



## Measuring The Charter Outcomes

### Self Assessment 2022-23

#### Background

Annually we are required to report our performance in delivering the outcomes and standards detailed in the Scottish Social Housing Charter. This report must provide customers with an assessment of our performance and how any areas of improvement will be addressed, in a way that is easy to read and understand.

The relevant Regulatory Requirements are:

#### **Scottish Social Housing Charter Performance: CH3**

*Report its performance in achieving or progressing towards the Charter outcomes and standards to its tenants and other service users (no later than October each year). Agree the format of performance reporting with tenants, ensuring that it is accessible for tenants and other service users, with plain and jargon-free language.*

#### **Scottish Social Housing Charter Performance: CH4**

*When reporting its performance to tenants and other service users each landlord must:*

- provide them with an assessment of performance in delivering each of the Charter outcomes and standards which are relevant to the landlord*
- include relevant comparisons – these should include comparisons with previous years, with other landlords and with national performance*
- set out how and when the landlord intends to address areas for improvement*
- give tenants and other service users a way to feed back their views on the style and form of the reporting.*

**Charter Key Performance indicators, and results achieved in previous reporting years are provided for comparison.**

**Improvement actions identified in the previous year's self assessment are highlighted, and our performance in delivering these.**

**Service improvements, that illustrate achievement of our Customer 1st guiding principles of Keeping it Simple, Making it Personal and Making it Right are highlighted.**

**Actions that illustrate compliance with legal requirements and regulatory standards are noted.**

As part of the assessment conclusions we identify areas for improvement and the timescale for achieving these.

A copy of the Scottish Social Housing Charter, including a description of each outcome, is available on the Scottish Government website:

<b>Homes and Rents</b>					
<b>Key Performance Indicators</b>					
<b>Charter Indicator</b>	<b>2022-23</b>	<b>2021-22</b>	<b>2020-21</b>	<b>RSL Ave.</b>	<b>Comment</b>
Stock (total self-contained)	<b>5196</b>	4755	4605	-	Growth reflects new builds & transfer of Faifley into Caledonia
Total rent due	<b>£25,212,390.0</b>	£21,882,871.0	£21,304,532	-	
Average weekly rent by apartment size:					
1 apartment	<b>109.39</b>	£80.48	£85.83	£84.01	These properties include very sheltered housing bedsit units that have a service charge in addition to the rent
2 apartment	<b>100.54</b>	£88.19	£86.81	£90.92	These properties include retirement & very sheltered housing units that have a service charge in addition to the rent
3 apartment	<b>90.62</b>	£85.01	£83.71	£92.67	Below Scottish Average
4 apartment	<b>97.85</b>	£94.57	£93.57	£102.24	Below Scottish Average
5 apartment	<b>107.79</b>	£105.62	£104.43	£113.15	Below Scottish Average

<b>The Customer / Landlord Relationship</b>	<p><b>1. Equalities:</b> Social landlords perform all aspects of their housing services so that:</p> <ul style="list-style-type: none"> <li>• they support the right to adequate housing</li> <li>• every tenant and other customer has their individual needs and rights recognised, is treated fairly and with respect, and receives fair access to housing and housing services.</li> </ul> <p><b>2. Communication:</b> Social landlords manage their businesses so that:</p> <ul style="list-style-type: none"> <li>• tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services that it provides.</li> </ul> <p><b>3. Participation:</b> Social landlords manage their businesses so that:</p> <ul style="list-style-type: none"> <li>• tenants and other customers find it easy to participate in, and influence their landlord's decisions at a level they feel comfortable with.</li> </ul>
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Key Performance Indicators						
Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Tenant satisfaction with overall service	<b>81.79%</b>	81.79%	81.79%	86.70%	84.82%	Large scale satisfaction survey completed in 2020, new survey 2023
Tenant satisfaction with being kept informed about services and decisions (%)	<b>90.23%</b>	90.23%	90.23%	89.70%	90.01%	Large scale satisfaction survey completed in 2020, new survey 2023
Tenant satisfaction with participation opportunities (%)	<b>72.99%</b>	72.99%	72.99%	85.86%	86.24%	Large scale satisfaction survey completed in 2020, new survey 2023
Complaints responded to in full at Stage 1 (%)	<b>99.78%</b>	99.53%	98.47%	95.34%	97.13%	Performance improving & better than Scot Ave
Complaints responded to in full at Stage 2 (%)	<b>100%</b>	93.10%	97.06%	92.53%	91.55%	Performance improving & better than Scot Ave
Average time for full response at Stage 1 (working day)	<b>4.26</b>	3.74	3.47	5.75	4.14	Performance decreased but remained within 5 day target
Average time for full response at Stage 2 (working day)	<b>23.67</b>	16.56	22.42	19.34	16.63	Performance decreased and target not met. Changes made to process to support quicker response and completion. Significant improvements achieved to date in 23/24.

