Housing Revenue Account

Housing Asset Plan 2025 - 2030

ABERDEEN CITY COUNCIL

BON ACCORD

Contents

Foreword

Aberdeen City Local Housing Strategy 2025-2030, guided by the published Aberdeen City and Aberdeenshire Housing Needs & Demand Assessment, sets out a vision and priorities for the future delivery of housing and housing related services.

Our vision is that the people of Aberdeen live in good quality, safe, sustainable and affordable homes, and in thriving communities that meet their needs.

Consideration of the evidence gathered, and exploration of the social determinants of health, helped identify the key challenge and action needed to deliver on that vision.

Our Key Challenge: Many citizens of Aberdeen face barriers accessing good quality, secure and affordable homes with support services which meet their needs, and in locations they want to live in. This can contribute to poor health outcomes, particularly for those who are more vulnerable.

Our Response: We must ensure that there is a sufficient supply of good quality and affordable housing, and more integrated services that provide appropriate support to meet the evolving and varying needs of Aberdeen's citizens, and to promote better, healthier places and communities.

This Housing Asset Plan considers how our arrangements for managing Council housing stock should pivot to help make a significant contribution to the delivery of the 7 priorities for action from the Local Housing Strategy:

- **Adequate supply of housing**
- **Placemaking with communities**
- **Homelessness**
- **Promote independent living in communities**
- **Promote health through housing**
- **Housing quality and energy efficiency**
- **Private Rented Sector**

Details of the linkages are available in the appendices to this Plan.

1.

The Local Housing Strategy 2025-30 clearly articulates our theory of change for the next 5 years.

The summarised LHS Logic Model below shows in blue the activities relevant for this Housing Asset Plan. The Housing Emergency Plan, due to be presented to Committee in November 2025, outlines in detail the work being undertaken to address issues with the housing void path so that detail has not been repeated in this Plan. Further details on how this Plan supports delivery of the Local Housing Strategy is available in Appendix A.

Inputs	Activities	Medium Term Outcomes	Impacts
HRA Revenue HRA Capital Affordable Housing Supply Programme RSLs Private sector Data and research	• Bring voids and empty homes back into use. • Deliver new, affordable housing. • Maintain /retrofit older homes. • Maximise accessibility in properties including TEC. • Build agency of unheard voices. • Maximise green space and encourage active lifestyles. • Holistic support provided for New Aberdonians. • Deliver holistic integrated family support. • Deliver easy to access local facilities and services. • Deliver specialist and supported accommodation. • Deliver a range of housing options and support services to key groups. • Complete adaptations to support people to live independently. • Develop effective data collection and sharing across housing, health, and social care system. • Maximise benefits entitlements. • Invest to improve / maintain high standards and energy efficient stock. • Expand district heating schemes. • Support landlords.	• Population retention and growth is supported through housing availability. • Housing related inequalities are reduced and community stability enhanced. • Communities are empowered to shape their environments and services. • Wellbeing and social cohesion in deprived areas is improved. • Inclusive, safe, and vibrant neighbourhoods are fostered. • No breaches of the Homeless Persons (Unsuitable Accommodation) (Scotland) Order. • An adequate supply of good quality temporary accommodation. • An adequate supply of specialist housing. • The right support is available to enable people to live independently at home for as long as possible. • Improved communication between housing and health and social care systems to ensure people are not impacted by housing related hospital delays. • Improved mental and physical health outcomes via housing support. • Emissions from the domestic sector are reduced. • Fewer private sector properties in disrepair or substandard. • Minimum energy efficiency standard is implemented. • Fewer private rented properties are in disrepair. • Landlords are supported to remain in the sector and are aware of their duty to comply with legislation.	• There is a sufficient supply of housing to meet the varying needs of the people of Aberdeen. • Lesser heard voices shape their communities, focusing on the unique circumstances of a particular place. • Homelessness is rare, brief, and non-recurring. • The people of Aberdeen to live as independently as possible, for as long as possible in their community. • Health inequalities are reduced by affordable, accessible, high quality and energy efficient homes. • High quality homes with improved energy efficiency, alleviating fuel poverty and mitigating climate change.. • A well-managed private rented sector

2.

Direction of Travel from the Local Housing Strategy

The Aberdeen City Local Housing Strategy 2025-2030 emphasises the importance of promoting health through housing by ensuring good quality, affordable, and energy-efficient homes. This includes providing homes with access to sufficient, well-maintained outdoor spaces, which better support mental and physical health outcomes.

To realise this priority there will be a need for this Housing Asset Plan to focus on:

- Improving the condition of existing homes and carefully balancing investment in new homes with investment in older homes to improve the demand for older stock;

- Ensuring new-build homes are built to a high standard, but remain affordable and not allowing the investment in new stock to tigger an underinvestment of older homes;

- Increase the supply of affordable housing in areas of greatest demand, including homes for varying needs (including wheelchair accessible homes), those who may have been hospitalised, those seeking asylum and homes for larger families;

- Reducing fuel poverty by improving energy efficiency across the estate and delivering on the recommendations of the Local Heat and Energy Efficiency Strategy (LHEES) to support the delivery of Net Zero Aberdeen;

- Ensure Technology Enabled Care (TEC) is considered in the design of future specialist housing;

- Monitor the demand for adaptations and work with partners to ensure they are available to support people to live independently;

- Continue to meet national standards;

- Work to address the volume of housing voids; and

- Consider where to disinvest, for example properties in minority ownership.

3.

Developing an Integrated Asset Management Model

A Housing Asset Model is a data depository that allows consideration of a very wide range of data around our housing stock to determine if our assets are fit for purpose. The model considers:

Service Planning: Does our stock meet tenant requirements and do we manage it effectively?
Financial Planning: Can we afford to manage, maintain and invest in our stock? Do parts of our stock cost more than we collect in rent? Is our stock sustainable?
Investment Planning: How do we develop a long term costed plan for the repair and maintenance of our stock?

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 on-going and inform the yearly review of this Housing Asset Plan.

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 yearly changes in housing stock. The method of collecting information on the housing stock for updating the Asset Management Model will move to the new NEC Asset Management Module in mid-2026. Further refinement of the Asset Management Model will be carried out after this date.

The housing model has been built over the last year as outlined below:

Housing Asset Model commissioned in June 2024

Ingathering of data from July 2024 To July 2025

First cut of data in June 2025

Data anomalies resolved from July to August

Draft Model available for initial interrogation September 2025

Continued refinement on-going.

4.

Measuring Asset Performance

An integrated approach to asset management focuses on every aspect of asset performance to establish if continued investment is sustainable.

The performance of assets can be assessed from a demand, management, financial, technical and strategic perspective to assess if they are fit for purpose now and in the future

If an asset is fit for purpose, it should be:
- Managed efficiently and generating demand (service and customer performance)
- In good condition with a costed, affordable maintenance programme (investment performance)
- Making a positive contribution to the landlord's business plan (financial performance)
- Delivering value and amenity (energy and H&S performance)

The key indicators outlined in figure 1 have been identified to support the initial setting of the Model.

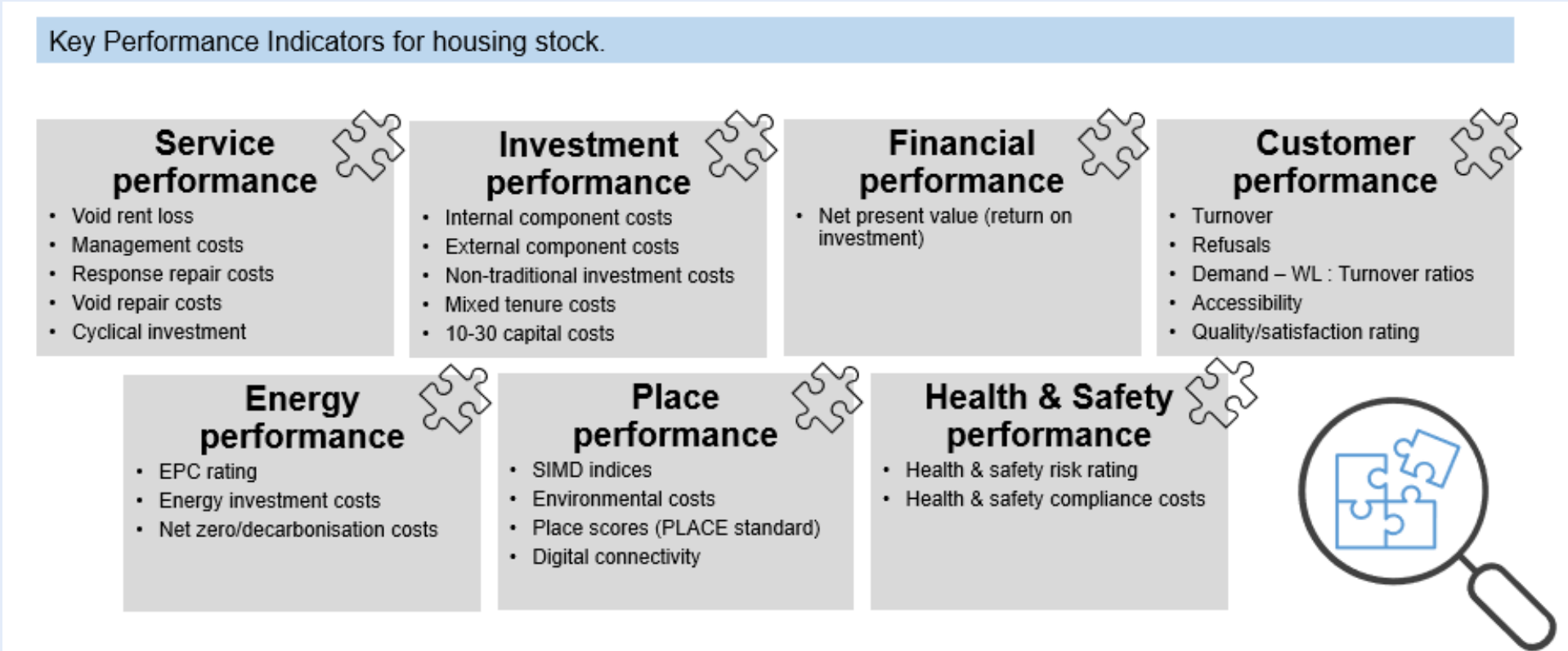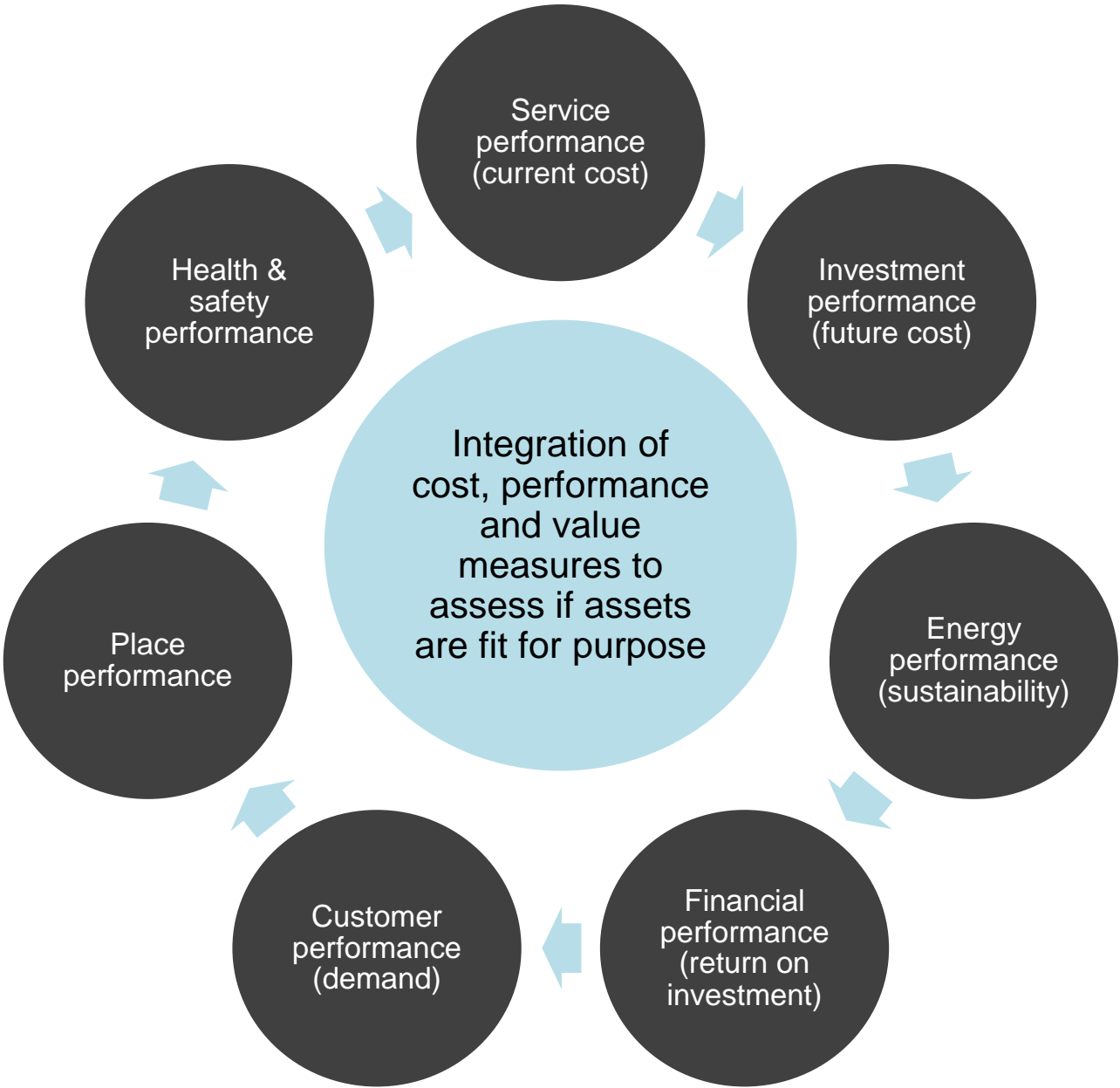**Figure 1: Key Performance Indicators used to populate the Housing Model**

Figure 2:Integration of cost, performance and value measures

5.

Our Housing Stock and demand

As of 25 August 2025, there are 23,682 Council homes.

There is highest demand from tenants for cottage style homes. Cottage style homes (houses as opposed to flats), mostly with private gardens, make up around 24% of all housing stock. There is a need to think about increasing access to quality greenspace given the clear demand from our tenants.

Our Choice Based Letting system shows that there is most demand for post 2002 properties and less for older properties. Some of the hardest to let properties are those built between 1945 and 1982. There is significant evidence of tenants limiting their choices to particular parts of the city based on housing type, and evidence that choices are often heavily informed by the release of new build properties. Just over 7% of tenants live in homes built after 2002.

Given the age profile of our stock, there is a need to carefully consider how to invest more significantly in pre 2000 stock, which makes up the majority of our housing stock, to ensure they these properties remain sustainable for the HRA.

Figure 3: Housing Stock by Age and Type.

