

ABERDEEN CITY COUNCIL

COMMITTEE	Communities, Housing and Public Protection Committee
DATE	11 November 2025
EXEMPT	No
CONFIDENTIAL	No
REPORT TITLE	Housing Board Bi-Annual Report (June to November 2025)
REPORT NUMBER	F&C/25/257
DIRECTOR	Eleanor Sheppard
CHIEF OFFICER	Stephen Booth and Jacqui McKenzie
REPORT AUTHOR	Stephen Booth, Jacqui McKenzie and Eleanor Sheppard
TERMS OF REFERENCE	1.1.1

1. PURPOSE OF REPORT

- 1.1 At Communities, Housing and Public Protection Committee on 30 May 2024, the Executive Director Families and Communities was instructed to present Committee with Bi-Annual reports to enable Committee oversight of all housing improvement activity being coordinated by the Housing Board.
- 1.2 At the Communities, Housing and Public Protection Committee on 27 May 2025, the Housing Board was instructed to present an amended and measurable Improvement Plan for approval as part of the next Housing Board Bi-Annual Report.
- 1.3 This report satisfies both instructions, and focuses on activity related to homes in the Council's estate and services that the Council delivers in relation to housing.

2. RECOMMENDATION(S)

That the Committee:

- 2.1 Note the progress made by the Housing Board from June 2024 to November 2025;
- 2.2 Approve the refreshed Housing Emergency Action Plan available in Appendix A;
- 2.3 Note the Aberdeen Cyrenians Summary Response to the Aberdeen City Housing Emergency Action Plan available in Appendix B; and
- 2.3 Note the Homelessness Benchmarking Summary Report available in Appendix C.

3. CURRENT SITUATION

3.1 As outlined in [F&C/24/176](#), all housing improvement activity continues to be coordinated by the Housing Board. The focus of the Board's work to date has been driven through the [Housing Board Action Plan](#).

3.2 Since inception, the Housing Board has prioritised understanding the long term and system changes required to drive improvement in the provision of housing services in the longer term. This has enabled the Board to establish the building blocks required to help realise improvement over the longer term.

DATA

3.3 Making data led decisions has been a key focus. The Board now has a well-established Data Dashboard and Board Members look in detail at emerging trends at every Board meeting. Officers from Data Insights now participate in the routine Housing and Building Services meetings, to ensure that emerging trends are known, that root causes are explored and that corrective action is considered.

3.4 The Board identified that data around housing assets sat in numerous places which was compromising our ability to interrogate data. A Housing Asset Model was commissioned to help address this. A Housing Asset Model is a data repository that allows consideration of a very wide range of data around our housing stock to determine if our assets are fit for purpose and inform strategic decision making.

3.5 Data on all current housing stock was input to help develop the Model. Following a period of data cleansing and refining, our housing data can now be more easily interrogated in order to identify areas for investment and support assessments on viability. Data cleansing is now almost complete. Interrogation will be ongoing and inform the yearly review of the Housing Asset Plan.

3.6 The process of developing and maintaining the Housing Asset Management Model will continue to require a significant investment of officer time and it will now be routinely maintained to ensure that the associated Housing Asset Plan takes account of annual changes in housing stock. The method of collecting information on the housing stock for updating the Asset Management Model will move to the new Asset Management Module (within Management Information System NEC) in mid-2026. Further refinement of the Asset Management Model will be carried out after this date.

3.7 The NEC Assessment Management Module has also taken a considerable investment of officer time and this work is ongoing. Adoption of the NEC system will greatly support our oversight of repairs and maintenance data. The module is expected to be fully operation, following a period of intensive testing, by mid-2026.

3.8 Understanding our position relative to others has also been a priority. Benchmarking data is routinely reviewed so that conclusions can be drawn to inform our work. The latest benchmarking report is attached as Appendix B.