	Actions from 2021-22	Current Service Highlights & Challenges	Actions for 2023-24
1. Equalities	<ul style="list-style-type: none"> <li>• We will publish our new Equality Outcomes Plan and use this to report on our performance in relation to EDI issues.</li> <li>• We will publish information on the findings of the <i>Getting to Know You</i> survey and the improvement actions identified. These actions will be included in our Equalities Action Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• Equalities Charter and Action Plan in place, with progress overseen by strategic working group that meets monthly.</li> <li>• Sub-group formed to support delivery of tasks and actions, including development of EDI brand / logo, implementation of EDI events and promotional calendar and delivery of EDI and wellbeing events.</li> <li>• EDI e-learning delivered to all staff.</li> <li>• EIAs carried out to support service decisions and ensure all aspects of equality considered in the services which we provide and associated policies.</li> <li>• Annual EDI Report deferred until early 2024 to allow key action plan activities to be progressed.</li> </ul>	<ul style="list-style-type: none"> <li>• Further advancement of the Equalities Action plan and integration of Human Rights considerations into business as usual.</li> <li>• Publish Annual EDI Report to highlight progress against Equality Outcomes.</li> </ul>
2. Communication	<ul style="list-style-type: none"> <li>• We will continue to work on our online Connect portal, improving the self-service functionality on ASB case reporting for tenants.</li> <li>• We will expand the portal to include tenants of Failley.</li> <li>• We will implement a reviewed communications and marketing activity plan, expanding our use of online and social media communication methods.</li> </ul>	<ul style="list-style-type: none"> <li>• A new, more user-friendly website was developed in 2022 and was launched in 2023, making customer information more accessible and easier to access. This includes minutes of governing body meetings, which detail how decisions are made.</li> <li>• The Connect Portal was made available to the tenants of in Failley from August 2022. Tenant usage (or reach) of the portal has increased by 450 during 2022/23 and there are now close to 2600 tenants registered to use Connect.</li> <li>• A communication and marketing activity plan was developed and implemented which resulted in a 50% increase in engagement across all social media platforms. Website traffic increased by 32% as a result of social media posts directing contacts to the website.</li> <li>• Complaints investigations have taken longer, on average, over the last year, with Stage 2 complaints taking, on average, over 20 days to complete, often due to their more complex nature. Annual Complaints Handling report (published Oct each year) contains full analysis and breakdown of cases handled.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and streamline the complaints handling process to ensure compliance with timescales and put into practice lessons learned.</li> <li>• Conduct a large scale customer satisfaction survey to better understand tenants' current views.</li> <li>• Embed the new telephony technology system (Ignite) which was launched in Jan 2023 and further improve customer contact experiences by exploring the development of a "live chat" facility.</li> <li>• Complete the actions and activities identified in the Communications/Social Media Editorial Calendar for 2023/24.</li> </ul>