Build Date	House	High rise	Tenement	4 in a block	Other flat /maisonette	Total by age
PRE 1919	4	0	1233	0	0	**1237**
1919 - 1944	237	0	2217	1660	0	**4114**
1945 - 1964	3073	254	2141	428	211	**6107**
1965 - 1982	1852	3628	3247	29	444	**9200**
1983 - 2002	151	58	368	9	683	**1269**
POST 2002	468	0	1112	78	97	**1755**
TOTAL:	**5785**	**3940**	**10318**	**2204**	**1435**	**23682**

Data extracted from our Choice Based Letting system shows that homes built after 2000 attract by far the highest number of bids when they are listed on the system. There is considerable evidence that tenants believe that there has been an under investment in older stock and that this is heavily impacting on tenant selections. Financial data would support this view. Insight from complaints suggests that this is most prevalent when new housing developments are built in neighbouring streets.

There is significant churn with every release of new build housing stock. Over the last year there were 2360 terminations and 11% of all stock was relet; this is thought to be high compared to other landlords.

Tenants are, by far, most likely to bid for cottage style homes. Homes in multi-storey flats attract on average only 11 bids compared to cottages, most often with gardens, attracting on average 177 bids.
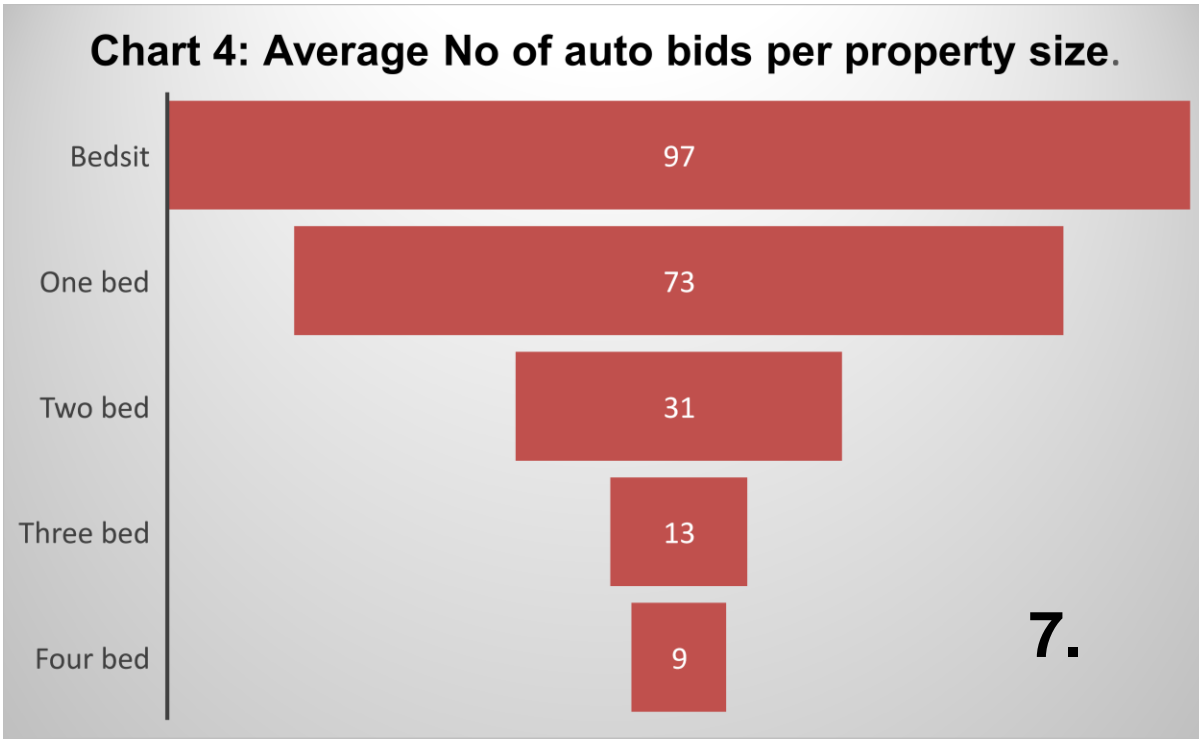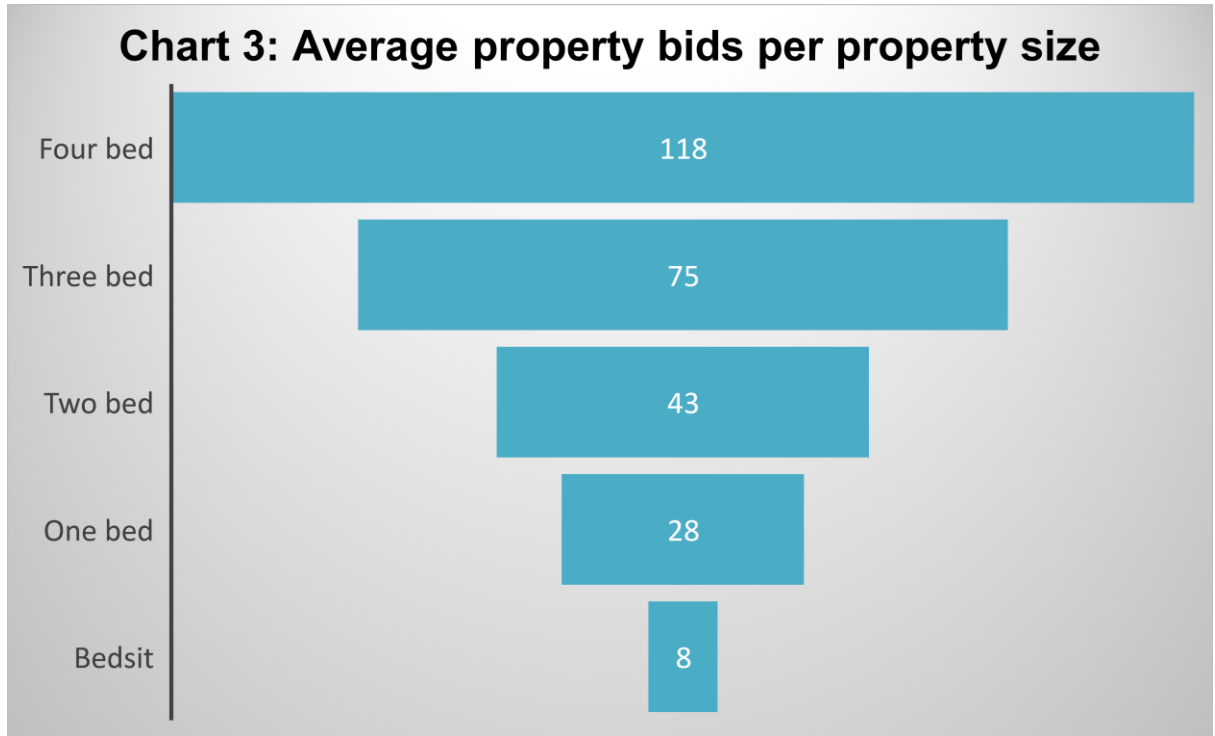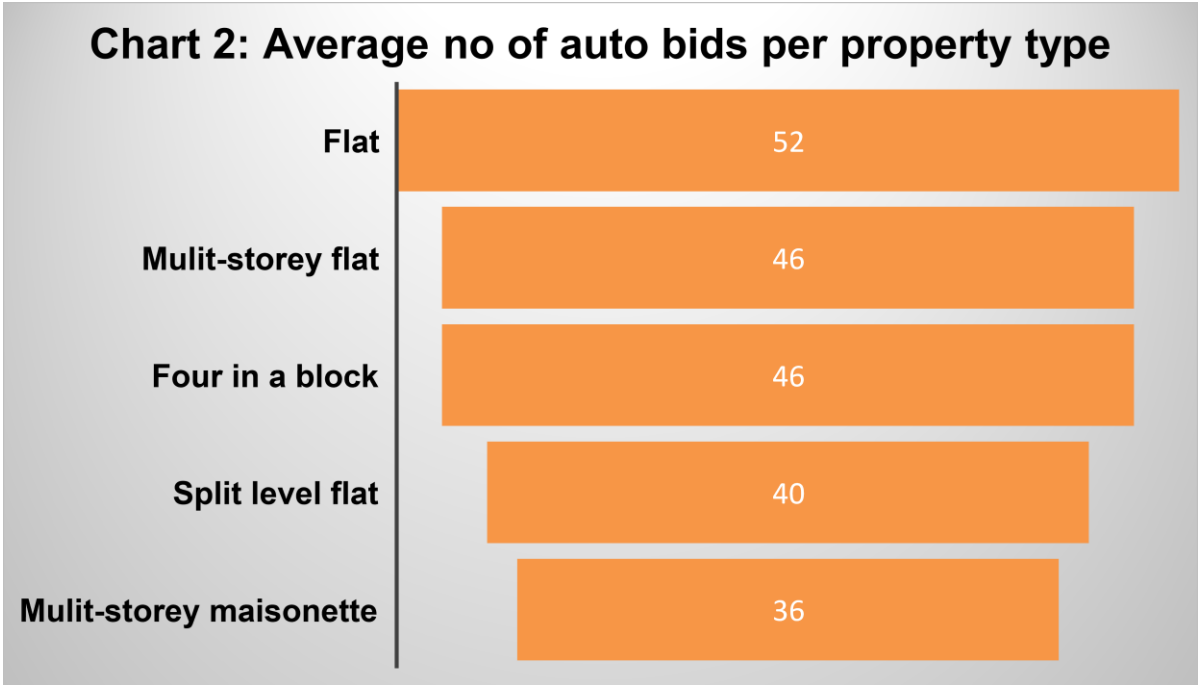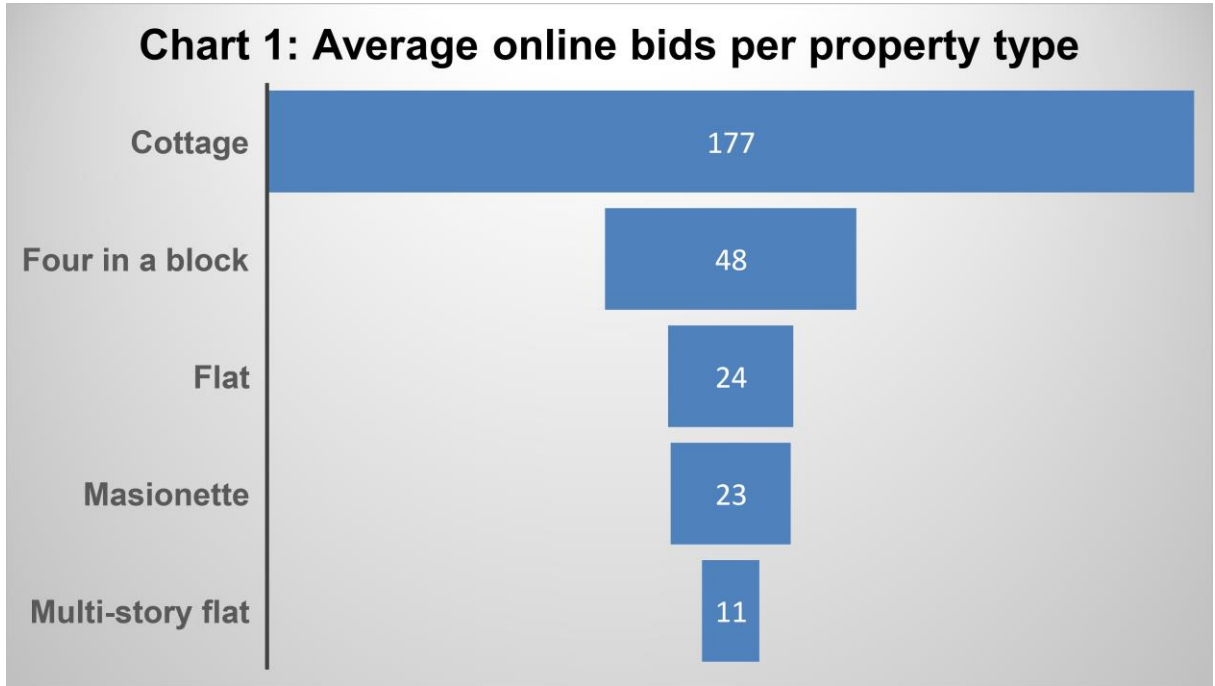
Auto bid, applied for those with an urgent housing need such as those who are experiencing homelessness, is applied most often to flats.

Although most of those presenting with an urgent housing need are single and require only one bedroom, there are others with children who are seeking larger properties.

Demand for larger properties (3 bed + = 71% of average property bids) is high, and this can lead to families being housed in unsuitable accommodation for longer periods of time and needs to be addressed.

Figure 4: Average No of Bids through Choice Based Lettings by age of property.

	Built After 2000	Built Between 1950 -2000	Built Prior to 1950
Void Editions	421	1942	1104
Total Online Bids	40300	66645	32373
Av Online Bids Per Edition	95.7	34.3	29.3

Chart 1: Average online bids per property type

Cottage	177
Four in a block	48
Flat	24
Masionette	23
Multi-story flat	11

9

Chart 2: Average no of auto bids per property type

Flat	52
Mulit-storey flat	46
Four in a block	46
Split level flat	40
Mulit-storey maisonette	36

Chart 3: Average property bids per property size

Four bed	118
Three bed	75
Two bed	43
One bed	28
Bedsit	8

Chart 4: Average No of auto bids per property size.

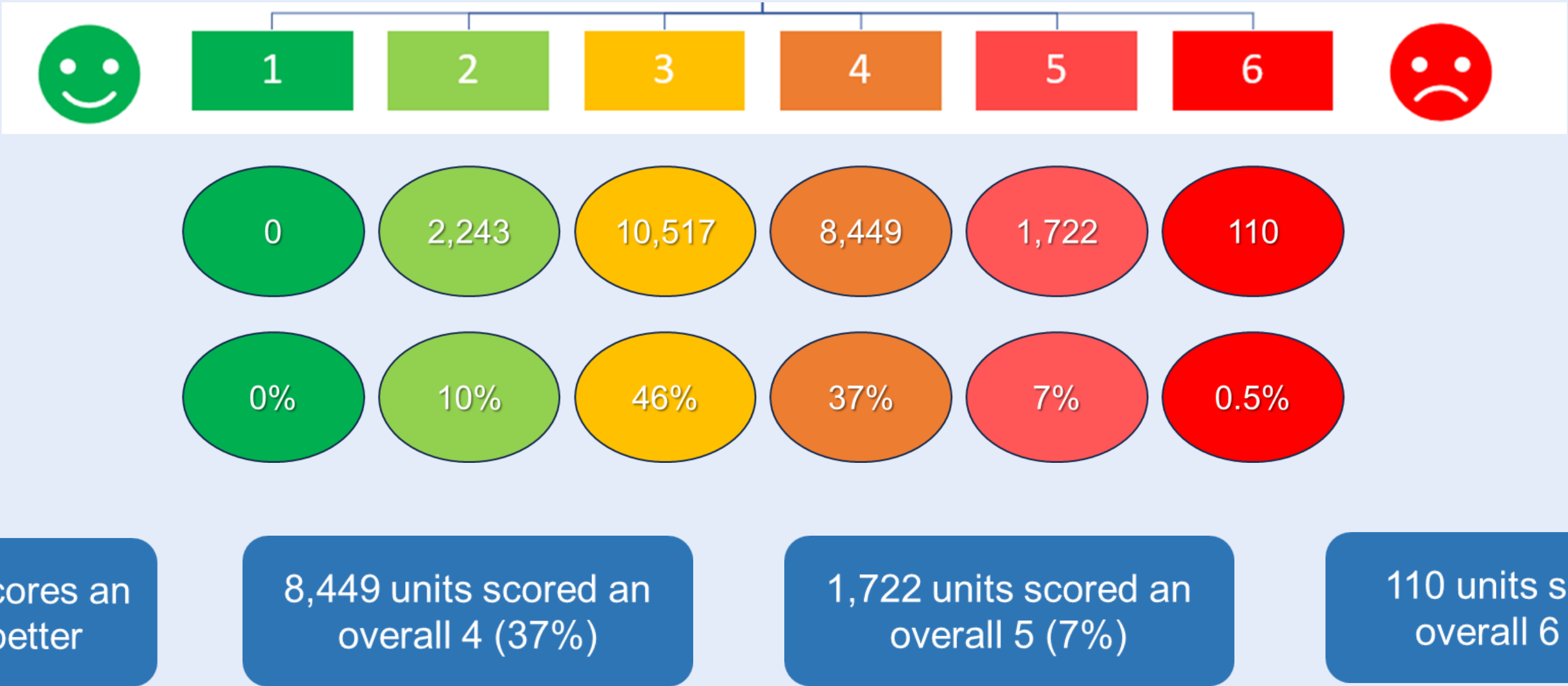|	
Bedsit	97
One bed	73
Two bed	31
Three bed	13
Four bed	9

7.