3.9 The use of data is now increasingly embedded in our practice. This work will be maintained.

COHESION

- 3.10 Ensuring cohesion has also been a key priority given that teams working to a clear and shared purpose are more likely to make swifter progress. The considerable work undertaken to develop the Local Housing Strategy was invaluable in setting 7 shared priorities for action and maximising our whole system to support delivery of housing related improvements. Following approval of the Strategy in August 2025, this Strategy is now being implemented.
- 3.11 Approval of the Local Housing Strategy enabled the development of the Housing Asset Plan. The Housing Asset Plan, which directly influences the HRA 30 Year Business Plan, provides a clear set of priorities to improve our management of housing assets.
- 3.12 It is proposed that the HRA 30 Year Business Plan and Housing Asset Plan should be updated and reported to the Communities, Housing and Public Protection Committee on an annual basis, with the update in 2026 moving to a 5 and 30 year model for both Plans. This will help Elected Members provide strategic direction over the longer term. The final Plan is required to ensure full cohesion across all housing related plans, and the Strategic Housing Investment Plan (SHIP), is being presented to this Committee for approval. The delivery of the Local Housing Strategy and its associated Plans, (the SHIP, the Housing Emergency Plan and the Housing Asset Plan) will be overseen by the Housing Board and Board agendas are being amended to support this.
- 3.13 The Board determined that both Housing and Corporate Landlord would benefit from revising their internal structures in order to ensure sufficient oversight, clarify responsibilities and establish clearer linkages across teams. This work has now almost concluded, with structures developed, consulted upon and in the process of being implemented.

TENANCY MANAGEMENT

- 3.14 Our rent arrears improvement charter continues to realise gradual improvement. The percentage of rent arrears for 2024/25 was 17.86%. As of 01 September 2025, this has reduced to 15.29%.
- 3.15 The cost of living continues to have a negative impact on tenant's income. The revised recovery process, including digital case conferencing, remains in place. Evictions are our last resort, and we are ensuring all possible options have been attempted and exhausted before we consider this action. Our work on this area remains ongoing.
- 3.16 The evaluation of the Rent Assistance Fund was presented to this Committee in August 2025, with the helpful feedback from Members is being used to document the scope of the evaluation to be undertaken in two years' time. Plans have been put in place to capture some case studies to add further depth to future evaluations.
- 3.17 A recent test of change has been carried out in one locality which has involved simplifying the recording of housing support cases. Staff engagement and feedback were crucial in this new way of working and this has shaped how cases are now being recorded. We have already seen an increase in the open support cases that are being carried out by the Housing and Support Officers within this locality. We are now in the process of rolling this out within another

locality, with the last locality having this new way of working introduced by the end of this year. Additionally, a review of open support cases with Turning Point Scotland is underway through regular meetings between Senior Housing & Support Officers and Turning Point Scotland.

- 3.18 The implementation of the Quality Improvement Framework (QIF) within Housing is ongoing and has begun to shape service evaluation and assurance practices. As we work towards full integration there has been a focus on embedding its principles into daily operations and strategic planning, exemplified by the focus of a recent 4th Tier Housing Leadership Event held on 11 September 2025. The event featured focussed discussions on the QIF's implementation, service integration and planning for future cluster-wide engagement activities and highlighted the importance of aligning this work with regulatory expectations. The Housing Cluster is committed to deepening its use of the QIF through collaborative leadership and iterative development, ensuring that the framework evolves in response to service needs and stakeholder feedback. These efforts demonstrate a commitment to service excellence and collaborative leadership across the Housing Cluster.
- 3.19 The tenant satisfaction survey is currently being undertaken using an independent external consultation which is to be conducted using a combination of 1,300 face to face and telephone interviews. This provides the following benefits over other types of approaches:
- Longer interview times, which allows for more detailed responses.
 - Ability to ask numerous questions.
 - Ability to investigate complex issues.
 - Allow interviewees time to expand on their answers.
 - Answers are often more truthful and specific.
 - Allows interviewers time to establish a connection with respondents.
 - Allows more flexibility for those who would prefer to speak via telephone/face to face, as some tenants will be more comfortable with one option over the other.
- 3.20 The rent consultation is also currently underway. Tenants are being consulted both on the rent increase and a change in the way rent is collected from 48 weeks to 52 weeks each year as this would help keep weekly rents lower, make it easier to budget, and match up better with benefit payments. The output of the consultation will be analysed to inform decisions around the HRA Budget at full Council on 03 December 2025.

