

Agenda Item	<b>11</b>
Report No	<b>HP/18/23</b>

## The Highland Council

**Committee:** Housing and Property Committee

**Date:** 10 August 2023

**Report Title:** Housing and Property Service Plan 2023-2024

**Report By:** Executive Chief Officer Housing and Property

### 1. Purpose/Executive Summary

1.1 This report introduces the Housing and Property Service Plan for 2023/24. The format and content of the Plan has been updated following approval of the Corporate Plan 2022-27 by Council on 9 March 2023. This Plan sets out the Service's priorities and improvement activity for the year including how this contributes to delivery of the Corporate Plan.

### 2. Recommendations

2.1 Members are asked to:

- i. **APPROVE** the Service Plan for 2023/24.

### 3. Implications

3.1 **Resource** - The Service Plan outlines the revenue budget associated with the Service, along with the high-level organisational structure. The Plan highlights how we are achieving Best Value and transforming the Service to achieve efficiency savings. The resources section of the Plan provides a high-level summary of the budget for 2023/24. Quarterly budget monitoring reports are provided to Committee. Any material change which affects Service Plan delivery will be reported to the Committee to enable informed decisions on any amendments required.

3.2 **Legal** - Service Plans set out the planned objectives and measures which together form the framework for annual public performance reporting.

3.3 **Community (Equality, Poverty, Rural and Island)** - Activities within the Plan are subject to screening for Equality Impact Assessment (EQIA). Screening will take place once the plan is finalised, and the results have been passed to the Council's Equalities Officer as part of the corporate monitoring systems for Equalities Legislation.

Screening will also consider any policy, strategy and plans linked to the delivery of the Service Plan and their impact.

3.4 **Climate Change / Carbon Clever** - The Performance and Governance Service is responsible for ensuring there is a strong corporate focus on delivering as a whole organisation against the Council's ambitious targets. This will require active collaboration across all the Council's Services and prioritisation to accelerate change, capitalising on the ability to make connections across multiple council projects and workstreams. The Action Plan for delivering the Council's Net Zero Strategy is coming to Council for approval in December 2023. Actions that fall to the Housing and Property Service to deliver will be incorporated into the Service Plan and monitored at this Committee. The overarching Council-wide strategy and delivery plan will continue to be overseen by the Climate Change Committee.

3.5 **Risk** - All risks will be identified, managed and regularly reviewed with progress reported to the relevant Committee.

Service risks are recorded in their risk register, monitored quarterly by the Service Management Team and progress reported to this Committee. (The Housing and Property Service Risk Register is currently under development). Corporate risks are recorded in the Corporate Risk Register which is reviewed at least quarterly by the Executive Leadership Team (ELT). Updates are reported to every Audit & Scrutiny Committee meeting.

3.6 **Health and Safety (risks arising from changes to plant, equipment, process, or people)** - There are no implications as a result of this report.

3.7 **Gaelic** - Once approved the Service Plan will have headings and sub-headings translated into Gaelic in keeping with Council policy.

## 4. Background

4.1 This Service Plan relates to the key functions, resources and strategic improvements for the Service. The Plan is structured around seven key sections:

- 1 Service Vision
- 2 Service Resources
- 3 Service Improvement Priorities: Actions and Measures
- 4 Responding to Strategies Through Actions and Measures
- 5 Service Responsibilities on the Corporate Plan
- 6 Risk Register
- 7 Planned Audits, External and Internal Assessments.

The focus of the Plan is on improving Service performance. A copy is provided at **Appendix 1**.

4.2 The Service Plan is an active document which will be regularly reviewed and updated and brought to Committee for approval annually. Any review will take account of internal and external influences and actions arising from monitoring activity throughout the year. This will also take account of any future amendments to the Corporate Plan.

4.3 Progress against the Service Plan will be monitored on a quarterly basis. This will be reported to Committee as part of an integrated budget monitoring and performance report allowing for ongoing scrutiny of delivery by Members.

