with a physical or mental health need, which is impacted by their housing.	30 September 2024	
	Develop and implement a service wide approach to trauma informed practice.	30 September 2024	

Housing

Our Plan for Improvement

Digital

Goal	Milestones	Timescale for delivery	What does success look like?
Delivery of the Operational Level Agreement with Digital Enablement and IT for supportive housing applications.	Agree the Operational Level Agreement with Digital Enablement & IT for 2024/25.	30 April 2024	Application availability and access targets.
	Implementation of ASB case management system. Capture learning for future development of customer service module and task manager.	31 May 2024	Response times to incidents.
	Phase 1 launch of housing online (rents and repairs).	30 June 2024	Response times to requests.
	Phase 2 launch of housing online (Choice Based Lettings).	30 September 2024	
	Development of Dashboards.	31 December 2024	
	Implementation of ADAX (Paperless Direct Debits)	31 December 2024	
	Implementation of GDPR module on NEC	31 March 2025	
Implementation of landlord registration case management system	31 March 2025		
Develop a digital strategy and implementation plan for the service.	Review opportunities for digital solutions within NEC including those which can streamline work processes, task management and record keeping, i.e. customer contacts, equipment needs.	30 September 2024	Digital strategy in

	Agree priorities for the future development of NEC in line with service requirements and resources.	31 December 2024	place.
	Develop strategy and implementation plan.	31 March 2025	

Monitoring our Performance

Performance reporting for 2023/24 is ongoing and the data provided may be subject to change following validation from Scotland’s Housing Network. Performance targets for 2024/25 will be set by the Housing Delivery Groups when the data for 2023/24 is confirmed and national data is published for benchmarking, anticipated late June 2024.

*The satisfaction measures are reported from the results of the Tenant Satisfaction Survey which was undertaken in 2023 having previously been completed with tenants in 2020.

Customer Excellence		2020/21	2021/22	2022/23	2023/24	Performance	2022/23 Scottish Average
Improve customer	*Percentage of tenants satisfied with the overall service provided by their landlord.	88.04%	88.04%	88.04%	71.20%	Declined	81.95%
	*Percentage of tenants who feel their landlord is good at keeping them informed about their services and decisions.	94.02%	94.02%	94.02%	64.70%	Declined	85.02%
	*Percentage of tenants satisfied with the opportunities given to them to participate in their landlord’s decision making processes.	93.02%	93.02%	93.02%	41.40%	Declined	80.88%

satisfaction and reduce complaints	Number of complaints (stage 1) received in the reporting year.	103	89	198	157	Improved	175.41
	Number of complaints (stage 2) received in the reporting year.	5	11	12	12	Maintained	24
	Average Time taken in working days to provide a response for stage 1 complaints.	5.16	1.32	8.57	5.93	Improved	7.95
	Average Time taken in working days to provide a response for stage 2 complaints.	16.25	4.78	20.6	25.7	Declined	24.01
	Percentage of Stage 1 complaints closed as resolved.	Not available	Not available	Not available	11.6%	N/A – new indicator	Not available
Reduce incidences of serious rent arrears – review rent arrears recovery approaches to ensure a preventative approach is taken	Rent collected as a percentage of total rent.	106.76%	102.36%	99.51%	97.35%	Declined	98.83%
	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.	8.49%	9.68%	11.55%	10.9%	Improved	9.59%
	Percentage of former tenant rent arrears written off at the year end.	57.59%	70.34%	32.94%	59.96%	Declined	22.60%

Housing Quality and Place		2020/21	2021/22	2022/23	2023/24	Performance	2022/23 Scottish Average
Ensure compliance with SHQS	Percentage of stock meeting the Scottish Housing Quality Standard.	94.24%	70.67%	56.66%	72.31%	Improved	70.91%
Develop our approach to asset management	*Percentage of tenants satisfied with the quality of their home.	86.04%	86.04%	86.04%	74.70%	Declined	81.14%
	*Percentage of tenants who feel that the rent for their property represents good value for money.	86.04%	86.04%	86.04%	72.40%	Declined	81.27%
	Percentage of rent due lost through properties being empty during the last year.	4.43%	3.74%	2.02%	1.65%	Improved	1.73%
	Average number of days to re-let properties in the last year.	51.46	53.49	76.21	62.4	Improved	66.94
Successful delivery of the contracts for voids and	Average length of time taken to complete emergency repairs.	12.85 hours	14.52 hours	9.32 hours	5.98 hours	Improved	4.70 hours
	Average length of time taken to complete non-emergency repairs.	13.83 days	14.16 days	9.34 days	8 days	Improved	9.68 days