3. Participation	<ul style="list-style-type: none"> <li>• We will make arrangements for a tenant representative to join our Governance Review Working Group.</li> <li>• We will support the Faifley Customer Service Review Group to provide tenant oversight and scrutiny of the Faifley Transfer of Engagement commitments.</li> <li>• We will continue with our TP Strategy implementation plan and focus on improving the TP section on our website and developing processes for tenants to 'test our tech'.</li> </ul>	<ul style="list-style-type: none"> <li>• A tenant representative joined our Governance Review Group which brought forward recommendations to enhance the efficiency and effectiveness of governance and decision making across the group.</li> <li>• Senior staff supported and attended the Faifley Customer Service Review Group tenant meetings throughout 2022/23.</li> <li>• Our current Tenant Participation Strategy runs from 2021-23. It encourages customers to engage with us in ways to suit them, with a range of different engagement options, however, engagement at organisational level, is still proving to be a challenge.</li> <li>• Engagement within our retirement schemes, however, remains strong, with events well-attended by residents.</li> <li>• Our Digital Champions were supported to improve their digital connectivity and to assist with the further development of the Connect app.</li> </ul>	<ul style="list-style-type: none"> <li>• Review our Tenant Participation Strategy and action plan to continue to seek productive ways to engage with customers.</li> <li>• Consult with tenants locally to further develop our Neighbourhood Plans, ensuring these focus on local activities and priorities.</li> <li>• Develop plans to involve tenants in the Annual Assurance Statement thematic reviews on tenant health and safety and quality of housing.</li> <li>• Develop a housing digital strategy and action plan to increase customer digital engagement &amp; reduce exclusion.</li> </ul>
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<b>Housing Quality &amp; Maintenance</b>	<p><b>4. Quality of Housing:</b> Social landlords manage their businesses so that:</p> <ul style="list-style-type: none"> <li>• tenants' homes, as a minimum, when they are allocated are always clean, tidy and in a good state of repair, meet the Scottish Housing Quality Standard (SHQS), and any other building quality standard in place throughout the tenancy; and also meet the relevant Energy Efficiency and Zero Emission Heat Standard.</li> </ul>
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Key Performance Indicators						
Charter Indicator	2022-23	2021-22	2020-21	Scottish Avg	Peer Avg	Comment
Stock meeting the Scottish Housing Quality Standard (%)	<b>89.88%</b>	77.92%	95.05%	79.02%	83.85%	Compliance improved through completion of vast majority of electrical inspections and new smoke detector systems
Tenant satisfaction with quality of home (%)	<b>75.84%</b>	75.84%	75.84%	84.16%	84.71%	Large scale satisfaction survey completed in 2020, new survey 2023

  

	Actions from 2021-22	Current Service Highlights & Challenges	Actions for 2023-24
4. Quality of Housing	<ul style="list-style-type: none"> <li>• We will develop and implement a Carbon Reduction action plan.</li> <li>• We will commence the enhanced planned investment programme in Faifley in West Dunbartonshire as part of the Transfer of Engagement undertakings.</li> <li>• Deliver £5M planned investment improvements as part of the Bellsmyre Regeneration and Antonine transfer agreement.</li> <li>• We will develop plans for EESSH2 compliance by 2032 following completion of the Scottish Government's review. <b>Scottish Government review outcome still awaited.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Following a dip in SHQS compliance during 2021-22, after the changes to the standards/legislation relation to EICRs and smoke detection systems, compliance with SHQS is now increasing and projected to be above the level we were at in 2020-21 by March 2024, however, gaining access for this work remains to be a challenge.</li> <li>• Work to improve the energy efficiency of our homes that do not currently meet the EESSH 2020 target is ongoing, with improvement works planned in East &amp; West Dunbartonshire. The Scottish Government are still in the process of reviewing the EESSH2, the outcome of which is still awaited.</li> <li>• An enhanced planned investment programme was delivered in Faifley during 2022/23 with a value of £1.240m.</li> <li>• We continued to deliver the Bellsmyre Regeneration &amp; Antonine investment commitments in 2022/23, with a value of £1.332m</li> </ul>	<ul style="list-style-type: none"> <li>• Continue work to gain access to properties to complete electrical inspections and new smoke detector systems.</li> <li>• Detailed investment programme to be prepared once EESSH2 standards are known. It is anticipated that this will begin to address tenants' feedback on quality of home, much of which is related to further energy efficiency measures.</li> <li>• Bellsmyre - commence on site with Bellsmyre Regeneration proposals</li> </ul>