4.4 A summary of the Housing and Property Directorate's core service delivery responsibilities is set out in Appendix 2.

## 5. Equality and Community Impact Assessment

5.1 Committee should be aware that the Service Plan once finalised is subject to the following statutory processes:

- Equality and Community Impact Assessment – the Plan will be assessed for potential impacts on communities and an Equalities Impact Assessment has also been completed. This helps us to achieve our duties in respect to the Public Sector Equality Duty, including socio-economic impacts at a strategic level, and a Council commitment to consider rural and poverty impacts. Assessments will be carried out for equality, rural and poverty impacts.

Designation: Executive Chief Officer, Housing and Property

Date: 18 July 2023

Author: Brian Scobie, Corporate Performance Business Partner  
Brian Cameron, Interim Head of Housing & Building Maintenance  
Finlay MacDonald, Head of Property- & Facilities Management

Appendices: Appendix 1: Housing and Property Service Plan 2023/24

**The Housing & Building Maintenance Team** is responsible for the delivery of the following functions across the Highland Council area:

- **Managing and Maintaining HRA Property Assets** including property in Council ownership and property leased from other agencies / owners.
- **Income and Debt Recovery** including current tenant rent and service charge collection and arrears management (including houses, sheltered houses, garages and Gypsy/Traveller sites); former tenant arrears and sundry debt management.
- **Tenancy and Estates Management** including Neighbour complaints and antisocial behaviour; Boundary disputes; Request for permissions; Tenant Welfare; Small land sales; Tenant Participation; Gypsy / Traveller site management and welfare / coordination role with unauthorised encampments; HRA Asset issues - e.g., Community Asset Transfer requests, leases to community groups or for use of other HRA assets.
- **Tenancy Turnover** including Dealing with termination and allocations of tenancies for housing, garages and gypsy/traveller sites; Tenancy Transfers; Mutual Exchanges; Successions; Assignations; Requests to sub-let / take in a lodger.
- **Housing Need and Support** including Assessing Applications for housing; Housing options advice; Homeless Prevention; Homelessness assessment; Temporary Accommodation: placements, servicing, and management; Housing Support / specialist accommodation; and Adaptations.
- **Repairs and Improvements** including Day-to-day Routine / Emergency repairs; Reletting repairs; Planned Maintenance / Minor works; Capital Programme planning and management; Managing in-house building maintenance teams; Managing framework contractors; Property inspections – e.g.: repairs, mutual exchanges, adaptations, quality checking works; Gas / Non-Gas Servicing for Council housing; Communal Repairs; and Estate Improvement Works.
- **Strategic / Policy work** including the Housing Need and Demand Assessment; Local Housing Strategy; and partnership work on Community Safety and Health and Social Care.

**The Property & Facilities Management Team** is responsible for the delivery of the following functions (including the Corporate Landlord function) across the Highland Council area:

- **The Corporate Property Asset Management Team** is responsible for managing the Council's office accommodation portfolio as well as being tasked with actively reducing the number of built assets that Council Services occupy. Priorities for the team include supporting the New Ways of Working initiative, challenging Services on their use and need of property space as well as delivering a programme of property disposals and revenue savings.
- **The Care & Learning Estates Strategy Team** is responsible for analysing and reviewing the needs, priorities and funding streams required for delivering and maintaining a fit for purpose C&L estate. The team regularly consider the future needs and the implications of new or revised Council or Scottish Government legislation/policies and also develop and maintain strategic plans in relation to School Capacity Modelling, School Roll Forecasting and Core Facts performance. They are

also responsible for providing project owner and project sponsor roles for the C&L capital programme as well as the management of the councils PPP/SFT School portfolio.