unplanned repairs.	Percentage of reactive repairs carried out in the last year completed right first time.	70.56%	28.97%	80.17%	99.99%	Improved	88.19%
	*Percentage of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service.	81.71%	89.71%	99.76%	73.29%	Declined	88.51%
Improve customer satisfaction in the quality of our neighbourhoods	*Percentage of tenants satisfied with the landlord's contribution to the management of the neighbourhood they live in.	91.72%	91.72%	91.72%	64.40%	Declined	82.08%
	The number of cases of anti-social behaviour reported in the reporting year	1324	897	736	649	Improved	240
	The number of anti-social behaviour cases resolved in the reporting year	1324	897	692	579	Declined	223
	Percentage of anti-social behaviour cases reported in the last year which were resolved	100%	100%	94%	89%	Declined	91.43%

Prevention and Homelessness		2020/21	2021/22	2022/23	2023/24	Performance	2022/23 Scottish Average
Deliver statutory duties in relation to homelessness and ensure services contribute to the aims of ending homelessness together	Percentage of new tenancies to existing tenants sustained for more than a year.	93.55%	85.11%	87.80%	92.96%	Improved	91.14%
	Number of homeless applications.	499	538	614	471	Improved	1218
	Number of breaches of the Unsuitable Accommodation Order.	0	3	5	27	Declined	110
	Percentage of Prevention approaches where outcome is 'made a homeless application'.	27.19%	16.80%	22.27%	33.01%	Declined	51.91%
	Average time (days) from assessment to closure for applications assessed as homeless or threatened with homelessness.	209	149	154	TBC	TBC	266
	Average length of time (days) per placement in temporary accommodation by type (All)	185	141.3	155	139.5	Improved	223

Governance and Reporting Arrangements

The service improvement priority areas have formed the basis of new governance arrangements for the Housing Service. Six Housing Delivery groups have been established to manage the delivery of the respective improvement activities and performance management framework. The Delivery groups will report progress to the Housing Management Team who will ensure that changes and improvements are being delivered operationally. The Housing Leadership team will have overall responsibility for the success and direction of the improvement plan and will have visibility of performance and progress against the milestones agreed.

The Service currently provides an annual update to the Communities Committee in September or October each year on the Council's performance in relation to housing services and provides information to support members to agree the annual assurance statement required by the Scottish Housing Regulator. Additional quarterly reports outlining progress against the Improvement Plan will be provided to Committee.

Structure & Governance

Direction

Housing Leadership Team

Provides strategic direction for the service and overall responsibility for the success and direction of the business and improvement plans. Has overall responsibility, oversight and visibility of performance and progress against service priorities and goals. Makes decisions on escalated issues. Approve business cases, project charter/ PIDs (not included within scope of agreed improvement plan/ business plan). Makes decisions on requests for additional resources.

Management

Housing Management Team

Ensure the business and improvement plans are delivered, ensure risks are being tracked and managed effectively, monitor performance to ensure statutory requirements are being met and improvements are delivered, monitor and communicate changes and lessons learned to respective teams, provide assurance that changes and improvements are being delivered (e.g. through training). Authority to identify and allocate existing resources to support delivery of improvements.

Delivery

Housing Delivery Groups

Manage delivery of respective improvement plans, ensure dependencies and lessons learned are realised and risks and issues discussed and mitigated. Approve business cases, project charters/ PIDs (within scope of improvement plan, business plan or existing resources). Implement a performance management framework that ensures statutory requirements are being met and improvements are being delivered. Maintain change register. Report monthly (or by exception) to HMT.

Continuous
Improvement

Customer
Excellence

Quality of Housing
and Place

Prevention and
Homelessness

Digital

LHS

Subgroups

Delivery of allocated activities from Housing Delivery Groups / identify improvement activities.