What is the Housing Data Model telling us?

As the Housing Asset Model is refined, it will provide a real time assessment of the performance of each individual property based on Current Costs, Future Costs and Demand information. This will produce a RAG score:

Red stock - poorly performing and requiring major investment/management interventions to improve current position;
Amber stock - opportunities for improvement with acceptable levels of investment/management interventions to improve current position;
Green stock - performs well across most indicators and requires minimal investment/management interventions to retain current position.

In time the Model will also detail the actions that may be required to either maintain or improve performance. The initial review of data in the model shows the number of properties falling into each RAG category.   At a high level, this shows the need to disinvest in some properties and quickly address issues in others before they too require disinvestment. The Asset Plan in 2026, will explore the insight from the cleansed data Model in more detail.

1	2	3	4	5	6
0	2,243	10,517	8,449	1,722	110
0%	10%	46%	37%	7%	0.5%

56% of stock scores an overall 3 or better

8,449 units scored an overall 4 (37%)

1,722 units scored an overall 5 (7%)

110 units scored an overall 6 (0.5%)

8.

Our Housing Stock – Service Performance

Chart 5 shows that progress is being made in terms of collecting rent due with local data better than the national average. This has led to a steadying of what was a rising trend in rent lost. However, the high number of housing voids means that over 8% of potential rent is not realised and this impacts on the general health of the HRA. There is a need for this Housing Asset Plan, and the related Housing Emergency Plan, to help address this in order to maximise the resources available to the HRA.

As shown in Figure 5, the cost of repairs and maintenance has significantly increased over the last 5 years. This is influenced by a number of factors including the increased cost of materials, wage inflation, pressures within the construction sector, increasing regulatory requirements and increased costs due to the general age and condition of the stock. A review of housing complaints shows that numbers of complaints around condensation, damp and mould is higher to older properties and the number increasing. Evidence shows these can link to respiratory illnesses, skin conditions, and mental health issues. There is growing evidence of the need to invest more significantly in older housing stock to ensure that properties are compliant with current standards and attractive places to live. This will require investment.

The level of tenants refusing cyclical maintenance and planned upgrades remains high (often as high as 50%). This impacts on void times and wastes valuable time that could be invested more wisely.

The need to prioritise work to address voids and support those impacted by RAAC has led to other assets, such as those listed in Figure 6, not being marketed. As a result, these assets are not helping fund the HRA. A long-term plan is required to address this. Consideration also requires to be given to emerging national expectations such as EV charging points.
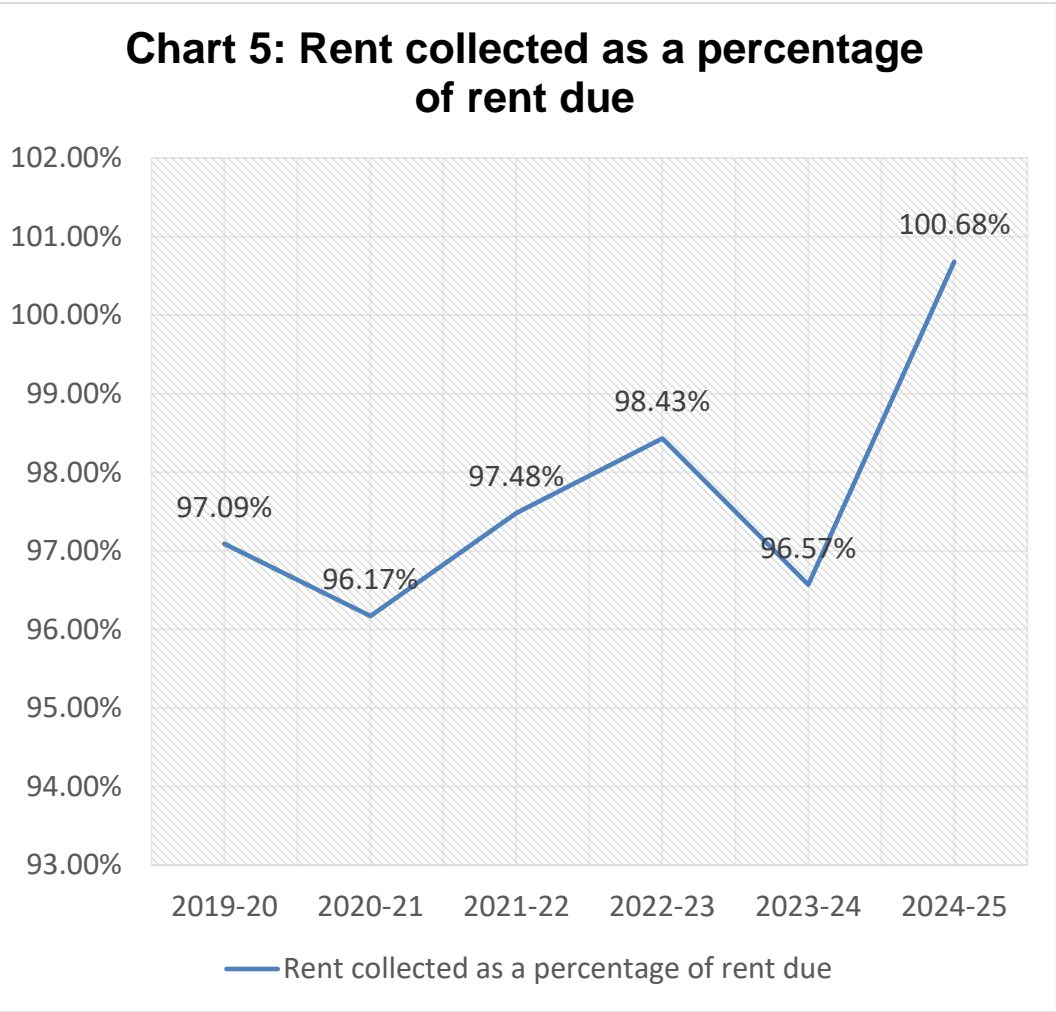
Chart 5: Rent collected as a percentage of rent due

Chart 6: Percentage of rent due lost through empty properties

Figure 5: Spend over 5 years on repairs and maintenance

2024/25	2023/24	2022/23	2021/22	2020/21
£'000	£'000	£'000	£'000	£'000
44,688	43,855	36,194	30,383	27,159
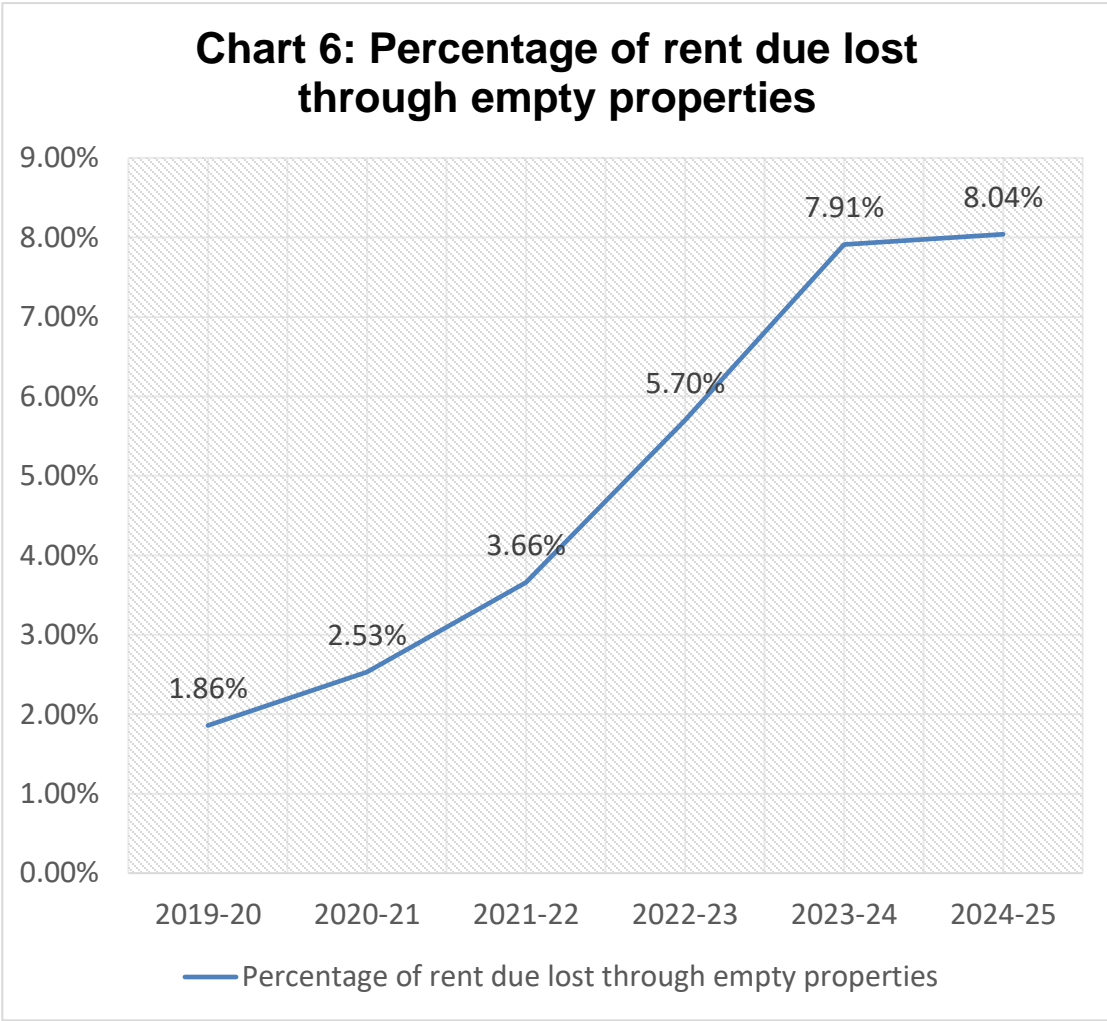
Figure 6: Other Assets

| Other Assets	
Hostel	1
Garage sites	241
Lock up garages	2022
Parking spaces	907
Travelling People's Sites	2

9.

Our Housing Stock – Investment Performance

There are currently 1,698 blocks where ACC have 50% or majority share of ownership, and 876 blocks where ACC have minority ownership. As properties get older, the costs of maintaining them significantly increases. Financial sustainability risks are particularly acute in properties of non-traditional construction and properties with mixed ownership due to the inability to secure agreement and resources from all owners for necessary works.

The issue of undertaking communal work to low rise flatted blocks is problematic due to there being no factoring arrangements in place across the majority of the stock. This can lead to a lack of agreement on required works which leads to repairs work either being delayed or not progressing, and limitations on progressing maintenance and repair works. There is a need to address this.

A consultation looking at longer term plans for 8 city centre multi-storeys showed that those living in multi-storey properties generally favoured a "do minimum" option (50% chose this option) with 34% selecting refurbishment and 16% the "demolition" option. Residents favoured the 'do nothing' option as they did not want the upheaval of more intrusive works and were concerned about costs. Whilst the costs of maintaining these properties in the longer term has been considered by officers, the impact of this on homeowners needs to be fully understood by homeowners to determine affordability for them. In addition, our Housing Asset Model requires to factor these significant costs into modelling when all data has been cleansed.   There is a need to work with homeowners to determine the best way forward given the considerable affordability concerns.
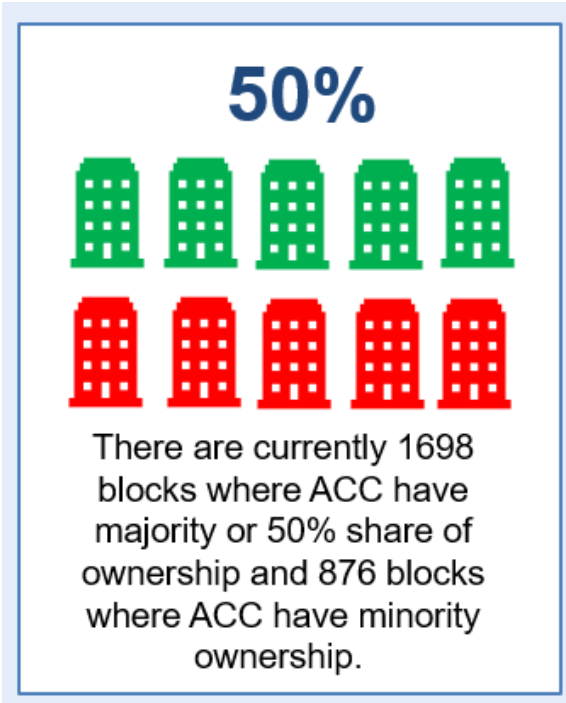
The current cyclical maintenance and repair arrangements are detailed in Figure 7. However, a high proportion of tenants refuse these works due to the general upheaval involved. There is a need to look again at this programme to determine if resource could be better utilised in the short and longer term.

Over the last decade, the primary focus of the Council's investment in its housing estate has been on upgrading internal facilities to the modern Scottish Housing Quality Standard. Over the coming decade, in addition to maintaining homes to modern Scottish Housing Quality Standard, it would be prudent to also focus on the external fabric of the Council's housing estate and making thermal improvements to homes to alleviate fuel poverty and reduce condensation, damp and mould. Consideration should also be given to improving the quality of the existing greenspace wherever possible.