- **The Catering Team** is decentralised across the Highland area and is responsible for the production and delivery of over 3.2million local, nutritious meals per annum (including meeting individual dietary requirements) to various Council outlets; mainly primary and secondary schools.
- **The Cleaning Team** is responsible for cleaning over 300 buildings every day with a total floor space in excess of 351,000m<sup>2</sup>. The team have been instrumental in supporting the Council's Covid response in particular providing an enhanced cleaning service to various Council facilities ensuring that buildings remain safe to occupy.
- **The Facilities Management Team** is responsible for providing janitorial, building management, grounds maintenance and Lets hire duties to the majority of our schools and office facilities. The team has also supported the Council in its Covid response, ensuring that facilities are available for the delivery of front-line services.
- **The Programme, Cost Management and CDM Team** is responsible for the management and delivery of construction programmes and projects within the Council's Capital Programme. Project Managers provide the interface between clients and delivery teams and have to ensure that approved programmes of work are adequately developed, resourced and effectively managed to a successful conclusion.
- **The Property Client, Compliance, Clerk of Works and Maintenance Teams** are responsible for ensuring that the Council's facilities are maintained and managed to provide a fit for purpose environment from which to deliver services to the public. The Council owns a unique portfolio of assets and buildings from castles to schools and public conveniences. Building maintenance is essentially a risk management process where assets need to be maintained to a standard that conforms to an appropriate and acceptable level of risk associated with:
  - Fulfilling the Council's priorities, aims & objectives
  - Health & Safety (including legal and statutory duties)
  - Efficient operation of the building
  - Loss of service delivery
  - The council's image and reputation
  - Preservation of the asset's value and Security.
  - Covid response
- **The Architectural and Engineering Design Team** is responsible for leading the development of innovative, sustainable design solutions which fully meet technical standards, stakeholder aspirations, provide a sense of place and support improved front line service delivery within established project budgets

# Housing and Property

Service Plan (2023/24)

(Updated July 2023)

# Service Vision

## Vision Statement

**Community Involvement:** Community involvement and participation has to be at the heart of all that we do. That includes opportunities for Members, Tenants and other service users (including other Council functions that we provide services to) to interact with us and help to shape our services and spend priorities not only on a whole Highland basis, but at a local community level as well.

**Transforming:** In order to ensure the long-term financial viability of Property and Housing Services we will need to transform what we do, how we do it, for whom, and in conjunction with whom, in order to become as efficient as possible, reflecting on the changing needs of our customers. This applies whether we are working with the wider community or other internal Council Services to whom we provide services, in particular Education. Transformation may require significant service changes to reflect our resources and the national, legal and policy drivers, but we will aim to demonstrate best practice and benchmark our outcomes against all operational areas, with a view to working towards top quartile performance.

**Place-Based:** We aim to strike the right balance between the economies of scale derived from taking a whole Council approach to significant investment in buildings and services both in Property and Housing services but recognise the importance of the local dimension driven in particular through Council Area Committees. We will look at the opportunities to further expand on already significant work carried out on an area basis in relation to Capital investment in both our housing and non-housing built environment and look at how our placed based services and staff can better engage with our communities to ensure that we can deliver high quality, right first-time services, and outcomes for the diverse communities of the Highlands that we serve.

**Promoting resilience and protecting the vulnerable:** We will promote resilience and protect the vulnerable by providing support services to vulnerable tenants and other housing customers. We will work collaboratively with services across the Council and external to the Council. Critical to this will be building strong working relationships with the third sector and other stakeholders.

Everything that we do as a service is about the places we serve. Whether about Council houses or any other building that we own, buildings are about way more than just bricks and mortar – they are about people and place as well. The built environment and our ancillary supporting services to the vulnerable have a significant impact across all of the Highlands, whether through our housing stock of over 14,000 properties, our depots, 203 Schools and several hundred other buildings. We must work together with our communities and our partners – public, private and third sector – to ensure that we create strong, resilient, and inclusive communities and provide excellent, value for money right first-time services across all our diverse Communities across the Highlands.