<b>Neighbourhood &amp; Community</b>	<p><b>5. Repairs, Maintenance &amp; Improvements:</b> Social landlords manage their businesses so that:</p> <ul style="list-style-type: none"> <li>tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.</li> </ul> <p><b>6. Estate Management, ASB, Neighbour Nuisance &amp; Tenancy Disputes:</b> Social landlords, working in partnership with other agencies, help to ensure as far as reasonably possible that:</p> <ul style="list-style-type: none"> <li>tenants and other customers live in well-maintained neighbourhoods where they feel safe.</li> </ul>
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Key Performance Indicators						
Charter Indicator	2022-23	2021-22	2020-21	Scottish Avg	Peer Avg	Comment
Average time to complete emergency repairs (hours)	4.13	3.95	3.66	4.2	4.0	Performance slightly over target due to contractor issues in West area. Better than Scot Ave.
Average time to complete non-emergency repairs (working days)	5.92	7.13	7.07	8.7	7.5	Performance improved on 2021/22 & better than Scot Ave.
Reactive repairs completed right first time (%)	89.45%	86.3	80.17%	87.80%	84.95%	Performance improved on 2021/22 & better than Scot Ave.
Tenant satisfaction with repairs and maintenance service (%)	79.97%	79.97%	79.97%	88.02%	84.78%	Large scale satisfaction survey completed in 2020, new survey 2023
Anti-social behaviour cases resolved (%)	90.70%	90.57	90.51%	94.21%	96.30%	Steady performance maintained
Number of times did not meet statutory obligation to complete gas safety check within 12 months	1	3	21	1032	366	One gas service failure in 2022/23 due to no access. Gas service completed before year end. During the period 2020-22 positive Covid infections prevented access to complete a small number of gas safety checks on target. All GSC's completed by year end
Tenant satisfaction with landlord contribution to neighbourhood management (%)	75.60%	75.60%	75.60%	84.30%	82.71%	Large scale satisfaction survey completed in 2020, new survey 2023
Tenancy offers refused (%)	39.85%	35.69%	37.97%	30.87%	26.02%	Higher number of refusals for retirement/very sheltered housing reflecting the challenges allocating this type of accommodation.

	Actions from 2021-22	Current Service Highlights & Challenges	Actions for 2023-24
<b>5. Repairs, Maintenance &amp; Improvement</b>	<ul style="list-style-type: none"> <li>• We will increase the planned investment programme during 2022-23 and 2023-24 to incorporate planned maintenance delayed from 2021-22.</li> <li>• To further improve communication, we will roll out the delayed contractor online portal.</li> <li>• We will consult with tenants to create a Group Repairs &amp; Maintenance Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Planned investment programme agreed as part of budget setting process. £7.6M improvements delivered in 2022/23.</li> <li>• We consulted with tenant representatives on a review of the Repairs and Maintenance Policy.</li> <li>• Upgrades required to our main IT system delayed implementation of the contractor online portal.</li> </ul>	<ul style="list-style-type: none"> <li>• £6.1M investment in planned and cyclical maintenance to be delivered in 2023/24</li> <li>• Implement the reviewed Repairs &amp; Maintenance Policy following further considerations from our external Auditor.</li> <li>• Tender and secure a stable contractor to deliver repairs and maintenance services to our properties in the West Area in 2023/24.</li> <li>• Commence a strategic review of the Caledonia Group approach to repairs and maintenance and associated Asset Management Strategy.</li> <li>• Implement the delayed contractor online portal.</li> </ul>
<b>6. Estate Management etc.</b>	<ul style="list-style-type: none"> <li>• We will complete a review of the Neighbourhood Hub structure to incorporate the Faifley tenants following the successful transfer of engagements.</li> <li>• We will consult with local community contacts to refresh our Neighbourhood Hub plans.</li> <li>• We will explore funding opportunities to establish a volunteer community anchor post.</li> </ul>	<ul style="list-style-type: none"> <li>• Former Faifley HA was successfully integrated into Caledonia from April 2022 and transfer commitments regarding local estate management services and investments implemented</li> <li>• Post transfer a review of the Neighbourhood Hub structure was completed, this resulted in additional neighbourhood resource being able to be directed to tenants in the West Area.</li> <li>• Neighbourhood plans for 2022/23 developed and summary activities and achievements published.</li> <li>• We were successful with a funding application to establish a Community Anchor post, the funding extends to 2026.</li> <li>• Caledonia investigated 527 reported cases of ASB with 90% of these being resolved within local targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to develop the localised approach to housing management via the Neighbourhood Plans, including regular estate walkabouts, landscape improvements and staff availability.</li> <li>• Develop a Community Anchor annual calendar of community events and activities.</li> </ul>