Chart 7: Satisfaction Value for Money
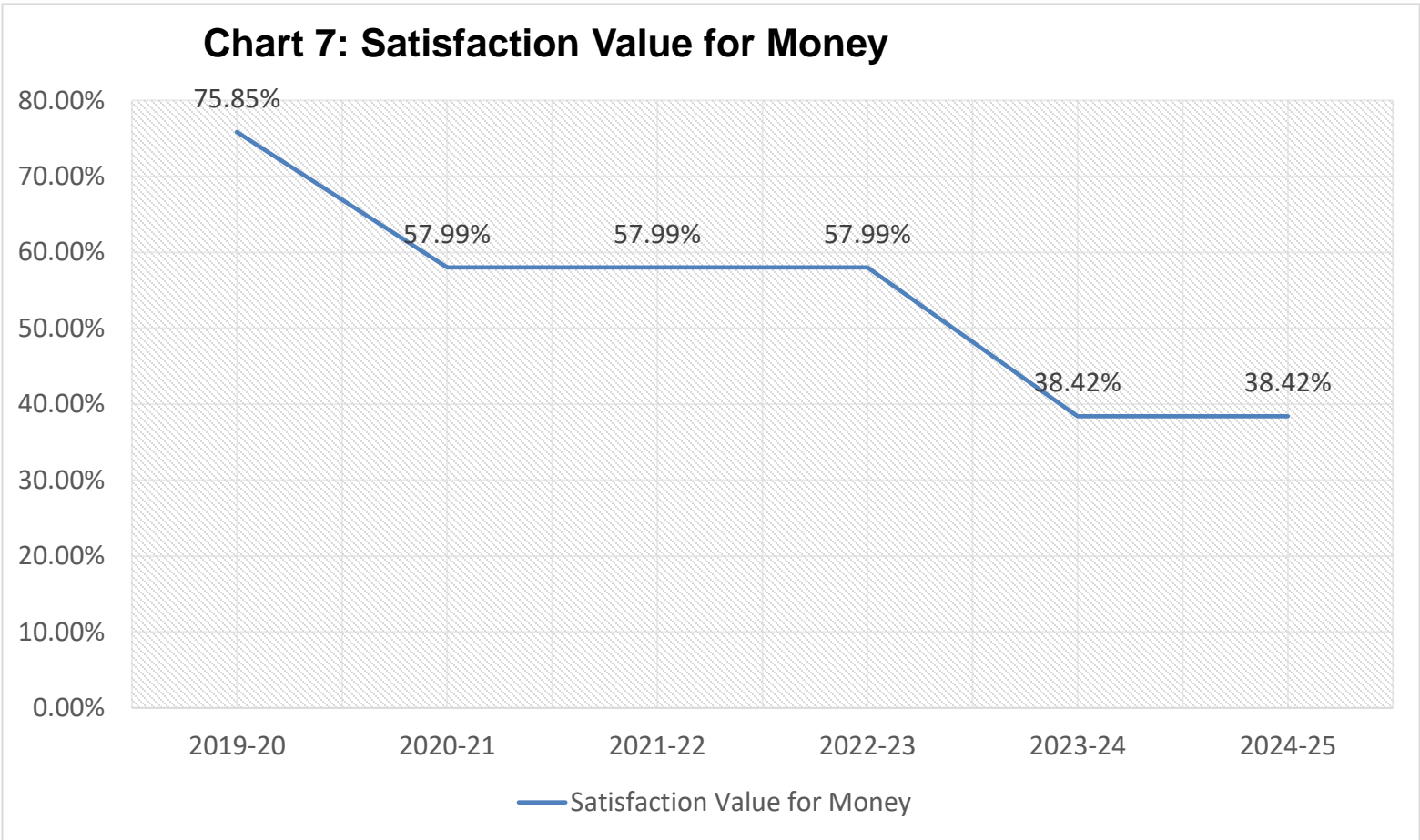
Figure 7: Cyclical Maintenance

Component	Lifecycle (years)
Bathroom	30
Kitchen	20
Heating systems – boiler	15
Heating systems – radiators	15
Windows	30
Doors	30
Wiring	30
Pitched Roofs	60
Flat Roof	30
Downpipes & Gutters	60

50%

There are currently 1698 blocks where ACC have majority or 50% share of ownership and 876 blocks where ACC have minority ownership.

10.

Our Housing Stock – Financial Performance

Chart 8 shows the level of Housing capital spend has been high over the last 5 years, rising from £57m in 2020/21 to £116m in 2024/25. Much of this additional spend is linked to the new build programme being undertaken over these years. New build homes currently cost around £250k per property before any grant income has been applied.

This level of spend requires funding, through borrowing, grant income (for new build) and capital from current revenue (CFCR).

Grant income has been a mixture of Scottish Government (SG) funding from the Affordable Housing Supply Programme budget, Council Tax second homes and developer obligations.   Scottish Government provides no funding to the revenue account, and all expenditure must be funded by tenants' rents.

As you will see from Chart 9, the funding from CFCR has fallen from £28m in 2020/21 to £0 in 2024/25 due to the level of spend on pay awards, repairs and maintenance (which includes additional requirements to manage an increasing regulatory framework e.g. damp and mould works to meet national standards) and the decision to approve a lower increase in rents, 4.7% instead of 8.5%.

CFCR allows a reduced level of borrowing to be undertaken for the capital programme, for each additional £1m of borrowing it costs the HRA £60k per annum.

The 30 Year Business Plan details how our debt levels are increasing compared to the other local authorities who have an HRA, from 21 out of 26 LA's in 2020/21 to 9th in 2023/24. The Quarter 1 Financial Monitoring Report to Finance & Resources Committee on 6 August 2025 shows for the HRA the ratio of financing costs to net revenue stream is 21.7%. 21.7% is unsustainable and requires a significant rental increase to ensure sustainability.

The Council has a working balance, the HRA Reserve, which has been built up over several years created from surpluses achieved by the HRA. This reserve is necessary to ensure the HRA is financially resilient and can meet any unforeseen or exceptional circumstances for example inflationary pressures, or the emergence of new risks like RAAC. In the 2025/26 budget it was agreed to utilise £792k from reserves, this was at a reduced level of £3.161m in 2024/25 to approve a lower increase in rents.
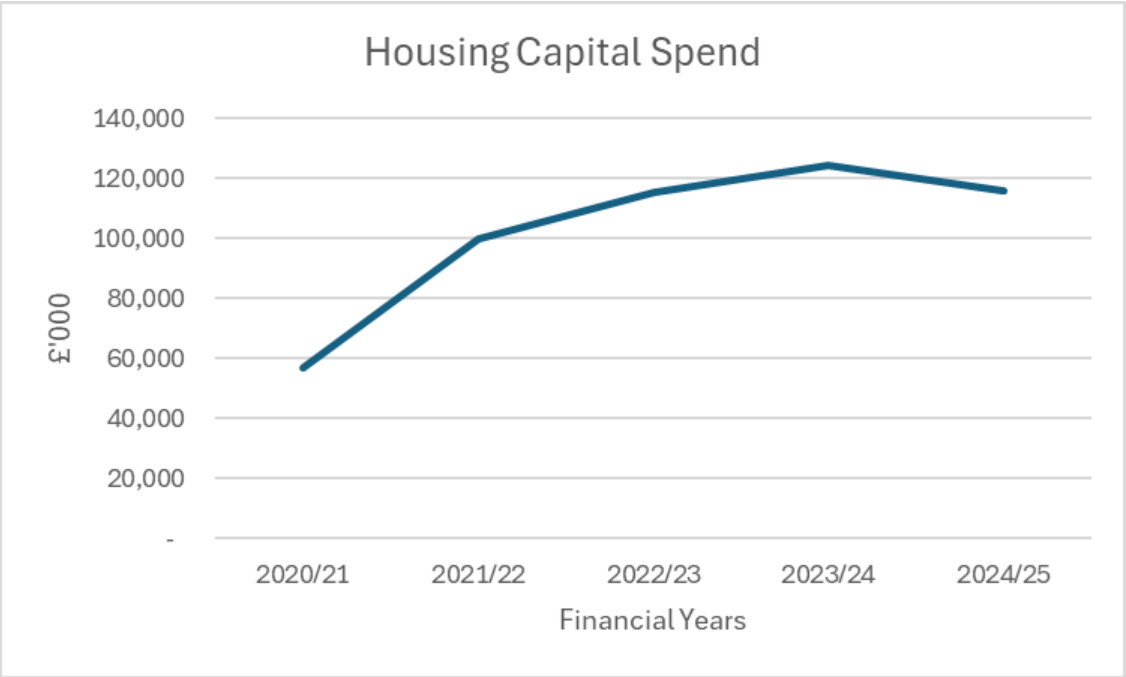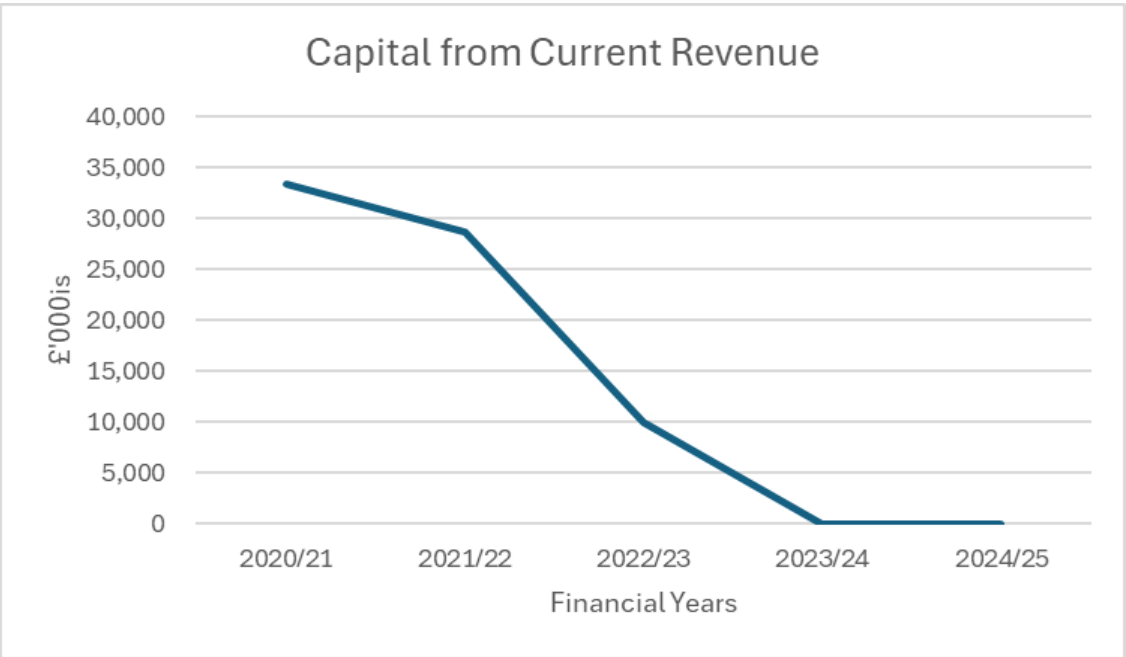
Chart 8 :Housing Capital Spend

Chart 9 :Capital from Current Revenue

11.

Our Housing Stock – Customer Performance

After a peak of tenancy offers refused during the pandemic, levels of refusals have more of less returned to pre-pandemic levels. There are, however, far more refusals of older council stock than new build stock.

There is significant evidence that adaptions help tenants remain at home for longer, and also evidence that adaptions to individual homes are more likely to meet the needs of some individuals than those available in our amenity and sheltered accommodation. There is a need to look at our provision in the longer term to ensure that it is equipped for the increasingly complex needs of our tenants, given the high cost of some adaptions and waiting times.

There has been a marked decrease in tenant satisfaction on the quality of homes and their level of satisfaction with the overall service. These is a clear correlation between reducing levels of satisfaction and the extensive new build programme. Tenants perceive that we have a two-tier housing system, particularly the 93% who do not benefit from a home built after 2000. There is a need to invest more significantly in older properties.

The number of relets are currently higher than ever before. This equates to around 11% of our stock being relet over 2024/25.

Chart 10: Tenancy offers refused

- 2019-20: 51.57%
- 2020-21: 58.54%
- 2021-22: 65.11%
- 2022-23: 58.19%
- 2023-24: 56.10%
- 2024-25: 52.09%
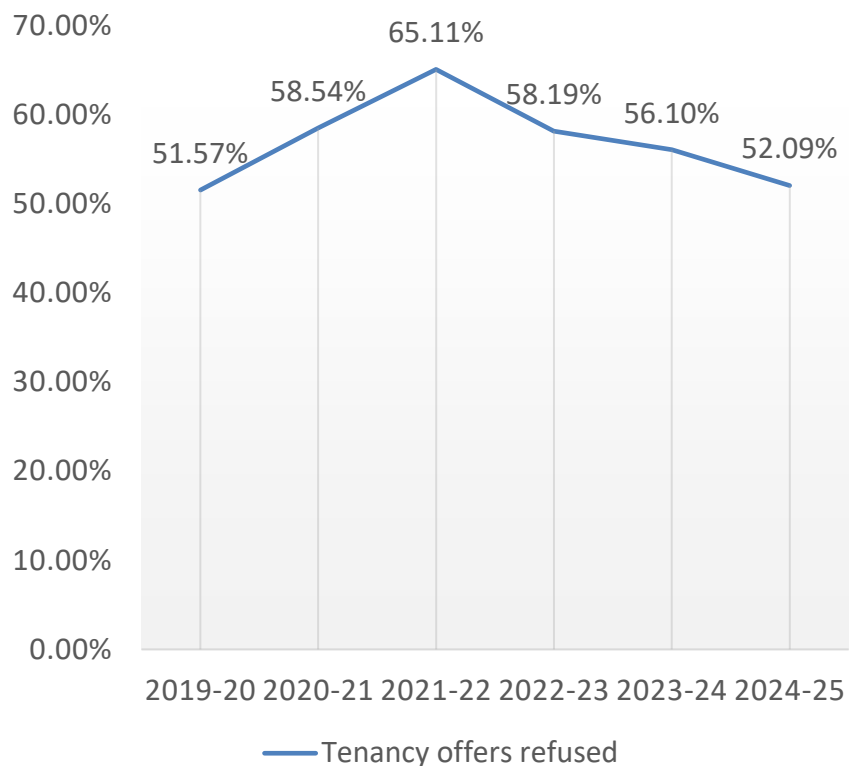
Chart 11: Adaptations start of year