**Mark Rodgers**  
**Executive Chief Officer, Property and Housing**

# Service Resources

## Budget

### Revenue Budget

Function	Budget (2023/24)
Housing HRA	£62.972M
Housing (Non HRA)	£3.367M
Property	£70.91M
Total Revenue Budget	£137.25M

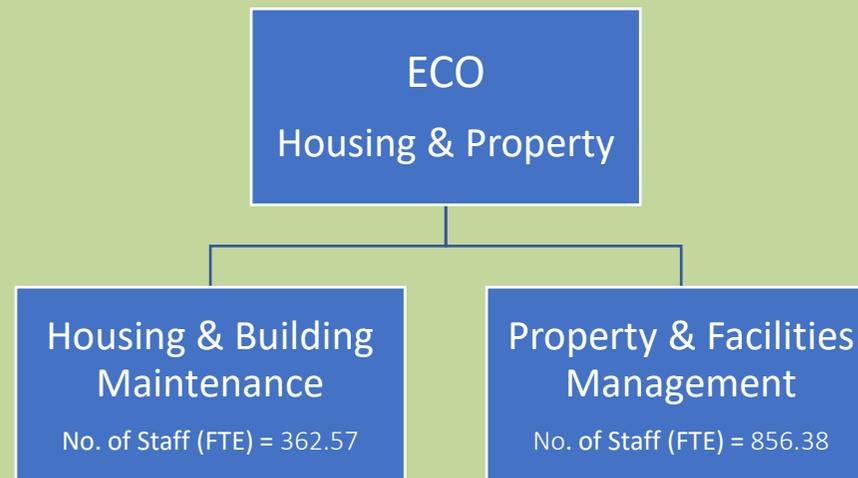
### Budget Savings

Budget Saving	Value (2023/24)
	£3.43M

### Capital Budget

Function	Budget (2023/24)
Housing HRA	£23.352M
Housing (Non HRA)	£0.541M
Property	£9.584M
Total Capital Budget	£33.477M

## Staffing



## Other Resources

- 14,858 Council houses including 561 Sheltered Houses and 435 properties used for temporary accommodation for homeless households
- 4 Gypsy/Traveller sites containing a total of 45 pitches
- Approximately 40 Residential Houses leased and used as temporary accommodation
- Approximately 170 B&B & spot purchase units in use as temporary accommodation
- 1,106 Operational General Fund Assets (Schools, HLH Estate, Offices, Depots etc).

## Service Improvement Priorities: Measures and Actions

Improvement Priority	Measures of Success	Improvement Actions
<b>Housing and Building Maintenance</b>		
<b>Encourage tenant and community representation.</b>	<ul style="list-style-type: none"> <li>Percentage of tenants satisfied with the opportunities given to them to participate in their landlord's decision-making processes. <b>Target = Maintain reported figure of 93.8%</b></li> </ul>	<ul style="list-style-type: none"> <li>Continue to expand our support for tenants to increase digital communication/accessibility. Including MyCouncil and Connected Customer projects.</li> </ul>
<b>Continue to provide high quality housing management services to Council house tenants.</b>	<ul style="list-style-type: none"> <li>Measure average time to complete emergency repairs (hours). <b>Target = 5.5 hours</b> (Highland performance 22/23 = 5.47 hours)</li> <li>Measure average time taken to complete non-emergency repairs (days). <b>Target = 8.9 days (Benchmark Group Ave)</b> (Highland performance 22/23 = 7.59 days)</li> </ul>	<ul style="list-style-type: none"> <li>Measure, analyse and implement specific measures across the range of housing management performance indicators to maintain or improve performance relative to national benchmarks.</li> <li>Improve tenant experience in reporting repairs through links with MyCouncil Project.</li> </ul>
<b>Prevention of Homelessness.</b>	<ul style="list-style-type: none"> <li>Measure average time in temporary/emergency accommodation (weeks). <b>Target = 48 weeks</b> (Highland performance 22/23 = 34 weeks)</li> </ul>	<ul style="list-style-type: none"> <li>Review of housing support arrangements. <b>Target Date = 31/03/2024</b></li> </ul>