IMPROVEMENT IN STOCK MANAGEMENT

- 3.21 As briefly outlined at paragraph 3.7, considerable work has been progressed to establish the NEC Assessment Management Module.
- 3.22 As Members are aware, the new NEC system will support the logging and scheduling of works and provide proactive and real-time communication to tenants. Moving to this system will help strengthen central oversight and decision making and help officers prioritise work on voids properties based on demand. Work progressed against the agreed Implementation Plan, and the module is on track to be fully in place from mid-2026.

- 3.23 Work to ready buy backs for tenants continues to be successful, with less than 60 buy backs now remaining outstanding. The considerable costs and time spent ensuring that buy backs meet national standards have been considered in the development of the Housing Asset Plan.
- 3.24 There remains uncertainty around the Net Zero Standard for social housing. Officers remain committed to developing a costed plan when the standard is known. This may impact on the HRA 30 Year Business Plan and Housing Asset Plan in 2026.
- 3.25 The Housing Asset Plan also outlines conclusions drawn around minority and shared ownership.
- 3.26 A short term working group has been established to look at increasing the uptake of capital works and develop further understanding around damp and mould issues within our properties.
- 3.27 Work around reducing the impact of housing related delayed discharge continues. A range of interim accommodation options are available to support hospital discharge, offering varying levels of assistance to enable individuals to return home safely. The Delayed Discharge Housing Liaison Group convenes weekly to review and monitor cases involving patients in hospital and those placed in interim accommodation. The group comprises a multidisciplinary team, including representatives from Housing, Health and Social Care, Bon Accord Care, and the Disabled Persons Housing Service (third sector partners).

PREVENTING HOMELESSNESS

- 3.28 Through Homewards we continue to explore a range of innovative approaches to housing to support vulnerable cohorts, including young people experiencing homelessness, those in need of higher levels of support due to their complex circumstances and those who may have experienced domestic abuse. Access to leading experts, coordinated by the Centre for Homelessness Impact, is proving invaluable insight to support our thinking and decision making.
- 3.29 Through the summer months, following a successful funding application by the Cyrenians on behalf of the Community Planning Aberdeen (Scottish Government's Upstream Homeless Prevention Fund) to pilot interventions to inform learning for the upcoming Ask and Act duties (Housing Scotland Bill) work has been undertaken to set up a new partnership in the city. The Aberdeen Task and Activation Partnership, co-ordinated by Aberdeen Cyrenians, aims to prevent homelessness from Registered Social Landlords in the city. Whilst still in the early stages, there has been some great examples of homelessness being prevented through this collaborative effort.
- 3.30 Work is now being undertaken to ensure that our Homewards work is fully aligned to our work to develop our Family Support Model.
- 3.31 Considerable focus has been placed on reducing the use of hotel accommodation. We continue to hold weekly operational meetings to ensure close review of all cases of people that are currently in a hotel in the city to ensure any barriers to allow for a quick outcome are removed. These are complemented by our reducing hotel action plan which is a fluid plan that updates based on the learning from the weekly case review meetings.

- 3.32 Whilst we have increased the level of furnished temporary accommodation dispersed throughout our communities in the city, work has to focus on reducing the level of temporary void properties and closer management of this stock to allow for improvements in this area to continue. These actions are outlined in our Housing Emergency Action Plan.

CAPITAL WORKS

- 3.33 The Scottish Housing Quality Standard delivery of the Housing Capital Plan 2025-26 has continued in this period utilising ACC works frameworks, for the upgrading of kitchens, bathrooms, windows, roof coverings and repairs to low and high-rise properties.
- 3.34 The period of these 4 year works frameworks has now concluded. Accordingly, replacement frameworks are currently being procured in preparation for the Council's anticipated delivery requirements from 2026 to 2030.
- 3.35 Works are progressing on site at Craighill and Kincorth new build housing sites. It is expected a number of homes will be handed over at Craighill prior to the festive break. Works are progressing on programme at Kincorth. Moving forward the programme at Kincorth will be assessed to consider the phased handover of properties, with the first handover expected towards the end of 2026.
- 3.36 At Greenferns, planning permission in principle is subject to a minded to grant resolution from Committee in Q2 2024, pending completion of a legal agreement and conditions. A legal agreement has been drafted which is expected to be concluded in Q4 2025. Over the next period design works to a phase 1 will progress. It is anticipated that this design information will be submitted as a planning application in Q4 2025.
- 3.37 At Greenferns Landward, planning permission in principle is subject to a minded to grant resolution from Committee in Q2 2025, again pending completion of a legal agreement and conditions. A legal agreement has been drafted and is being considered. Over the next period design works to a phase 1 will progress. It is anticipated that this design information will be submitted as a planning application in Q4 2025.