- 2019-20: 962
- 2020-21: 475
- 2021-22: 1026
- 2022-23: 1,186
- 2023-24: 1,147
- 2024-25: 1,074
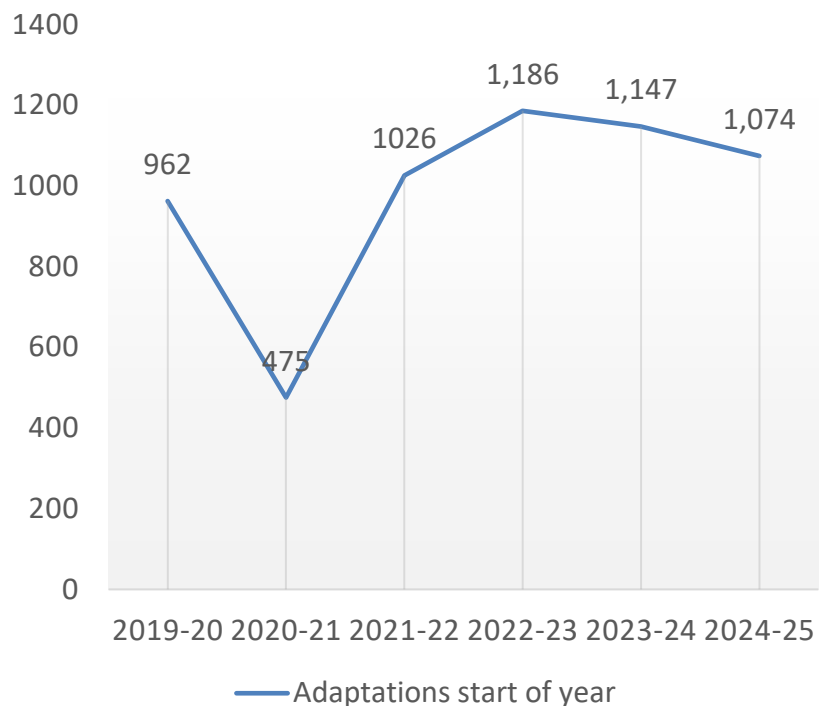
Chart 12: Properties meeting SHQS

- 2019-20: 88.14%
- 2020-21: 88.26%
- 2021-22: 73.31%
- 2022-23: 77.16%
- 2023-24: 90.43%
- 2024-25: 88.63%

Chart 13: Quality of Home

- 2019-20: 84.54%
- 2020-21: 56.18%
- 2021-22: 56.18%
- 2022-23: 56.18%
- 2023-24: 40.08%
- 2024-25: 40.08%
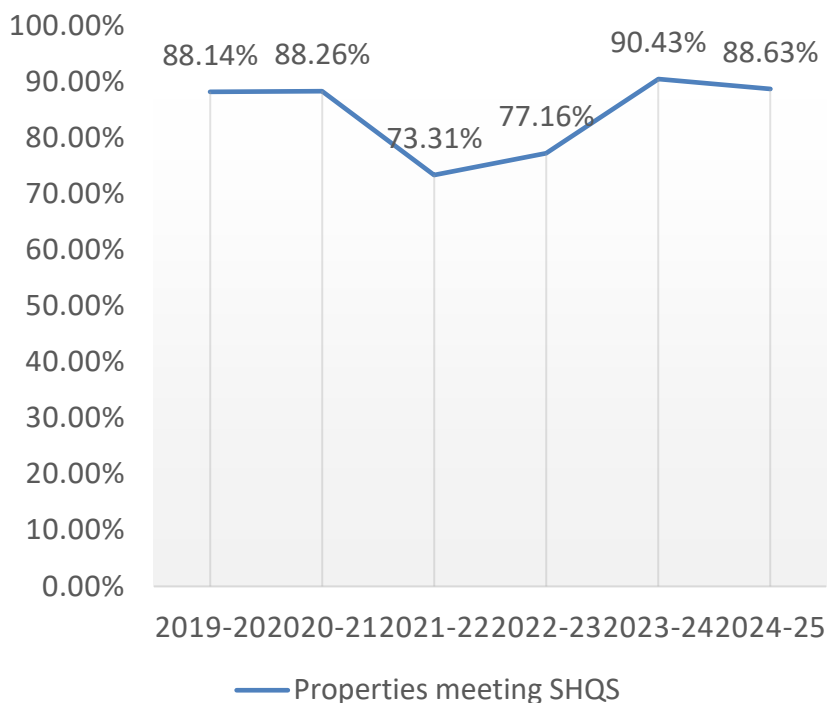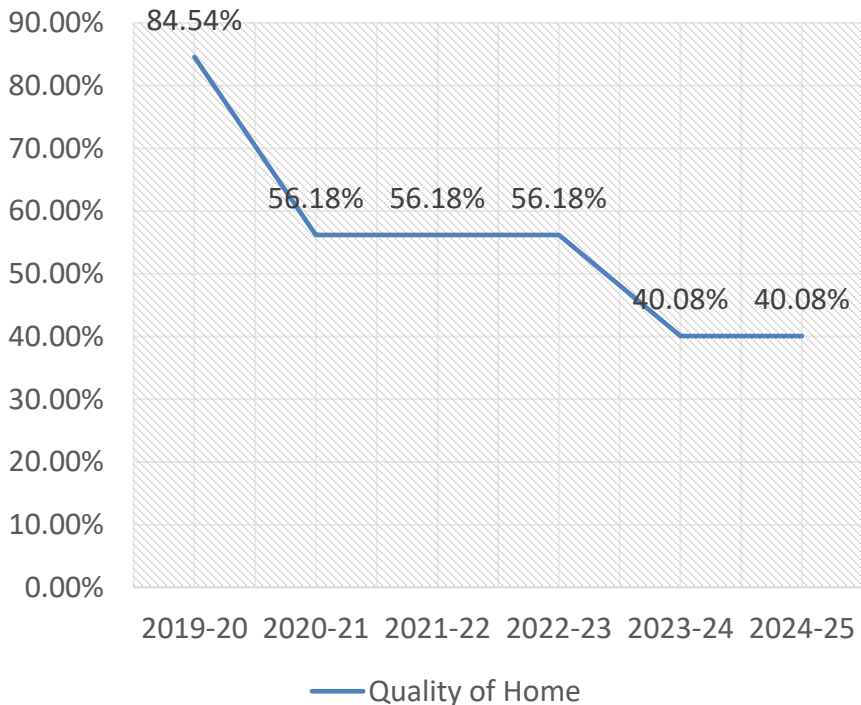
Chart 14: Satisfaction with the Overall Service

- 2019-20: 83.00%
- 2020-21: 62.67%
- 2021-22: 62.67%
- 2022-23: 62.67%
- 2023-24: 39.94%
- 2024-25: 39.94%

Chart 15: Number of relets

- 2019-20: 1,968
- 2020-21: 1,684
- 2021-22: 1,945
- 2022-23: 1,848
- 2023-24: 2,123
- 2024-25: 2,536

Our Housing Stock – Energy Performance

Our current capital programme has for the last number of years being influenced by properties meeting SHQS and EESSH (also EESSH 2). Approximately £50 million is spent per annum on capital upgrades in these areas.

90.4% of our stock meets EESSH requirements. To meet these requirements properties must have an energy rating shown in the table below. Generally, where properties do not meet these requirements, it is due to tenant refusal or the nature of the property. Some of these works can be picked up during void periods, but this does contribute to longer void times.

Figure 8: Energy rating

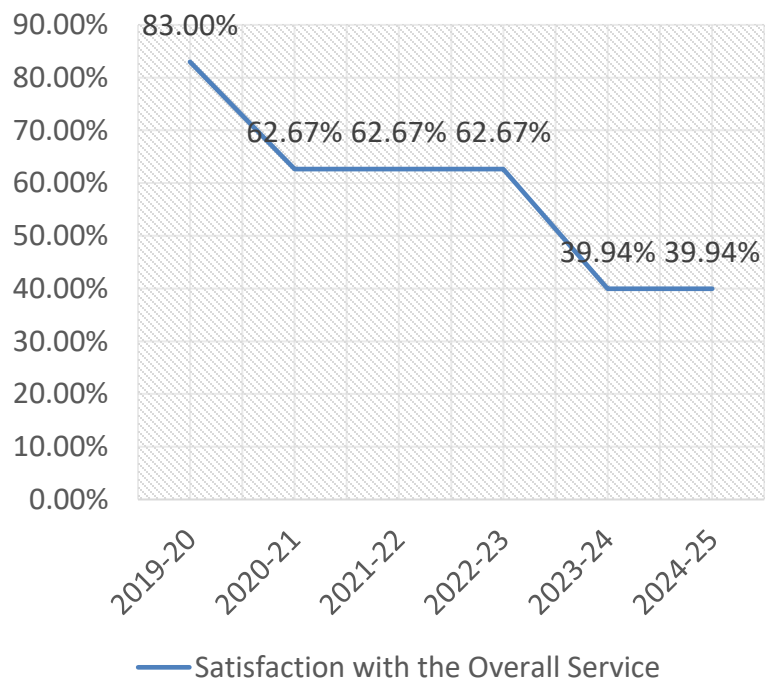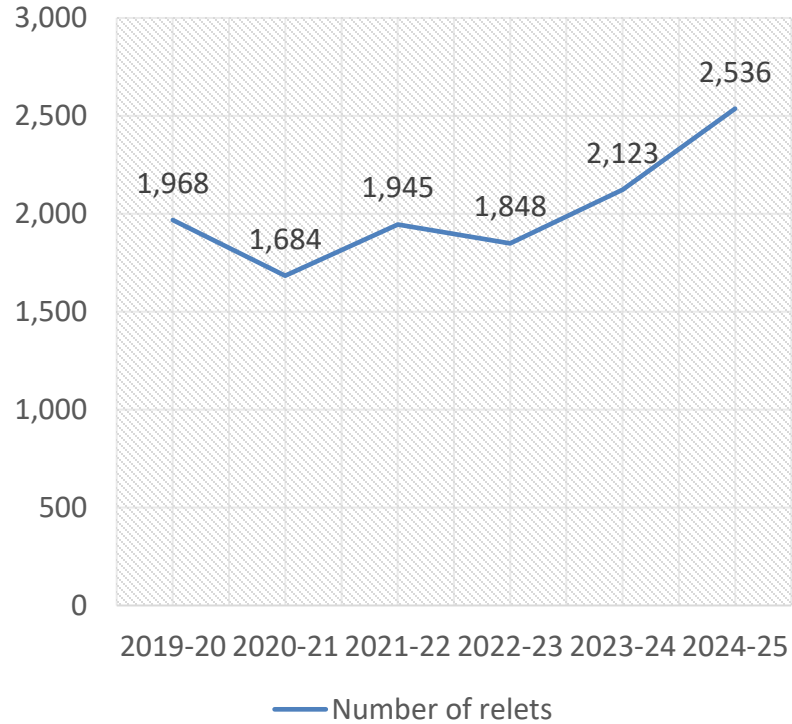| Dwelling Type	Gas (SAP 2012)	Electric (SAP 2012)
Flats	69	63
Four in a block flats	65	62
Houses (other than detached)	69	62
Detached	60	57

Requirements to meet EESSH2 are currently under review and are to be replaced by the Net Zero Standard in Social Housing. It is unclear when this guidance will be issued although it is anticipated it will create further financial pressure on the stock in relation to both 'fabric first' improvements and general de-carbonisation on the stock. This requirement will need to be budgeted for. The considerable cost of meeting increased standards on older stock necessitates that we look to reduce the limited standards within our control. It is also important that we start to quantify the true cost of meeting national standards so that they can be adequately prioritised within budget setting processes.

At the moment, approximately 50% of annual capital spend, excluding new builds, is directed towards energy efficiency works to properties. It is anticipated that this level will have to increase in future, and a decision will require to be made on stock which will never, at a reasonable cost, meet increasing standards.

Pilot projects looking at full house retro-fit and de-carbonisation have identified a range of problem statements and positive solutions, but at significant cost in what is still an immature construction market. Consideration will require to be given on how best to move forward.

90.4%

90.4% of all ACC housing stock complies with the Energy Efficiency Standard for Social Housing

13.
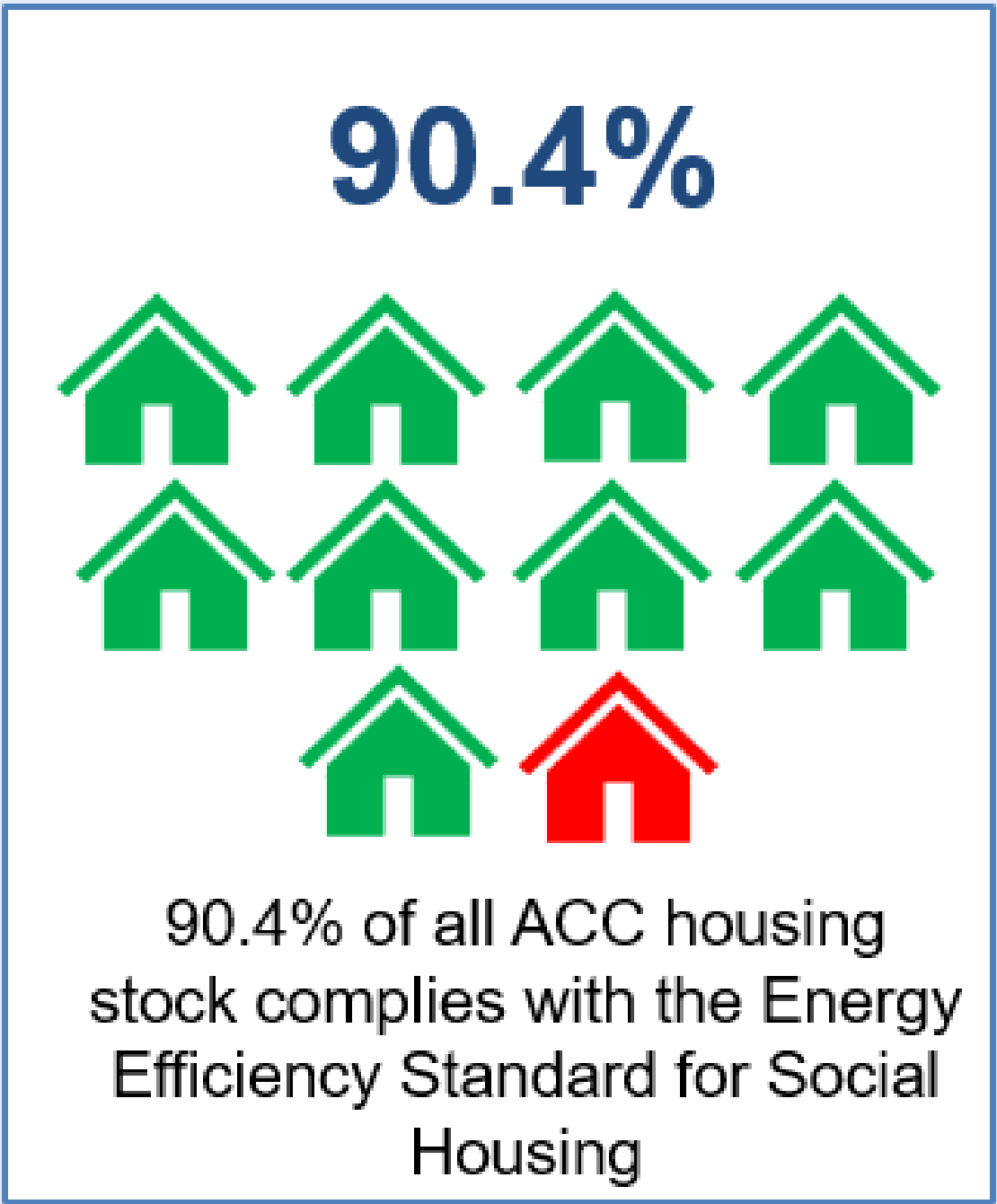
Our Housing Stock – Place Performance

The average time to relet properties has steadily increased since the pandemic. This can be attributed to a number of factors including the increasing volume of voids, tenants being more selective in their preferences through the Choice Based Letting system, the overall complexity of the void path and use of Choice Based Letting bidding cycles. The complexity of the void path is being addressed through the Housing Emergency Action Plan.