<b>Access to Housing &amp; Support</b>	<p><b>7/8/9. Housing Options:</b> Social landlords work together to ensure that:</p> <ul style="list-style-type: none"> <li>• people looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them</li> <li>• tenants and people on housing lists can review their housing options.</li> </ul> <p>Social landlords have a role to prevent homelessness and should ensure that:</p> <ul style="list-style-type: none"> <li>• people at risk of losing their homes get advice on preventing homelessness.</li> </ul> <p><b>10. Access to Social Housing:</b> Social landlords ensure that:</p> <ul style="list-style-type: none"> <li>• people looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and their prospects of being housed.</li> </ul> <p><b>11. Tenancy Sustainment:</b> Social landlords ensure that:</p> <ul style="list-style-type: none"> <li>• tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations.</li> </ul> <p><b>12. Homeless People:</b> This outcome is only relevant to local councils. It describes what councils should achieve by meeting their statutory duties to homeless people.</p>
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Key Performance Indicators						
Charter Indicator	2022-23	2021-22	2020-21	Scottish Avg	Peer Avg	Comment
Referrals under Section 5, and other referrals for homeless households, that result in offer (%)	<b>98.30%</b>	99.50%	99.29%	37.76%	36.61%	Good performance & support to homeless persons & Local Authority partners maintained.
New tenancies sustained for more than a year (%)	<b>92.78%</b>	87.43%	95.87%	91.22%	92.35%	Performance improving & better than Scot Ave
Average time to complete adaptations (days)	<b>63.17</b>	62.82	77.41	46.83	46.21	Reflects time required for specialist adaptations.
Offers, resulting from referrals under Section 5 and other referrals from homeless households, that result in let (%)	<b>73.99%</b>	72.73%	82.14%	82.50%	81.49%	High level of refusal of offers of accommodation by referred homeless applicants (23% of offers made were refused)
Stock that became vacant (%)	<b>8.33%</b>	9.21%	7.62%	7.42%	7.49%	Performance improved on 2021/22
Percentage of adaptations completed	<b>74.63%</b>	75.00%	100.00%	79.84%	79.81%	Reduced percentage of adaptations completed, as budget limit was reached prior to year end
Total cost of adaptations completed (£)	<b>£300,487</b>	£354,784	£303,619	£42,649,721	£7,681,192	Full budget allocation spent
Court actions initiated which resulted in eviction (%)	<b>13.95%</b>	20.00%	85.71%	17.16%	19.81%	Outturn reflects legal limitations on Court applications & evictions introduced by Scot Govt in 2022.
Number properties abandoned	<b>32</b>	32	18	-	-	Outturn reflects improved management & investigation of under utilised stock by locally based staff