BUILDING SAFETY

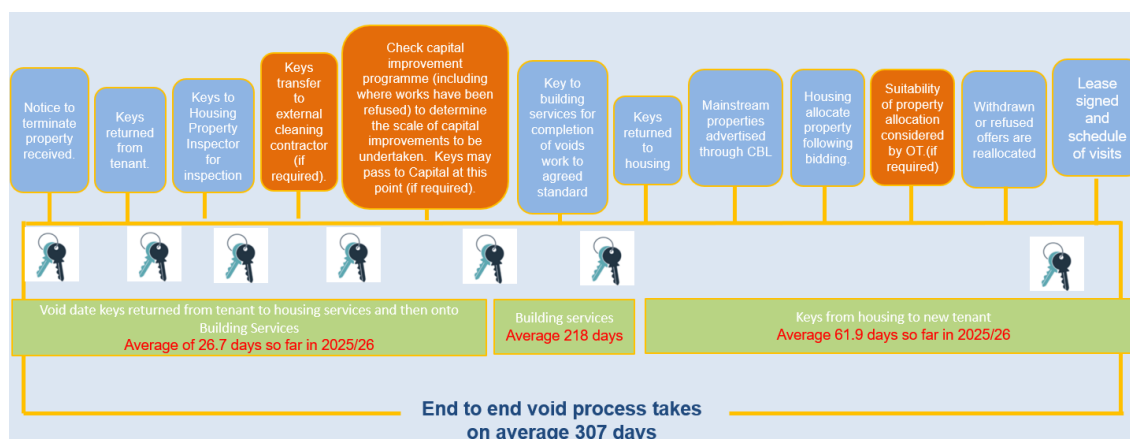
- 3.38 Scottish Government has announced that all high rise and mid-rise housing blocks with High Pressure Laminate Cladding require a Single Building Assessment.
- 3.39 Officers welcome the Scottish Government's offer of fully funded Single Building Assessments and believe that the surveys will provide an invaluable insight into the adequacy of our fire safety arrangements. Having secured the funding for all 27 assessments, we now intend to procure these surveys. In anticipation of awarding the contract and surveys beginning early 2026, we now intend to advise residents in the 27 blocks of the forthcoming surveys.
- 3.40 The Council shares the ownership of these blocks with a number of private owners and would intend to share the results with all the private owners in due

course. The outcome of the assessments, and any associated action plan, will be shared with Elected Members in due course.

- 3.41 The initial Housing Board Plan has provided an invaluable structure to guide the work of the Housing Board. All of the proposed actions are either complete, now being maintained or in train. This triggered the need to refresh our focus and develop a second iteration of the Plan.

HOUSING EMERGENCY ACTION PLAN

- 3.42 As a result of our increased knowledge of some of the problems, improved arrangements for self-evaluation, and our confidence that many of the longer term changes required are in train, the Housing Board has developed a refreshed Housing Emergency Action Plan. As well as reflecting our learning to date, the new plan has been aligned with the Local Housing Strategy and Housing Asset Plan to ensure continued cohesion.
- 3.43 Members of the Communities, Housing and Public Protection Committee unanimously agreed to declare a local housing emergency in September 2024. The Aberdeen City Housing Cross Party Working Group defined this as being due to the significant pressure on homelessness services and the need to address the volume of voids to address demand. Addressing homelessness and voids are therefore at the heart of the refreshed Housing Emergency Action Plan.
- 3.44 The refreshed Plan, (available in Appendix A) now concentrates on the outcomes we seek to improve rather than a series of focus areas designed to support getting the conditions in place to support longer term improvement. Members are asked to note that the targets contained within the Plan are ambitious and will be carefully tracked over the coming months and years.
- 3.45 Following consultation with the Housing Cross Party Working Group, four overarching targets have been set. It is proposed that achieving these targets will enable the local authority to determine when they come out of the housing emergency. The targets are that the:
- Levels of lettable housing voids return to 2020 levels (from 1,783 to 585 lettable voids.)
 - Key movement times return to 2020 levels (from 307 days to 123 days.)
 - There are no breaches of the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014.
 - The homeless journey time is under 100 days.
- 3.46 The Plan, which is informed by the lived experience of those who experience homelessness through both the use of personas and of a panel with lived experience convened by the Cyrenians (Appendix B), explores the factors which have impacted on both the level of voids and the challenges faced by those who present as homeless in order to fully understand the current state, and then sets out a series of actions, and tests of change, designed to improve performance.
- 3.47 The complexity of the void path is identified as a key factor. The Plan focusses on making improvements across the different void stages and also aims to simplify the void path.