A total of 231 participants identified as belonging to a Priority Neighbourhood (PN) (77 Central PNs, 99 North PNs and 55 South PNs) participated in the Your Place, Your Plans consultation. Figure 7 shows mean scores for the priority neighbourhoods in each locality. On the whole, the pattern is broadly similar for the three priority neighbourhood groups however, Housing and Communities does not feature in the highest scoring.

Data on SIMD quintile is available for 592 participants. Of these, 12.2% were in quintile 1, 23.6% were in quintile 2, 15% were in quintile 3, 13.9% were in quintile 4 and 35.6% were in quintile 5. Overall scores are charted in Figure 8 on the right, exemplifying the considerable difference in reporting based on SIMD quintile with most variance seen across the housing and community theme. Influence and Sense of Control is consistently scored low across all SIMD quintiles. There is a need to empower tenants to have a voice in decisions taken around the HRA more fully as we shape the next version of this Plan. Doing so will help increase our level of confidence that decisions take account of affordability and contribute to reducing the inequality gap.

Recognising the impact of housing on health and well-being, we will give consideration to proportionate investment in housing assets to support low income households as a means of improving health outcomes and equity. This includes thinking carefully about the condition of amenity spaces to inform longer term planning.

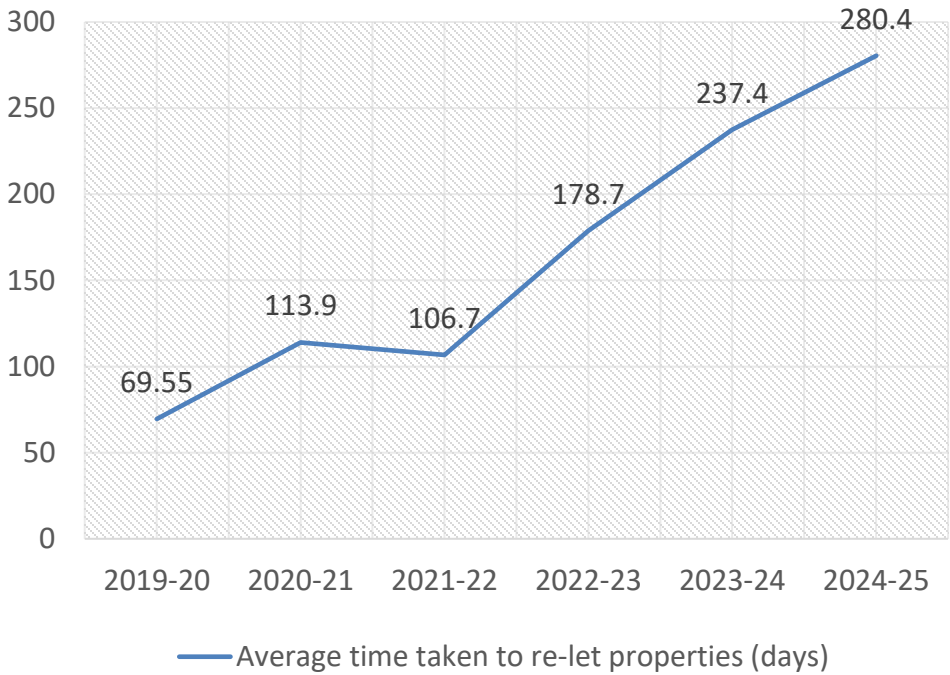**Chart 16: Average time taken to re-let properties (days)**

Average time taken to re-let properties (days)
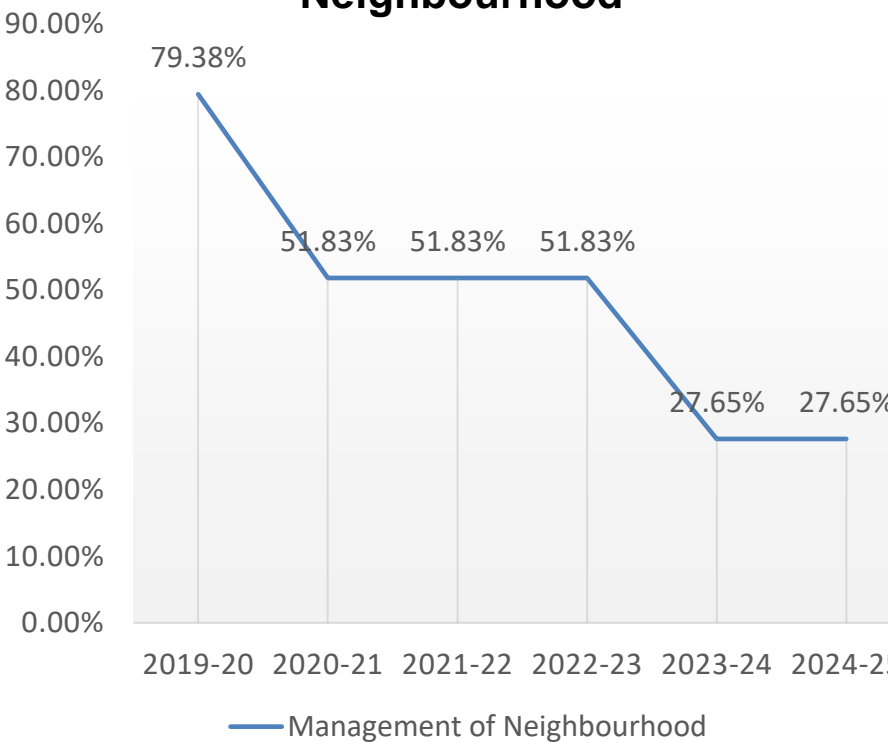
Year	Value
2019-20	69.55
2020-21	113.9
2021-22	106.7
2022-23	178.7
2023-24	237.4
2024-25	280.4

Chart 17: Management of Neighbourhood

Management of Neighbourhood

Year	Value
2019-20	79.38%
2020-21	51.83%
2021-22	51.83%
2022-23	51.83%
2023-24	27.65%
2024-25	27.65%

Figure 7: Priority Neighbourhood Mean Scores

	Central PNs		North PNs		South PNs	
	Theme	Mean	Theme	Mean	Theme	Mean
Lowest	Influence and Sense of Control	3.3	Traffic and Parking	3.5	Influence and Sense of Control	3.2
	Traffic and Parking	3.4	Care and Maintenance	3.6	Traffic and Parking	3.3
	Streets and spaces	3.6	Influence and Sense of Control	3.7	Care and Maintenance	3.4
	Moving Around	3.7	Streets and spaces	3.7	Streets and spaces	3.9
	Work and Economy	3.7	Feeling Safe	3.8	Feeling Safe	3.9
Highest	Natural Spaces	4.7	Natural Spaces	4.9	Public Transport	4.7
	Play and Recreation	4.3	Play and Recreation	4.6	Social Interaction	4.5
	Feeling Safe	4.1	Identify and Belonging	4.4	Identify and Belonging	4.4
	Facilities and Services	4.1	Public Transport	4.4	Natural Spaces	4.3
	Identify and Belonging	4.1	Facilities and Services	4.3	Moving Around	4.3

Figure 8: SIMD Mean Scores

14.
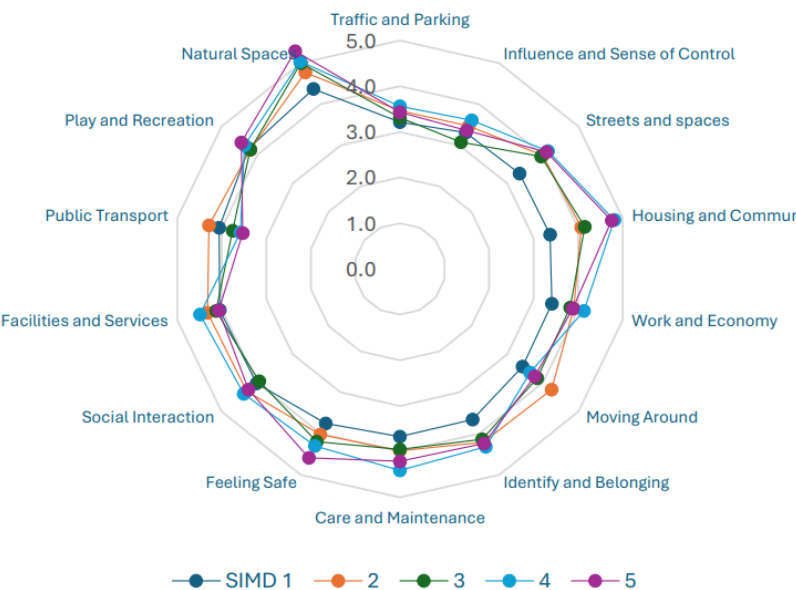
Our Housing Stock – Health and Safety Performance

On a cyclical basis a range of work is required to properties to maintain them safely along with reactive repair works. This takes significant resource across our estate and requirements evolve and adapt over time.

Around £5 million per annum is spent on gas safety through an external supplier with high levels of compliance (current compliance sits at 100%). As the estate de-carbonises this level of spend can reduce, but other than the District Heat Network other solutions are difficult to manage. The number of properties where checks cannot be completed due to the debt on meters, resulting in supplies being capped, has increased in recent years.

Moving to District Heat Networks creates an additional demand not only for new systems but to remove gas supplies and where they impact on other appliances.

Requirements around EICR checks on housing has been introduced in recent years, a specialised team is being assembled to deliver this area where there have been problems in undertaking this work, predominantly due to access issues. This is being funded through a re-alignment of existing budget. Currently 90% of our stock is EICR compliant.

Damp and mould in our estate requires more detailed reporting than previously and represents high levels of tenant complaints. Our performance needs to improve as a result of our own aspiration and Awaab's Law.

The Grenfell enquiry has made a range of recommendations in relation to fire safety within buildings, particularly multi-storeys. We have been successful in securing Scottish Government funding to undertake Single Building Assessments (SBA) on over 20 buildings so far, which may lead to a further requirement for capital investment. Investment in upgrading common system in recent years has had a significant impact in the number of false alarms within buildings.

Investment continues in upgrading building systems as part of the analogue to digital journey.

15.

The Key Challenges we need to overcome

A review of all available data has identified the need to consider how best to address the following challenges.

We need to ensure the financial sustainability through our Asset Management approach	We need to have an adequate supply of housing to meet demand	We need to ensure that our housing stock is sustainable for our changing population	We need to review our approach to minority and shared ownership
We need to address stock condition in older properties	We need to develop a sense of place, prioritising neighbourhoods with new builds and SIMD	We need to review how we manage ancillary properties etc.	We need to continue to ensure compliance with changing standards

The Current Standards

Compliance with the Energy Efficiency Standard in Social Housing, and in time EESSH 2, which is as yet unknown.

Make adaptations to tenant homes to help them sustain their tenancies and independence.

· Address and report damp, condensation and mould issues in our older buildings (Regulator reporting requirements as yet unknown)

Grenfell recommendations and works associated with single building assessments, with required actions as yet unknown.

Compliance with the Scottish Housing Quality Standard.

The Gold Standard (local standard) for new build properties and consideration of how we balance this with investment in neighbouring properties (ACC Standard)

Health and safety programmes such as Gas and Electricity upgrades (tenants can resist the Council accessing their homes).

Capital improvement updates such as kitchen and bathroom (tenants can resist the Council accessing their homes) (ACC Standard)

Access to EV Charging points, which is as yet unknown.

Our Plan

Having considered the range of data available for review, clear priorities are emerging to support our short-term management of housing assets.

Short-term plans under each key challenge are set out over the remaining pages, with each action graded to help inform our prioritisation of actions:

- Actions that should be immediately taken forward (given a priority of 1) will progress pending agreement of this Plan.

- Work that can be planned for/commissioned over the coming year with a view to informing the next iteration of this Plan has been given priority 2, given that we are not at the stage of seeking a strategic decision.

- Finally, work that will be progressed in future years has been graded as 3.

Some of the actions across the different challenges, are linked. Linkages have been highlighted.

We aspire to furnish members with a Long Term (30 year) Housing Asset Plan by in 2026. This Long-Term plan will set out the major changes to the Housing Estate over the next 30 Years and better inform the 30 Year Business Plan.

The 30 Year HRA and Long-Term Housing Asset Plan, will be supported by a shorter term and more dynamic 5 Year Asset Plan (similar to this one) and linked HRA Business Plan (similar to the Medium-Term Financial Strategy). It is thought that taking this approach will allow for effective engagement with tenants and improved oversight by Elected Members.

Key Challenge – Ensuring Financial Sustainability through Asset Management

Challenge definition: **There is a need to reset our approach to the management of our assets due to:**

- The high cost of borrowing and debt levels sitting at over 20%
- The increasing cost of building new properties to our Gold Standard
- The level of rent arrears

- Rising costs for repairs and maintenance, partially due to properties being left in a poor state of repair, rising salary and material costs
- The need to set aside resources to meet updated national standards
- Less demand for older housing stock, leading to longer void periods and impacting on income levels

	Actions to consider	Anticipated cost and strategic decisions	Anticipated Improvement	Priority
A1	Prioritise retrofitting older stock to maintain their lifespan by reducing the capital programme and slowing the building of further new homes.	Earmark a proportion of repairs and maintenance resources to prioritise planned maintenance works.	Improvement in tenant quality of home scores from 40.08% to 50% by 2030 (national average 84.7% and local authority average 78.9%)	1
A2	Disinvestment in high-cost stock and ultimate disposal of those assets that are not financially viable	Capital income of £500,000 to be set against borrowing costs.	Reduction in the time taken to relet homes from 280 days in 2024/25 to 70 days by 2030 (national average 60.6 days and local authority average 78.1%)	1
A3	Evaluate the impact of the Gold Standard on both tenants who benefit from the standard and those living in neighbouring older properties, with a view to presenting Committee with options on how to spread investment better in future.	A full review will be commissioned in collaboration with the HDRC. Costs met from existing resources.	Clear strategy in place based on the impact of the standard on all Council housing stock by summer 2026 to inform the Housing Asset Model 2026.	2
A4	Address the level of housing voids by implementing the developing Housing Emergency Action Plan and the NEC system from mid 2026.	Invest £5m in clearing the voids backlog (£3.2m capital and £1.8m revenue), anticipating that the investment will realise a similar increase in rental income over a two-year period. Continue to invest officer time in the NEC set up.	Reduce void rent loss by £2m by the end of 2027. Eradicate void buy backs by summer 2026. Reduce the number of lettable voids from 1791 lettable voids in August 2025 to 500 by 2030. Reduce the length of time to relet a property from 280 days in 2024/25 to 70 by 2030 (national average 60.6 days and local authority average 78.1%)	1

Key Challenge – Having Adequate Supply to meet Demand

Challenge definition:
There is demand for larger properties which cannot be met currently – highest demand for 3 plus bedrooms.