Improvement Priority	Measures of Success	Improvement Actions
Support independent living through delivery of equipment and adaptations	<ul style="list-style-type: none"> <li>Average number of days to complete medical adapt applications. <b>Target = 50.0 days</b> (Local Authority Average) (Highland performance 22/23 = 38.6 days)</li> </ul>	
Reporting to Scottish Government and Scottish Housing Regulator (SHR) on progress with regards to homelessness, Annual Return for the Social Housing Charter, SHR Annual Engagement Plan and Annual Assurance Statement.	<ul style="list-style-type: none"> <li>Highland will maintain it's 100% record with meeting Regulator and Scottish Government deadlines for performance and regulatory reporting. <b>Target = 100%</b></li> </ul>	
Improve the standard of our four Gypsy/Traveller sites.	<ul style="list-style-type: none"> <li>Compliance with revised national site standards. <b>Target = 100%</b> (Highland performance 22/23 = 88%)</li> </ul>	<ul style="list-style-type: none"> <li>Continue consultation residents as part of the improvement process.</li> </ul>
Work towards net zero carbon targets by investing in physical improvements to the Council's Housing assets.	<ul style="list-style-type: none"> <li>Measure percentage of council dwellings that meet the energy efficiency standard. Target based on planned energy efficiency works in 2022-2027 programme. <b>Target = 78.0%</b></li> </ul>	<ul style="list-style-type: none"> <li>Energy efficiency improvement work planned as part of the Housing Revenue Account Capital Programme.</li> <li>Housing net zero thematic group linking into corporate climate change commitments.</li> </ul>
Increase the amount of affordable social rented housing to address supply and affordability issues and in turn reduce unmet housing needs.	<ul style="list-style-type: none"> <li>Supply of 130 new build / purchased council houses per year from the HRA budget out of a total target of 300 affordable homes per year. This programme is delivered and measured by the Economy and Regeneration department.</li> </ul>	

Improvement Priority	Measures of Success	Improvement Actions															
<b>Property and Facilities Management</b>																	
<b>Net Zero Targets: Public Buildings</b>	<ul style="list-style-type: none"> <li>Percentage of energy reduction projects completed per annum as planned. <b>Target = 90% allowing for unforeseen circumstances</b></li> </ul>	<p>Continue to invest in energy saving improvements to the Council's Property Portfolio. Maximise via available investment the installation of additional</p> <ul style="list-style-type: none"> <li>LED Lighting</li> <li>New Building Management Systems</li> <li>Efficient boiler plant</li> <li>Heating and ventilation controls</li> </ul>															
<b>Net Zero Targets: Public Buildings</b>	<ul style="list-style-type: none"> <li>Increase Renewable Energy generated per annum from previous year. <b>Target = 38,054,293 kWh</b></li> </ul> <table border="1" data-bbox="813 754 1281 1042"> <thead> <tr> <th>Type</th> <th>22/23 Actual</th> <th>23/24 Expected</th> </tr> </thead> <tbody> <tr> <td>Biomass</td> <td>34,530,509</td> <td>36,990,293</td> </tr> <tr> <td>PV</td> <td>514,000</td> <td>514,000</td> </tr> <tr> <td>Hydro</td> <td>300,000</td> <td>550,000</td> </tr> <tr> <td>Totals</td> <td>35,344,509</td> <td>38,054,293</td> </tr> </tbody> </table>	Type	22/23 Actual	23/24 Expected	Biomass	34,530,509	36,990,293	PV	514,000	514,000	Hydro	300,000	550,000	Totals	35,344,509	38,054,293	<p>Continue to invest in energy saving improvements to the Council's Property Portfolio. Maximise via available investment the installation of additional Energy generation plant such as: -</p> <ul style="list-style-type: none"> <li>PV panels</li> <li>Biomass</li> <li>Hydro-generation</li> </ul>
Type	22/23 Actual	23/24 Expected															
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<b>Rationalise Depot &amp; Office Estate</b>		<ul style="list-style-type: none"> <li>To develop, in conjunction with stakeholders, a strategic operating model and investment business cases that will support the delivery of modern, flexible depots and office space.</li> </ul>															