3.48 In the medium term, the new NEC system will help simplify the void path. Care has been taken to ensure that we invest our time and energies in areas that will support improvement as the new module becomes embedded. This will help ensure that we continue to take a long-term approach to securing sustainable improvement.

3.49 **LIVED EXPERIENCE FEEDBACK**

The need for external insight and challenge on our Housing Emergency Action Plan led to a partnership with Aberdeen Cyrenians to elicit independent feedback from those with lived experience of homelessness in Aberdeen City.

3.50 Aberdeen Cyrenians used structured questions and a collaborative review session to elicit feedback. Responses were then mapped thematically to align with the structure of the Housing Emergency Action Plan and to other related Housing Plans.

3.51 The Housing Emergency Action Plan was universally welcomed by the Panel, the Plan was noted to be a timely and thoughtful response to the challenges facing individuals and families experiencing homelessness in Aberdeen. It was noted that the Plan demonstrates a clear commitment to trauma-informed principles, wraparound support, and improved housing pathways.

3.52 The Cyrenians concluded that the Housing Emergency Action Plan provides a strong and strategic foundation and affirmed that the personas accurately reflect the individuals the Cyrenians support, welcoming their use as tools for empathy and understanding. The following key strengths were highlighted:

Trauma-Informed Approach: The use of trauma-informed language and framing was welcomed.

Strengthening Relationships with RSLs: The emphasis on deepening partnerships with Registered Social Landlords was noted as a vital step toward improving access.

Use of 80 West North Street: The proposal to utilise 80 West North Street for short-term accommodation is a practical and dignified solution to reduce breaches of Unsuitable Accommodation Orders (UAOs).

Focus on Void Properties: The plan's attention to accelerating turnaround times and improving property standards post-void is a welcome development.

Lived Experience Insight: The use of personas and lived experience narratives was noted as a powerful tool for empathy and understanding and helpful also in designing services with real-world complexity in mind.

Exploration of Rough Sleeping: The inclusion of rough sleeping as a focus area within HEAP is important and aligns with the realities faced by many individuals supported by the Third Sector.

Show Home Approach: We fully support the show home model as a strategic tool to improve tenant engagement and confidence.

- 3.53 The Panel made a number of recommendations for the Housing Emergency Action Plan:

Accelerate Property Turnaround: Begin remedial work at the void stage and strengthen collaboration with RSLs to prioritise statutory homeless individuals. Improve clarity around when individuals are informed of property allocation and when work begins, as uncertainty during this phase can exacerbate distress. This area is a key focus in the Plan.

Support and Scale the Show Home Model: Formalise and expand the show home approach to improve tenant engagement and confidence. The model aligns with trauma-informed practice by reducing uncertainty and enabling informed choice.

Embed Early OT Assessment into Property Matching: Integrate Occupational Therapy assessments earlier in the property matching process to ensure suitability is assessed proactively.

Improve Communication and Accessibility: Use plain language, visual aids, and face-to-face engagement to reduce barriers. Third Sector practitioners would benefit from a clearer understanding of ACC's internal processes, particularly around Choice Based Lettings.

Continue Co-Design: Maintain lived experience involvement in shaping and reviewing the HEAP to ensure it remains responsive and grounded in real-world insight.

- 3.54 The recommendations have been added to the Housing Emergency Action Plan and are marked in red.

- 3.55 In addition, a number of wider recommendations were made. These actions sit across a range of programmes. To ensure coherence, the recommendations will be considered by already established workstreams.

Strengthen Trauma-Informed Delivery: To be considered through the use of the Housing Quality Assurance Framework and design of learning and development opportunities.

Enhance Wraparound Support: Being considered through our work with Homewards and our developing Family Support Model.