	Actions to consider	Anticipated cost and strategic decisions	Anticipated Improvement	Priority
A5	Explore how existing housing units could be reconfigured to meet high levels of demand for older properties.	Cost to undertake feasibility studies to be identified in future years.	Revised stock profile, with a higher proportion of larger properties (baseline 4 x bed properties 214)	3
A6	As part of any future new build programme, look to address the challenge in funding larger properties. *(linked to action A3)*	Address as part of 'gold standard 'review' to inform the Housing Asset Plan in 2026.	Housing Asset Plan/HRA Business Plan outlining how best to address the challenge.	2
A7	Review demand on a regular basis across all available stock in the city through maintenance of the Housing Asset Model and implementation of NEC Look to develop wider KPI indicators for stock demand. Yearly presentation of Housing Asset Plan (*linked to A4*)	Costs to be met from reconfiguring existing resources.	Revised stock profile, with a higher proportion of larger properties (baseline 4 x bed properties 214)	1
A8	Focus any future buy-back scheme re-introduction purely on larger house types.	Grant funding only available for circa 30 buy-back in 26/27. Buy back to the level of grant funding only.	Buy backs sitting as void reduced from 90 in August 2025 to no more than 5 by summer 2026. Revised stock profile, with a higher proportion of larger properties (baseline 4 x bed properties 214).	1

Key Challenge – Is our stock sustainable for our changing population?

Challenge definition:

- Tenants require adaptations to their homes to help them sustain their tenancies and independence more often than access to the amenity and sheltered accommodation available.
- The suitability of our amenity, sheltered and very sheltered accommodation is worsening as population needs change, and it is not always where we need it.
- We haven't fully considered the implications of an ageing population of single adults, without access to support from families, on our longer-term model of social housing.
- Out of authority highly supported care placements for adults and children are not affordable. We need to understand if Stoneywood offers a viable long-term solution.

	Actions to consider	Anticipated cost and strategic decisions	Anticipated Improvement	Priority
A9	Review the categorisations of highly adapted properties, including digital opportunities, as NEC comes online mid 2026 to ensure that the investment in expensive adaptions benefits future tenants and that telecare solutions support independence. This may lead to the further consideration of digital investment required to support independence.	Existing resources when able to take this forward fully in early 2027	Decrease in average delayed discharge time from 115 days (data from a small sample of those who require adaptions).	3
A10	Determine the viability of Stoneywood 1 as a model of specialised care for adults by undertaking a detailed evaluation from both a capital investment and wellbeing and care needs from a tenant perspective. Refresh the Market Position Statement every five years.	Existing resources	Clear Plan articulated in the Housing Asset Plan 2026. Reduction in total costs of out of authority placements	2
A11	Commission the HDRC to explore potential social housing models that will support a higher proportion of single ageing adults alongside our current provision of amenity and sheltered housing to help determine next steps	Existing HDRC resources	Clear long-term strategy presented to Committee for approval supporting future versions of this Housing Asset Plan.	2
A12	Increase existing budget for adaptations given the evidence of sustained tenancies Look at allocation of specialised properties as void Review tenancy process for highly adapted properties	Increase capital budget for adaptations from £1.15 million to £1.5 million.	Increase in the number of adaptions from 1074 in 2024/25 to 1350 by 2026/27. Decrease in waiting times for adaptions from 269 at the end of 2024/25 to 50 by the end of 2026/27 Maintain better than averages time taken to undertake adaptions (local baseline 33.12 days compared to 44.40 national average)	1

Key Challenge – Stock Condition

Challenge definition

- Tenants believe that we have a two-tier housing system, due to lack of investment in older properties and differences in amenity spaces.
- We have challenges with damp mould and condensation within some of our estate
- Rates of refusal for capital works are high

	Actions to consider	Anticipated cost and strategic decisions	Anticipated Improvement	Priority
A13	Damp and mould working group to revisit our approach. We will: - Create specialised skills in this area - Develop a specialist team - Invest in training all staff on the issues involved. - Look to make sensible investment to resolve problem	Finance and Resources approved £1.5 m per annum of passive ventilation within existing budget. Seek to identify specific revenue budget line.	Establish better baseline data on damp and mould in the first instance so that progress can be measured and realistic targets set as part of the Asset Management Plan 2026.	1
A14	Work with homeowners in multi-story buildings to fully explore the costs of maintenance to support longer term decision making and ensure that potential solutions take account of affordability for both the council and private owners.	Costs of exploratory work to be met from existing budgets	Committee report outlining proposed next steps presented to Communities, Housing and Public Protection Committee in November 2025. Clear co-designed strategy in place around multi-story buildings.	2
A15	Elongate the capital improvement works with work undertaken based on condition rather than on lifecycle criteria whilst testing more effective arrangements for access (linked to A1).	Reduction in spend on local life cycle standards repurposed to support the meeting of improving our overall stock	Reduction in capital requirements. Scenario testing leads to reduced pressure on the HRA Business Plan in 2026.	1
A16	Review costs for capital works. Compare costs to other local authorities/RSLs to identify opportunities for potential reduction in expenditure over the 30 year plan.	Aim for at least a 5% reduction in capital spend through commissioning arrangements from 2026/27.	5% reduction in capital spend realising increased HRA sustainability. Updated costs to be built into the 30 Year Plan 2026.	2
A17	Improve stock condition information – look to fully resource team and agree a 5year cycle of surveys (20% per annum) Develop planned maintenance programme – set planned maintenance budget within repairs budget (linked to A1)	Requirement for 6 – 8 surveyors (500k) *(A15-17 are all linked, and finance will be looked at holistically)*	Increase staffing costs and data available. Evidenced through future repair obligations and back-log maintenance figures.	2 2**22.**

Key Challenge – Tenants feeling an equal sense of Place

Challenge definition:

The considerable difference in amenity spaces determined by the age of the property, and desire from tenants for accessible greenspace.

	Actions to consider	Anticipated cost and strategic decisions	Anticipated Improvement	Priority
A18	Planned maintenance programme to be re-established, with priority given to areas where there are neighbouring new build properties.	Corporate re-structure	Backlog maintenance reduced	1
A19	Commission an audit of amenity space across our housing estate, aligned with the Play and greenspace audits undertaken as part of the Local Development Plan, to determine how best to ensure improve and where possible provide equal access, irrespective of age of property.	Cost met from existing resources	Clear plan in place on how to improve equity of access to local amenity space.	2
A20	Review all revenue projects on environmental budgets to identify key KPI and standard specifications	None this year but review going forward	Look at owner re-charge/ develop KPI and performance criteria with a view to informing the next Housing Asset and HRA Business Plan.	2
A21	Review how the £1.75 million set aside for community initiatives could be better used to improve the amenity of housing areas.	None this year but review going forward.	Improve the scoring of Housing and Community in the Place Standard Tool from 4.2 to 5.5 by 2030. No. of projects being brought forward by community groups.	1

Key Challenge – Minority and Shared Ownership of Properties

Challenge definition

- Minority ownership significantly contributes to properties not being maintained as well as we would like.
- Shared ownership contributes to properties not being maintained as well as we would like.

	Actions to consider	Anticipated cost and strategic decisions	Anticipated Improvement	Priority
A22	Dispose of properties where properties are not financially viable and we are the minority	Agree not to re-let properties when the last property in council ownership and dispose of them	Reduction in % of stock in minority (1,698 blocks where ACC have 50% or majority share of ownership, and 876 blocks where ACC have minority ownership) Income from property sales on HRA.	1
A23	We need to review the resource required to effectively engage with private owners. *(linked to A24)*	Internal business case to create team and resource in this area, with a view to this being self funding.	Increase in take up of works in shared ownership properties.	2
A24	We need to review how we might best address missing shares issues	Report to be brought to committee to explore options and strategy.	Increase in take up of works in shared ownership properties.	1
A25	We need to consider, as resources allow, how all buildings in ACC ownership are factored and develop a business case to change this	Consideration of resources required when more is known.	Improve works undertaken to shared ownership blocks, ensure full recovery from private owners and reduce risk in ACC being seen as factor.	3
A26	We need to undertake work to share building information and responsibilities for repairs to owners *(linked with A22 – 24)*	Consideration of resources required when more is known.	Look at wider communications strategy around housing maintenance. Look to engage with ALACHO on wider issues	3

24.

Key Challenge – Void properties

Challenge definition
- Buildings Services generally turn around the same number of void properties as they receive, but the backlog is not being addressed sufficiently
- Implement new process with NEC to give full digital visibility over the process.
- In 2024/25 over 2,500 new lettings were achieved representing some 11% of the stock.

	Actions to consider	Anticipated cost and strategic decisions	Anticipated Improvement	Priority
A27	The backlog of works required to buy back properties to meet SHQS requirements continues to bring considerable investment to ensure that they reach national standards.	Continue to channel buy-backs through external contracts.	Eradicate void buy backs by summer 2026.	1
A28	Delivery of the Housing Emergency Action Plan	Costs met from existing budgets	Reduction in overall void numbers to a sustainable level of circa 500 voids by 203o to represent churn at any time.	1
A29	Introduction of voids pathway within asset management systems and NEC	Costs met from existing resources	Real time information on all voids available within the NEC voids pathway	1
A30	Restructure across Housing, Capital and Corporate Landlord to remove void steps	Business case under development	Reduction in overall void numbers to a sustainable level of circa 500 voids by 2030 to represent churn at any time.	1
A31	Use of external contractor capacity to help address backlog from late 2025 (links to A4)	Spend to save and linked to lost rental income	Reduction in overall void numbers to a sustainable level of circa 500 voids by 2030 to represent churn at any time. Reduce the number of Breaches of the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014 to zero. Baseline 517	1

Key Challenge – Compliance and meeting changing standards

Challenge definition

- There is a need to review the costs and investment within our control and to fully quantify the cost of delivering the emerging national standards
    - Grenfell recommendations
    - EESSH2/ Net Zero standards
    - SHQS
    - HFVN

	Actions to consider	Anticipated cost and strategic decisions	Anticipated Improvement	Priority
A32	Implement Grenfell recommendations when fully published	Support the delivery of Single building assessments (SBA). Costs of implementing recommendations as yet unknown.	Understanding of work required to improve multi storey stock in line with Single Building Assessment recommendations and programme plan in place.	1
A33	Look to undertake a review of Net Zero Standard in Social Housing in 2026 and rework existing capital plan requirements around energy improvement	Cost of implementing standard as yet unknown.	Stock compared against net zero standard to Identify/cost required improvements. Draft strategy around delivery (or disinvestment). Decisions around district heating network (right to refuse)	2
A34	Understanding EV charging standards around social housing	Cost of implementing standard as yet unknown.	Compliance with standards when known and understood.	2
A35	Gold standard and HFVN/ new build (Please see A3)	*Please see A3*		

Key Challenge – Managing ancillary properties etc.

Challenge definition

The volume of work managing a range of risks across housing is resulting on a lack of activity around garages, amenity ground and parking.

	Actions to consider	Anticipated cost and strategic decisions	Anticipated Improvement	Priority
A36	Undertake a review of all ancillary property types to determine - Current resource - Current process - Asset condition - Redefine likely income levels and potential for disposal - Development of proposals for consideration by Committee.	Finance to be set aside revenue at 10% of void rent loss as spend to save for work.	Redefine budget and income levels leading a business case to address the issues. Outcome of committee decision informing the Housing Asset Plan 2026.	2

Assurance and Risk.

Assurance

Many of the metrics included in this Plan are routinely reported to Committee through established Service Standards reporting. Service Standards will be further aligned to the evaluation framework following approval of this Plan. The evaluation framework, once approved, will be transferred into Power BI to enable real time monitoring of progress.

Delivery of this Housing Asset Plan will be overseen in the first instance by the Housing Board who will receive monthly updates of progress and routinely monitor the evaluation framework through the Power BI.   Formal reports to Elected Members, including data extracted from the evaluation framework, will be shared through the Housing Board Bi-Annual Reports presented to the Communities, Housing and Public Protection Committee.

The Plan will be updated on a yearly basis, based on the data held in the Housing Asset Model, and presented to Members for approval alongside the HRA Business Plan. This will allow the resetting of priorities based on emerging risks. The control framework relied upon is subject to Internal Audit as part of the rolling programme of work.

Managing Risk

The key Housing Assets risks and mitigation strategies are outlined below:

Risk	Mitigation	Risk appetite	Remaining level of risk following mitigation.
Cost of debt	Continue to monitor interest rates and the associated impact on the overall cost of debt. Look to reduce capital spend and start to build reserves. Not extend new build programme further at this time. Continue to monitor changes on an on-going basis to determine any further mitigation required.	Adverse	Medium
Increasing cost to meet regulatory requirements	Continue to monitor impact and requirements around energy efficiency, Grenfell recommendations etc. and consider implications fully when detail is known. Establish specialised working groups to review new requirements (e.g. damp and mould). Plan budgeting as efficiently as possible and ensure a level of agility to enable a positive response to changing requirements.	Adverse	Medium
Repairs to older stock being cost prohibitive	Continue investment in updating stock condition surveys to further develop asset management model. Develop and share costs models on investment return. Disinvest in uneconomic stock. Re-establish proactive repairs programme by shifting capital investment in older stock.	Adverse	Medium
Demand for future housing stock	The demand on housing assets will be driven by a wider market requirements around affordability of private housing, private rented sector and social rent. We will continue through the LHS to monitor long term requirements. A significant change may trigger a review of Plans.	Cautious	Medium

Our Evaluation Framework

All of the measures identified have been pulled together into a single evaluation framework.

Measures from the Local Housing Strategy						
Level of void properties. Baseline August 2025 is 1791 (lettable voids) with aim of reducing to circa 500 voids by 2030. Baseline: 1791	Percentage of social dwellings meeting the Scottish Housing Quality Standard with aim of achieving 100% Baseline: 88.63%.	Percentage of social dwellings meeting Energy Efficiency Standard for Social Housing with aim of achieving 100%. Baseline: 94.5%.	Increase in the number of adaptions from 1074 in 2024/25 to 1350 by 2026/27. Baseline: 1074	Number of Breaches of the Homeless Persons (Unsuitable Accommodation) (Scotland) Order 2014 with aim of achieving 0 by 2030. Baseline: 517	Improve the scoring of Housing and Community in the Place Standard Tool from 4.2 to 5.5 by 2030. Baseline: 4.2	Reduce Aberdeen City Council void rent loss to 4.6% by 2030. (£2m increase in income by the end of 2027) Baseline 8.04%

Additional Measures for this Housing Asset Plan						
Improvement in tenant quality of home scores from 40% to 50% by 2030. Baseline: 40%	Reduction in the time taken to relet homes from 280 days in 2024/25 to 70 days in 2030. Baseline: 280 days	Revised stock profile, with a higher proportion of larger properties. Baseline 4 x bed properties 214) Baseline: 214	Decrease in waiting times for adaptions from 269 at the end of 2024/25 to 50 by the end of 2026/27. Baseline: 269	Buy backs sitting as void reduced from 90 to no more than 5 by summer 2026. Baseline: 90	Reduction in % of stock in minority (1,698 blocks where ACC have 50% or majority share of ownership, and 876 blocks where ACC have minority ownership) Baseline: 1,698 and 876	Income from property sales on HRA Baseline: 0

Housing Asset Plan 2025 – 2030

Appendix A – Direct Links with the Local Housing Strategy

Local Housing Strategy Priority 1

The Local Housing Strategy articulates the activities required to deliver the Strategy in Logic Models linked to the 7 key priorities.