Improvement Priority	Measures of Success	Improvement Actions
<p><b>Condition of Property Portfolio: Improve &amp; Maintain</b></p>	<ul style="list-style-type: none"> <li>Asset Management - Proportion of operational buildings that are suitable for their current use. <b>Target = 78.0</b></li> <li>Asset Management – Proportion of internal floor area of operational buildings in satisfactory condition. <b>Target = 86.0</b></li> </ul>	<ul style="list-style-type: none"> <li>Develop a Corporate Property Asset Management Plan identifying planned life cycle programmes of work supporting year on year condition improvement to our property portfolio. <b>Target = End of FY23/24</b></li> </ul>
<p><b>Condition of Property Portfolio: Improve &amp; Maintain</b></p>	<ul style="list-style-type: none"> <li>The number of site condition surveys completed per annum in line with the 5-year rolling condition survey programme.</li> <li>Progress of condition surveys completed in line with the 5-year rolling programme. <b>Target = 100% (Progress tracked quarterly)</b> <b>0-10% off target = Green</b> <b>10-30% off target = Amber</b> <b>more than 30% off target = Red</b></li> </ul>	<ul style="list-style-type: none"> <li>Continue 5 year rolling condition survey programme of the Council's property portfolio to help inform investment decisions.</li> </ul>
<p><b>Condition of Property Portfolio: Improve &amp; Maintain</b></p>	<ul style="list-style-type: none"> <li>Percentage completed within FY23/24 as planned, as part of the approved General Fund Capital improvement programmes. <b>Target = 90% allowing for unforeseen circumstances</b></li> </ul>	<ul style="list-style-type: none"> <li>To improve the suitability and condition of the general fund property estate.</li> </ul>

Improvement Priority	Measures of Success	Improvement Actions
<b>Condition of Property Portfolio: Improve &amp; Maintain</b>	<ul style="list-style-type: none"> <li>Percentage completed within FY23/24 as planned, as part of the approved General Fund Revenue improvement programmes. <b>Target = 90% allowing for unforeseen circumstances</b></li> </ul>	<ul style="list-style-type: none"> <li>To improve and maintain the suitability and condition of the general fund property estate.</li> </ul>
<b>Deliver New School Buildings in Phase 1 &amp; 2 of Scottish Government's Learning Estate Investment Programme</b>	<ul style="list-style-type: none"> <li>Phase 1 – Tain Campus <b>Target = Dec 2024</b></li> <li>Phase 2 – Broadford Primary School Design and Planning. <b>Target = March 2024</b></li> <li>Phase 2 – Nairn Academy Design and Planning. <b>Target = March 2024</b></li> </ul>	<ul style="list-style-type: none"> <li>Phase 3 Application submitted Oct 2022 awaiting Scottish Government decision. (Decision originally due end 2022, but delayed)</li> </ul> <p>Phase 3 Application includes Beauly, Dunvegan and Park Primary Schools, St Clements School and a new Primary School at Tornagraim.</p>
<b>Deliver Projects funded from School Estate Investment Programme</b>	<ul style="list-style-type: none"> <li>Percentage of School Estate Investment Programme (SEIP) budget projects completed per annum as planned. <b>Target = 90% allowing for unforeseen circumstances</b></li> </ul>	<ul style="list-style-type: none"> <li>Projects achieving agreed outcomes in relation to integrated services, improving building fabric and energy performance, improved access, inclusion and meeting roll pressure needs.</li> </ul>

Improvement Priority	Measures of Success	Improvement Actions
School Meal Uptake	<ul style="list-style-type: none"> <li>Increase percentage uptake of School Meals in both Primary and Secondary Schools. To be measured annually on Census Day as percentage uptake of those present.</li> </ul> <p><b>Targets = Scottish Average 2022</b>  <b>Primary 59.5% Census Day AC23/24</b>  <b>Secondary 35.9% Census Day AC23/24</b></p>	
Review FM Service Levels		<ul style="list-style-type: none"> <li>Review of FM Service levels required to support a safe and effective estate. Client input and support defined and agreed.  <b>Target = August 2023</b></li> </ul>