Support Digital Access: Already planned through delivery of the Community Learning and Development Plan.

Clarify Roles and Processes: Being considered through our work on the Housing and Support Model.

Invest in Tenancy Readiness: Tenancy readiness is being explored through Homewards.

Shared Data and Insights: Being progressed through Homewards and our developing Family Support Model.

Joined-Up Working: Being progressed through Homewards and our developing Family Support Model.

Feedback Loops: Will inform all work linked to the Local Housing Strategy.

BENCHMARKING PERFORMANCE

- 3.56 The latest release of homelessness benchmarking data has informed the development of the Plan (Appendix B). While Scotland overall experienced a slight decline in homeless applications in 2024/25, the number of households assessed nationally as homeless continued to rise. Aberdeen City presents a somewhat complex picture: although applications fell, homelessness assessments and rough sleeping indicators rose. The city faces specific challenges, including increasing social mobility linked to suspended local connection rules.
- 3.57 Aberdeen's homelessness landscape is further complicated by increasing rates of intentionality, support needs, and higher than average level of households approaching with no statutory duty where there is a need to review how those seeking assistance are routed into the system to reduce levels of avoidable demand. Despite these pressures, the city's overall homelessness rate remains below the national average and other major cities, suggesting that while demand is intensifying, Aberdeen is managing its homelessness response relatively effectively.
- 3.58 Aberdeen City's performance in responding to homelessness during 2024/25 paints a largely positive picture and demonstrates its commitment to achieving rapid rehousing. While decision times for homelessness applications remain above the national average and re-let times are the longest in Scotland, the city has made significant strides in improving the overall homelessness journey. Notably, Aberdeen ranks third fastest nationally in securing outcomes post-decision, with households in the city now achieving results in nearly one-third of the time it takes nationally. The city's ability to deliver timely outcomes despite challenges in property re-letting and rising rehousing demand highlights the effectiveness of its operational processes.
- 3.59 Improving assessment times and an increasing share of lets to homeless households, particularly within general needs housing, reflect a strong commitment to meeting demand. This has contributed to a significant reduction in live homelessness cases, with the city now ranking sixth lowest per 10,000 households, outperforming other major urban areas. However, tenancy sustainment rates and assessing support remain areas for further development, with Aberdeen falling slightly below national averages in both metrics. Strengthening tenancy sustainment and expanding targeted support services are key to sustaining progress and ensuring long-term housing stability for homeless households. Bi-annual data for 2025/26 reveals an improving picture with tenancy sustainment rates in the city rising to 89.8% and on par with the national average.
- 3.60 The national data highlights a complex and evolving picture of temporary accommodation across Scotland, with significant variances between local authorities. While the national trend shows a continued rise in the number of households in temporary accommodation, Aberdeen City stands out for its significant improvements across several key indicators. These include a reduction in overall placements, shorter average stays, fewer households with

children in temporary accommodation, and a marked shift away from unsuitable accommodation types, particularly hotels in 2024/25.

- 3.61 Despite these positive developments, big challenges remain. Aberdeen City still records a relatively high rate of breaches of the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014, and continues to rely, albeit to a lesser extent on hotel placements. Demand across the city has begun to rise again in 2025/26, increasing pressure on temporary accommodation and leading to greater reliance on hotels to manage the surplus. Nevertheless, the city's approach, particularly in expanding mainstream and community-based accommodation, demonstrates a strong commitment to the principles of rapid rehousing and improving outcomes for homeless households.
- 3.62 Continued focus on reducing breaches, enhancing the quality and suitability of temporary accommodation, maximising use of such stock, and sustaining the downward trend in placements will be essential to building on this progress.
- 3.63 Members are asked to note that there are strong interdependencies with the setting of the Housing Revenue Account budget and delivery of the Housing Emergency Action Plan. Failure to sufficiently resource the issues identified around housing voids would impact on the deliverability of the Plan and therefore officer ability to meet the ambitious targets stated.