The activities fully or partially delivered through the Housing Asset Plan have been circled in red.

Aberdeen Context and Drivers

- Attract / keep citizens in the city
- Maximise housing quality and energy efficiency
- Reduce and mitigate economic inequality through housing costs
- Mitigate impact of homelessness
- Support the housing needs of resettled communities
- Meet the complex needs (see personas) of citizens, including mitigating mental health and physical health
- Mitigate the challenges of net zero / climate change

Inputs

HRA Revenue
HRA Capital
Affordable Housing Supply Programme
RSLs
Private sector
Data and research

Strategic Priority	Output		Outcome
	Activities	**Rate/volume**	
We will support a sufficient supply of housing to meet the varying needs of the people of Aberdeen.	Reduce Voids in ACC properties.	Reduce average length of time a property is void Review annually, baseline April 2025: 281.6 days against target of 210 days.	The changing demographics, health profiles and housing needs of the population are understood.
	New homes are delivered, including affordable housing.	880 homes per year, 25% affordable (220) and 75% market (660).	The varying housing needs of Aberdeen's population is met.
	Support partners to build affordable housing.	220 affordable homes per year.	
	Maintain/Retrofit older homes owned by ACC.	Invest adequate resource in older homes by 2030.	Population retention and growth is supported through housing availability.
	Bring empty homes back into use.	500 empty homes back into use by 2030.	
	Include accessibility in all of above.	15% of the new affordable housing (Council and RSLs) to be wheelchair accessible delivered from 2025.	Housing related inequalities are reduced and community stability enhanced.
	Increase the provision of Gypsy/Traveller accommodation.	Aberdeen's Local Development Plan will identify additional permanent and transit sites.	

Input assumptions	Output Assumptions	External Factors and Risks
• Adopted Local Development Plan • Sufficient land supply • Planning process supports delivery of priorities • Staffing resources • HRA capacity • Affordable Housing Supply Programme grant	• Targeted proportionate investment of resources and activity to meet identified needs.	• RSL capacity • Engagement and capacity of developers for specialist provision • Changes in the demographic, including resettled communities, health and inequality trends and number and size of households • Disproportionate impacts on vulnerable persons • Labour shortages

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Local Housing Strategy Priority 2

Strategic Priority	Output		Outcome
	Activities	**Rate/volume**	
We will use a place-based approach to encourage lesser heard voices to shape their communities and the community offering, focusing on the unique circumstances of a particular place and involving local people in decision making.	Future Libraries Model to build agency of unheard voices. Ensure that information on housing options is accessible.	Review implementation of Future Libraries Model.	Communities are empowered to shape their environments and services. Wellbeing and social cohesion in deprived areas is improved. Inclusive, safe, and vibrant neighbourhoods are fostered. Place Standard Tool scores increase for Housing and Community from 4.0 to 5.0; and for natural space from 4.7 to 5.5 by 2030. To reduce the number of separate data management systems in use by 50% by 2030. To deliver community-led resilience plans in vulnerable areas.
	Engage vulnerable groups and track progress. Explore what it takes to make a house a home.	Improvements to Place Standard Tool scores for Housing and Community for those living in deprivation (SIMD 1 & 2) No. of engagement events targeted at vulnerable groups, e.g. Gypsy/Traveller, sheltered housing etc	
	Continue to support the delivery of the City Centre and Beach Masterplan	Monitor the progress on the City Centre and Beach Masterplan in terms of housing requirement.	
	Community-led resilience plans in place re weather vulnerability	Regular review of community-led resilience plans.	
	Use technology to support improved information sharing with our citizens and across a more integrated workforce.	Review existing information system and develop information sharing arrangements where appropriate.	
	Maximise the benefits of local green space including boosting wellbeing, encouraging active lifestyles and promoting improvements in health.	Ensure new housing developments provide sufficient green space and promote healthy lifestyle.	
	Provide holistic support for New Aberdonians.	Number of New Aberdonians receiving support.	
	Input assumptions	**Output Assumptions**	**External Factors and Risks**
	• Continued investment in Fairer Futures Pathfinder • Sufficient capacity for engagement and involvement • Deployment and use of technology	• Joined up planning, service design and resource deployment across ACC services and with partner organisations; • Targeted proportionate investment of resources and activity to meet identified needs	• Consultation fatigue and lack of engagement • Disinformation and misinformation: Reduced trust in institutions • Reliance on digital platforms: Digital exclusion

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Local Housing Strategy Priority 3

Strategic Priority	Output		Outcome
	Activities	**Rate/volume**	
We will support a proactive housing options approach and will work collaboratively to provide a person-centred service to make homelessness rare, brief, and non-recurring.	Prevent homelessness through Housing Options approach.	- Reduce the average homeless journey time to 100 days by 2026/27 – Baseline: 134 days 2024/25. - 20% fewer people report rough sleeping as part of their homeless assessment by 20% by 2030. - Homeless applications by 16/17-year-olds is below national levels by 2030.	• Homelessness rare, brief and non-recurring. • There are no breaches of the Homeless Persons (Unsuitable Accommodation) (Scotland) Order • There is adequate supply of good quality temporary accommodation. • More of those at risk of homelessness from the private rented sector sustain their tenancy
	Support people in secure tenancies rather than unsecure accommodation	20% more people affected by homelessness receive permanent accommodation by 2030	
	Deliver Rapid Rehousing Transition Plan	Actions and measures are detailed in the Delivery Plan	
	Upskill Council staff and partners to identify the risk of homelessness and act to prevent	Implement the Ask and Act Duty	
	Move to a more integrated model of Family Support to help reduce family breakdowns which can lead to homelessness	Fewer homeless presentations report family breakdown as the key factor	
	Implement agreed SHORE standards to ensure suitable accommodation and support for prison leavers	90% fewer people are released from prison without suitable accommodation by 2026	
	Work with partners to ensure a wide range of facilities and services are easy to access locally to support people to live independent, health and fulfilling lives. This could include schools, shops, doctors, libraries, support services, food banks and pantries.	Understand causes and prevent homelessness as part of Homewards	
	Input assumptions	**Output Assumptions**	**External Factors and Risks**
	• Adequate funding and resources will be available to support homeless initiatives. • Secure adequate funding to enable the delivery of more affordable homes. • Focus on prevention including rial Prevention Fund. • Effective housing support to promote tenancy sustainment. • Homewards Coalition.	• New Housing Support tender for Outreach Housing Support and Housing First developed and implemented. • Removal of supported accommodation model in 2025 which held tenants with high support needs in temporary accommodation.	• Long-term public service pressures • Increased unemployment • Lower wages • State of the housing market • Disproportionate impacts on vulnerable persons

Local Housing Strategy Priority 4

Strategic Priority	Output		Outcome
	Activities	**Rate/volume**	
We will use a multi-agency approach, technology and other innovations to enable the people of Aberdeen to live as independently as possible, for as long as possible in their community.	Monitor and review the need for specialist and supported accommodation in partnership with Aberdeen Health and Social Care Partnership to deliver the requirements set out in their Market Position Statements	- 15% of new build affordable housing to be wheelchair accessible by 2030. - 5% target for new build housing in the private sector to be wheelchair accessible by 2030. - Up to 30 units of specialist housing designed for people who need specialist housing or have complex care needs by 2030.	• An adequate supply of specialist housing by 2030. • An adequate supply of wheelchair accessible housing. • The length of time people wait for an occupational therapy assessment for adaptations has been reduced by 2030. • People have the right support to enable them to live independently at home for as long as possible. • People are not delayed in hospital due to their housing circumstances. • Accessibility and adaptability of the housing stock has been improved across all tenures, citywide.
	Increase provision of interim/temporary housing options for those at risk of delayed discharge.	Reduce the number of housing related delayed hospital discharge cases to zero.	
	Consider telecare (TEC) in the design of specialist housing and monitor the implications of the analogue to digital switchover.	Increase the number of people supported to live their own homes through the use of telecare.	
	Ensure that a range of housing options and support services are available to minority groups, key workers and members of the armed forces.	Review arrangements annually.	
	Plan for the increasing number of older adults with no dependents who can provide support. Complete a review of housing for varying needs stock to ensure it is fit for purpose by 2026 (ACC stock).	Complete the transition of six buildings from sheltered to amenity housing where tipping point has been reached.	
	Ensure that housing policies consider the needs of care experienced young people.	All new policy development and review of existing policies as required.	
	Ensure adaptations and work are available to support people to live independently	Reduce the backlog for occupational therapy assessment for adaptations from 400 to 200 by 2030.	
	Input Assumptions	**Output Assumptions**	**External Factors and Risks**
	• Appropriate investment in technology, data and skills • Sufficient support and resources to enable people to live independently at home.	• Specialist housing and support service will meet the needs of those living with complex care issues.	• Ageing population and reduction in working age population • Lack of suitable housing • Skill shortage in cyber and technology sector • AI biases leading to inequality

Local Housing Strategy Priority 5

Strategic Priority	Output		Outcome
	Activities	**Rate/volume**	
We are committed to reducing health inequalities by providing affordable, accessible, high quality and energy efficient homes that enhance people's health and wellbeing.	Improve effective data collection and sharing across housing, health, and social care system	Review systems annually and implement improvements.	Maximise the role of housing as part of the health and social care system. Improve the time taken to complete adaptations to meet the needs of people with disabilities. Improve communication between housing and health and social care systems to ensure people are not impacted by housing related hospital delays. Reduce health inequalities through improved housing conditions. Improve mental and physical health outcomes via housing support. Strengthen integration between housing and health/social care systems. Strengthen housing and health pathways for hospital discharge, and those experiencing mental health difficulties
	Work with the Bon Accord Care's Occupational Therapy Service to monitor the time taken between referral and assessment	Increase %age of adaptations completed within a target timescale.	
	Improve the quality of housing in both the private and social sector to contribute to better health outcomes	- No. of adaptations being carried out in social rented sector and through private sector grant. - No. of social homes meeting SHQS & EESSH. - Level of disrepair in private sector as per SHCS and respond to reports of substandard housing.	
	Review housing and health pathways for hospital discharge, and those experiencing mental health difficulties.	Reduction in the number of housing related delayed hospital discharge cases to zero.	
	Provide learning and development opportunities to ensure that housing sector minimises safeguarding risks to residents.	Review training plan for cluster.	
	Give financial support to enable citizens to maximise their benefits entitlement.	Monitor the implementation of the Rent Assistance Fund and other income maximisation opportunities.	
	Review the way we record information provided to vulnerable groups to ensure their needs are met.	Determine dataset to inform future decisions.	
	Offer progressive support to those with long term mental health difficulties.	Review support arrangement annual to ensure needs are met.	
Input Assumptions	**Output Assumptions**		**External Factors and Risks**
We expect that improvements in housing, support and energy efficiency will lead to better health outcomes.	Sufficient financial and staff resources to support partnership initiatives Effective data collection and sharing across housing health and social care will be achieved.		• Demographic change, ageing population • Changes in Government policies. • Long-term public service pressures • Labour shortages due to workforce contraction

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Local Housing Strategy Priority 6

Strategic Priority	Output		Outcome
	Activities	**Rate/volume**	
We will improve the condition of existing homes across all tenures and improve their energy efficiency to help to alleviate fuel poverty, address climate change and support a just transition to net zero.	Ensure our stock remains of a high standard	Increase compliance with SHQS to 100%	Emissions from the domestic sector are reduced by 61% by 2026
Investigate complaints from private tenants regarding property standards.
Reduce the number of private sector properties in disrepair or substandard.
10% fewer people seek fuel poverty support
No more than 15% of households in Scotland are in fuel poverty and no more than 5% are in extreme fuel poverty by 2030
The minimum energy efficiency standard is implemented by the end of 2028 for private landlords, and 2033 for owner-occupiers
Reduced reliance on polluting heating systems (gas, oil and LPG) & transition to clean energy in city homes by 2045.
Improvements in health outcomes for social tenants e.g. respiratory disease.
Delivery Plan with 2-year intermediate reviews and 5 -year major review 2030
	Apply a procedure to follow when capital works are refused by tenants.	Reduce the % of refusals for capital improvement works.	
	Asset Management Plan to detail how we will invest resources in improving and maintaining our homes.	Refresh Housing Revenue Account 30-year Business Plan by end 2025	
	Ensure there are robust processes in place to identify any take action where defects in ACC homes are identified.	Review current processes.	
	Work with private owners on required standard where properties are sub-standard and use enforcement options.	Levels of disrepair in the private sector. Latest available data: Private Rent – 88%; Owner Occupier – 75%	
	Seek funding through Scottish and UK Government initiatives to reduce fuel poverty and improve energy efficiency and collaborate with external partners to ensure any funding is fully utilised.	- Success of funding bids - No more than 15% of households are in fuel poverty and 5% in extreme fuel poverty by 2030.	
	Implement recommendations of the Local Heat and Energy Efficiency Strategy (LHEES).	Expansion of heat networks throughout the city.	
	Work with partners towards a Net Zero Aberdeen by 2045. Assess and monitor climate-related risks to residential properties.
Reduce city emissions from the domestic sector, deliver the Net Zero Aberdeen Routemap and Buildings & Heat Strategy.	Reduce city emissions from the domestic sector. Annual kt CO2e – Domestic Sector (Total) [UK Local Authority and Regional Greenhouse Gas Emissions Statistics](#) (2020/23: Greenhouse Gas Emissions - 293.5; Carbon - 284.3)	
	Support further expansion of district heating schemes across the city.	Delivery Plan with 2-year intermediate reviews and 5-year major review 2030.	

	Input assumptions	**Output Assumptions**	**External Factors and Risks**
	We expect to improve the quality and energy efficiency of homes leading to an improvement in health and wellbeing.	Financial and staff resources will be available to enable improvement works to proceed and help support citizens who are in fuel poverty.	• Demographic change, ageing population
• Long-term public service pressures
• Labour shortages
• Changes to legislation guidance and standards

Local Housing Strategy Priority 7

Strategic Priority	Output		Outcome
	Activities	**Rate/volume**	
We will support a well-managed private rented sector.	Provide educational training to landlords on latest developments in the sector and the standards expected of them.	- Annual information sessions for landlords - 10% document sampling of every tenth Landlord Registration application in relation to privately rented property	Fewer private rented properties are in disrepair. Landlords are supported to remain in the sector and are aware of their duty to comply with legislation. Growth in the number of properties in the Private Rented Sector. Growth in the number of landlords entering the PRS.
	Respond to tenant complaints and mediate landlord / tenant disputes to find solutions.	Response rates and successful mediation	
	Monitor the impact of any new rent control measures	To follow SG consultation on proposed measures	
	Input assumptions	**Output Assumptions**	**External Factors and Risks**
	• Sufficient resources to support Private Rented Sector stakeholders	• Landlords and tenants will remain in the Private Rented Sector if provided with support through training, education and dispute resolution.	• Housing market conditions • Long-term public service pressures • Changes to legislation guidance and standards

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