## Responding to Strategies

Corporate Strategy	Corporate Indicators	Target
<b>Corporate Business Intelligence</b>	Service Complaints – responded to within 5 days (Financial Quarter)	80% or more responded to within the timescale
	Service Complaints - Investigation – responded to within 20 days (Financial Quarter)	80% or more responded to within the time scale
	Service FOI Legislative requirement (20 days) (Financial Quarter)	90% or more responded to within the time scale
<b>People Strategy</b>	Service Absence rate (Financial Quarter)	Keep below Highland Council Average
	Percentage of staff ERDs completed (annual)	Quarterly Action in place until FY Performance Indicator is developed with People Services
<b>Sustainable Business Travel Strategy</b>	Reduce Business Travel Mileage	Target to be determined by each service for Miles travelled by Grey Fleet & Car Club
	Reduce Carbon Emissions from Business Travel	Currently tracked, reduction based on reduction of miles

## Service Responsibilities on the Corporate Plan

Strategic Priority Outcome	Commitment	Measures and Actions
<b>Resilient and Sustainable Communities</b> – help our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people	<b>Support communities to help each other live well and independently</b>	Homelessness Case Duration
<b>Accessible and Sustainable Highland Homes</b> – build houses to support communities and economic growth	<b>Provide warm and energy efficient housing.</b>	Percentage of council dwellings that are energy efficient. Time to re-let Council Homes
<b>Accessible and Sustainable Highland Homes</b> – build houses to support communities and economic growth	<b>Support the needs of veterans through the Armed Forces Covenant</b>	Number of serving and ex-armed forces personnel applying for Housing annually. Number of serving and ex-armed forces personnel allocated Housing annually.
<b>Accessible and Sustainable Highland Homes</b> – build houses to support communities and economic growth	<b>Develop housing options that help vulnerable and elderly adults to be cared for close to home and community.</b>	Average number of days to complete medical adapt applications.

Strategic Priority Outcome	Commitment	Measures and Actions
<p><b>A Resilient and Sustainable Council</b> – work with partners to address service delivery challenges with a positive approach to change</p>	<p><b>Accelerate the delivery of our Asset Management approach to increase efficiency and reduce overheads and carbon impact.</b></p>	<p>Asset Management - Proportion of operational buildings that are suitable for their current use.            Asset Management – Proportion of internal floor area of operational buildings in satisfactory condition.            Deliver £1M savings from mothballed/disposed assets by end of 2023.</p>
<p><b>A Fair and Caring Highland</b> – work together to improve quality of life and opportunities for Highland people</p>	<p>Promote fair access through co-located services across the Highlands.</p>	<p>Delivery of the Portree public sector co location project by end FY23/24.</p>

# Risk Register

Risk No.	Risk Rating	Risk Name
<b>CR09</b>	B2	Safe & Effective Property
<b>CR23</b>	C2	Refugee Resettlement Programmes

The Performance and Risk Management System (PRMS) contains all identified Service risks and any corporate risks that the Service owns and is used to monitor mitigating actions quarterly.

# Service Statutory Performance Indicator (SPI) Set

SPI Category	Indicator
<b>Housing Services</b>	Homelessness - case duration [weeks] for all applications
	Average time to complete emergency repairs [hours]
	Average time to complete medical adaptations applications [days]
	Gross rent arrears as percentage of rent due
	Average time taken to re-let properties in last year [days]
<b>Property Services</b>	Asset Management - Proportion of operational buildings that are suitable for their current use
	School Meals - gross cost per meal provided

The Statutory Performance Indicator Set is currently being reviewed.

## Planned Audits, External and Internal Assessments

Title of Assessment	Brief Description	Timeframe
<b>Scottish Housing Network Self-Assessment</b>	Self-Assessment exercise carried out with the Scottish Housing Network.	2023/2024
<b>Internal Audit – Housing Rent Collection</b>	Review of the processes in place for the effective collection of housing rents including rent arrears.	June 2023
<b>Internal Audit – Corporate Landlord</b>	Review of the Corporate Landlord Model to ensure that this is operating as agreed and the expected corporate benefits are being achieved.	September 2023
<b>Internal Audit – Cessation of Utility Costs</b>	Review of the arrangements for the transfer of liability/ending supply of utilities when assets are closed/transferred/rented to another organisation.	November 2023