Equality Impact Assessment: Housing Service Improvement Plan 2024-2025

Author : Lynsey Dey - Manager - Performance and Improvement (Housing)

Date of Submission : 20/05/2024 14:20 - EIA-615881624

Is this proposal a high-level strategy? No

Type of proposal : other;

What type of assessment is required? full

Overview

Directorate or service. If the proposal involves more than one directorate or service, name the lead one : Vibrant Communities & Sustainable Growth

Give details of any legislation relevant to this proposal : The Housing (Scotland) Act 2014 protects tenants' interests, supports improvements to housing quality and secures better outcomes for communities.

The Housing (Scotland) Act 2010 introduced the Scottish Housing Charter which sets 16 standards and outcomes that all social landlords should be meeting.

What is being proposed? The Housing Service Improvement Plan 2024-2025 (the Improvement Plan) sets out how the Service will make the improvements needed during 2024/25 to ensure it can deliver the mission of the service to 'create places that people are proud to call home' and provide a consistently high-quality service to customers.

The improvement priorities are informed by the Annual Return of the Charter Return (ARC) results for 2022/23, the current Annual Engagement Plan with the Scottish Housing Regulator as well as customer feedback from our 2023 Tenant Satisfaction Survey and an evaluation of customer complaints.

A number of improvement actions have been identified across three service improvement priority areas for 2023/24: Customer Excellence, Housing Quality and Place, and Prevention and Homelessness. The delivery of the Local Housing Strategy, embedding a programme of continuous improvement and the development of a digital strategy have been identified as enablers for the delivery of the improvements.

Is this a new other or a review of an existing other? New proposal.

Impact

All the group(s) of people your proposal involves or affects : Employees, Service users, Members of the public

What internal data, such as customer satisfaction surveys, equality monitoring data and customer complaints, have you gathered to discover what impact (positive or negative) your proposal will have on people? The improvement priorities are informed by internal performance information via the Annual Return of the Charter (ARC) results, the current Annual Engagement Plan with the Scottish Housing Regulator as well as customer feedback from our 2023 Tenant Satisfaction Survey (interviews undertaken with 1,000 Angus Council tenants) and an evaluation of customer complaints. Equality monitoring data is captured within the Tenant Satisfaction Survey.

What internal consultation, for example with staff, trade unions and affected services, have you gathered to discover what impact (positive or negative) your proposal will have on people? Staff engagement sessions were held in March and April 2024 to ensure staff were given the opportunity to feedback on the improvement priorities and support the development of the plan. As part of the improvement work, we have committed to understanding our customers' needs, involving people in decisions and listening and learning from customer, elected member, staff and stakeholders' experience of housing services. This means that internal consultation and engagement will be undertaken for the different improvement projects and activities identified within the plan.

What external data, such as census data, equality reports, equality evidence finder, performance reports, research and statistics have you gathered to discover what impact (positive or negative) your proposal will have on people? National averages for performance against the Annual Return on the Charter (which includes tenant satisfaction results) have been used to support benchmarking and help us to identify priorities for improvement.

What external consultation have you done, with partner organisations, national organisations, other councils, community groups and others, to discover what impact (positive or negative) your proposal will have on people? External consultation and engagement will be undertaken for the different improvement projects and activities identified within the plan.

What other consultation (if any) has been conducted that was not included above?

Gaps

Are there any gaps in the equality information you currently hold? No

Groups

Are there potential differential impacts on particular age groups? Positive

Reason(s) for your answer : The projects and improvements arising from the improvement plan will not have a specific impact on one particular age group over another and seeks to ensure that all people in Angus receive a consistently high quality service. There will be an added positive impact on young people with the commitment to introduce a youth homelessness strategy.

Are there potential differential impacts on people with a disability? Positive

Reason(s) for your answer : There is a commitment within the improvement plan to implement a new approach to the management of adaptations data so that stock can be allocated or matched. This will support us to make the best use of existing stock and meet unmet housing needs for people with a disability.

Are there potential differential impacts on people with a gender reassignment?

Neutral

Reason(s) for your answer : The projects and improvements arising from the improvement plan will not have a specific impact on one particular group over an other and seeks to ensure that all people in Angus receive a consistently high quality service.