EVALUATION OF THE HOUSING BOARD

- 3.64 Members may recall that the output of a self-evaluation of the Housing Board was shared within the last Bi-Annual update. Actions taken against our next steps are detailed below:

Action	Progress
Have improved oversight of the capital programme now that a decision has been taken for oversight of this work to be through the Housing Board.	New tracker in place and linked to agendas.
Establish short term working groups to look at increasing the uptake of capital works and develop further understanding around damp and mould issues within our properties.	Established and detailed in the Housing Asset Plan.
Think about the frequency of reporting some areas to the Housing Board so that our agendas don't become unmanageable.	In progress as supporting Plans are approved.
Pace our asks of the data team so we don't have a large number of recommendations that can't all be implemented. A first step to managing this would be to set up a tracker of all of the recommendations so we can review and prioritise them when our capacity increases.	Tracker in place and linked to agendas.
Refresh membership to take account of new structures.	In progress but will be reviewed when structures are fully implemented.

4. FINANCIAL IMPLICATIONS

- 4.1 Where there are financial implications noted against a particular project these are noted within the commentary. No additional financial requests are identified as a consequence of this report.
- 4.2 Any specialised or additional resource requirement will be identified within the HRA budget setting process.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from the recommendations of this report.

6. ENVIRONMENTAL IMPLICATIONS

- 6.1 There are no direct environmental implications arising out of this report.

7. RISK

- 7.1 The assessment of risk contained within the table below is considered to be consistent with the Council's Risk Appetite Statement.

Category	Risks	Primary Controls/Control Actions to achieve Target Risk Level	*Target Risk Level (L, M or H) *taking into account controls/control actions	*Does Target Risk Level Match Appetite Set?
Strategic	Risk that our approaches do not secure improvement.	Mitigated by being data led, taking time to understand the problems identified and then taking a test and learn approach to improvement. Mitigated by aligning all strategies and Plans.	L	Yes
Compliance	Failure to provide quality housing services will breach requirements of	Adoption of the Housing Quality Improvement Framework and	L	Yes

	legislation and the Scottish Housing Regulator.	adoption of the NEC module.		
Operational	Failure to maximise our use to resources	The cross council Housing Board guides the work of a range of Clusters to help maximise our use of resources.	L	Yes
Financial	Failure to have efficient and effective systems compromises the Council's ability to demonstrate best value	Continued focus on reducing void times and levels and increasing rent collection.	M	Yes
Reputational	Failure to improve the quality of Council homes may harm the Council's reputation if the properties need repairs.	The development of the Asset Model and adoption of the NEC system.	L	Yes
Environment / Climate				

8. OUTCOMES

<u>COUNCIL DELIVERY PLAN</u>	
	Impact of Report
Aberdeen City Council Policy Statement	<p>A number of areas within 'Homes for the Future' will be positively impacted by this report. Of particular impact on the policy statement are:</p> <ul style="list-style-type: none"> • The development of an Asset Management Plan • The number of adaptations made to homes • Work to realise net zero targets • Increasing choice for tenants
Aberdeen City Local Outcome Improvement Plan	
Prosperous People Stretch Outcomes	The proposals within this report support improved healthy life expectancy by setting out steps towards achieving improvements in the housing stock.
Prosperous Place Stretch Outcomes	The proposals within this report support reducing Aberdeen's carbon emissions and improving the standard of housing by setting out steps towards achieving better quality housing.
Stretch Outcome 12	<i>Aims to 'Reduce homelessness by 10% and youth homelessness by 6% by 2026, ensuring it is rare, brief and non-recurring with a longer-term ambition to end homelessness in Aberdeen City'.</i>

Regional and City Strategies	The work of the Housing Board is helping inform the implementation of our Local Housing Strategy.
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9. IMPACT ASSESSMENTS

Assessment	Outcome
Integrated Impact Assessment	Integrated Impact Assessment has been completed for the Housing Emergency Action Plan.
Data Protection Impact Assessment	Not required.
Other	None

10. BACKGROUND PAPERS

11. APPENDICES

Appendix A – Housing Emergency Action Plan
Appendix B – Lived Experience Panel feedback
Appendix C – Homelessness Benchmarking Summary Report

12. REPORT AUTHOR CONTACT DETAILS

Name	Eleanor Sheppard, Stephen Booth and Jacqui McKenzie
Title	Executive Director Families and Communities, Chief Officer Corporate Landlord and Chief Officer Housing
Email Address	esheppard@aberdeencity.gov.uk Stbooth@aberdeencity.gov.uk jacmckenzie@aberdeencity.gov.uk
Tel	01224 522707