Are there potential differential impacts on people with a marriage or civil partnership status? Positive

Reason(s) for your answer : While the projects and improvements arising from the improvement plan will not have a specific impact on one particular group over an other, prevention and homelessness is identified as a key priority for improvement - marriage/relationship breakdown continues to be the leading cause of homelessness in Angus so there may be a positive impact on people with a marriage or civil partnership status from this improvement work.

Are there potential differential impacts on people due to their race? Neutral

Reason(s) for your answer : The projects and improvements arising from the improvement plan will not have a specific impact on one particular group over an other and seeks to ensure that all people in Angus receive a consistently high quality service.

Are there potential differential impacts on people due to their sex? Positive

Reason(s) for your answer : The projects and improvements arising from the improvement plan will not have a specific impact on one particular group over an other and seeks to ensure that all people in Angus receive a consistently high quality service.

However there will be an added positive impact for women with the commitment to implement a revised domestic abuse policy.

Are there potential differential impacts on people due to pregnancy/maternity?

Neutral

Reason(s) for your answer : The projects and improvements arising from the improvement plan will not have a specific impact on one particular group over an other and seeks to ensure that all people in Angus receive a consistently high quality service.

Are there potential differential impacts on people due to religion or belief? Neutral

Reason(s) for your answer : The projects and improvements arising from the improvement plan will not have a specific impact on one particular group over an other and seeks to ensure that all people in Angus receive a consistently high quality service.

Are potential differential impacts on people due to their sexual orientation?Neutral

Reason(s) for your answer : The projects and improvements arising from the improvement plan will not have a specific impact on one particular group over an other and seeks to ensure that all people in Angus receive a consistently high quality service.

UNCRC

Which of the general principles apply to your proposal? Best interest of the child (Article 3), Other ; Article 3 - best interests of the child.
Article 27 - adequate standard of living

What impact will your proposal have on children's rights? Article 3 - best interests of the child
Article 27 - adequate standard of living

How will the proposal give better effect to the UNCRC in Scotland? The improvement plan aims to improve service delivery and performance and ensure regulatory and legislative compliance. The plan will help to ensure that we provide the best start in life for children, will support improvements to housing quality and ensure we meet with standards and outcomes of the Scottish Housing Charter.

How will the impact be monitored? Impact will be monitored against the standards and outcomes of the Scottish Housing Charter. A performance management framework is being developed to support this.

How will you communicate to children and young people the impact of the proposal on their rights? This will be considered within the communication plan which is under development.

Consultation

Have you consulted with any of the protected characteristic groups who are potentially negatively affected by the proposal? No

What are your reasons for not consulting with any of the protected characteristic groups who are potentially negatively affected by the proposal?

How did you do this?

What were the results?

Negative Impacts

What steps will you take to reduce or remove potentially negative impacts? n/a - the improvement plan seeks to ensure that all people in Angus receive a consistently high quality service, with no negative impacts on particular groups. An action has been identified within the improvement plan to review and promote the support available for customers applying for housing so those who are not digitally enabled are not negatively impacted by the online application / choice based lettings system.

Justification

If your proposal will have a negative impact, what is your justification for taking it forward? N/A. Any negative impacts identified for particular projects or activities will be address in the relevant EIA. At present no negative impacts have been identified from the improvements proposed.

Public Sector Equality Duty

Does this proposal contribute to any, or all, of the public sector equality duty to?
Yes

We need to know how your proposal does this : The improvement plan provides opportunities to advance equalities - there are various improvement projects and activities within the plan including the ongoing review of policies, process and procedures, review of support available to housing applicants and the development of a revised tenant participation strategy, that can advance equality if opportunity and foster good relations between people of different characteristics. We will consider how each activity / project can contribute to the public sector equality duty as these are progressed.

Is there anything that could be done to advance equalities in relation to this proposal? As above.

Fairer Scotland Duty: Not Applicable

Monitoring

How will you monitor and review your assessment in line with your proposal?

Individual EIAs will be undertaken, as required, for individual improvements projects or policy developments and this assessment updated in line with the findings, if required.

Will this equality impact/fairer Scotland Duty/Children's Rights assessment be included with a committee report? Published with committee report

Approvers

Reviewer Approval: Doreen Philips - PhillipsD@angus.gov.uk

Review Date : 21/05/2024 16:06

Manager Approval : Claire Greenhill - Service Leader - Housing

Approval Date : 29/05/2024 15:29