	Actions from 2021-22	Current Service Highlights & Challenges	Actions for 2023-24
7/8/9. Housing Options	<ul style="list-style-type: none"> <li>• We will engage with our remaining Local Authority partners to develop Section 11 referral protocols in their areas of operation.</li> <li>• We will explore digital or online housing options enhancements.</li> </ul>	<ul style="list-style-type: none"> <li>• Caledonia continued to support its local authority partners to discharge their duties to homeless persons, including agreeing commitments to Rapid Rehousing Transition Plan arrangements.</li> <li>• Caledonia supported the implementation of the Angus Council Choice Based Common Housing Register.</li> <li>• We developed and piloted processes to undertake a digital new tenancy sign up via PanConnect</li> </ul>	<ul style="list-style-type: none"> <li>• Caledonia will engage with WDC to explore options to create a common housing register of all social landlords in WDC area.</li> <li>• We will roll out the digital online new tenancy sign up to all areas and continue to develop additional enhancements to PanConnect applications for Neighbourhood Housing Officers.</li> </ul>
10. Access to Social Housing	<ul style="list-style-type: none"> <li>• We will include residents and applicants transferring from Faifley into the West Area Group Allocations policy, increasing choice and housing options for all residents.</li> <li>• We will continue with our plans to complete 750 new affordable houses by March 2023.</li> </ul>	<ul style="list-style-type: none"> <li>• We completed a review of the West Area Group Allocation Policy to include residents and applicants from Faifley. This increased the choice and availability of rehousing options for all residents in the WDC area.</li> <li>• During 2022/23 125 new homes were handed over for let across the Caledonia Group.</li> <li>• Caledonia relet 397 existing properties in 2022/23 and assisted 32 tenancies to move home via a mutual exchange.</li> </ul>	<ul style="list-style-type: none"> <li>• We will continue with our plans to complete 750 new affordable houses by March 2023.</li> <li>• Caledonia will support Cordale to commence the Dalquhurn development site to provide 25 semi-detached affordable houses.</li> </ul>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>11. Tenancy Sustainment</b></p> <ul style="list-style-type: none"> <li>• We will develop strategies to support tenants with fuel poverty and rent affordability.</li> <li>• We will pilot and implement a Section 11 homeless prevention protocol in the West Dunbartonshire Council area.</li> </ul>	<ul style="list-style-type: none"> <li>• Residents were consulted on a rent affordability statement which informed the development of a fuel poverty strategy.</li> <li>• Funding was secured to provide a dedicated energy advice and support for tenants via SCARF. Over 200 tenants were referred to the scheme resulting in 1600 pieces of energy advice which delivered savings of around £30,000 in energy costs, nearly £3,000 of energy debt being written off and £3,000 of energy support payments being provided.</li> <li>• Funding from the Winter Hardship fund was secured to provide cost of living support for residents in the form of vouchers to assist with food, mobile phone and travel costs with nearly 600 vouchers being issued.</li> <li>• Some 45 families in the WDC area also received £9000 in the form of additional cost of living support.</li> <li>• Detailed cost of living and benefits advice was regularly updated on Caledonia's website, in leaflets and via social media.</li> <li>• A Cost of Living Staff Task Force was established to provide and source assistance and advice for tenants.</li> </ul>	<ul style="list-style-type: none"> <li>• Secure funding to extend the SCARF energy advice project through 2023/24.</li> <li>• The Cost of Living Staff Task Force will explore funding opportunities to provide a dedicated welfare benefits and advice service.</li> </ul>
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<p style="text-align: center;"><b>Getting Good Value from Rents and Service Charges</b></p>	<p><b>13. Value for Money:</b> Social landlords manage all aspects of their businesses so that:</p> <ul style="list-style-type: none"> <li>• tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.</li> </ul> <p><b>14/15. Rents and Service Charges:</b> Social landlords set rents and service charges in consultation with their tenants and other customers so that:</p> <ul style="list-style-type: none"> <li>• a balance is struck between level of services provided, the costs of the services, and how far current and prospective tenants and service users can afford them</li> <li>• tenants get clear information on how rents and other money is spent, including details of any individual items of expenditure above thresholds agreed between landlords and tenants.</li> </ul>
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**Key Performance Indicators**

<b>Charter Indicator</b>	<b>2022-23</b>	<b>2021-22</b>	<b>2020-21</b>	<b>Scottish Avg</b>	<b>Peer Avg</b>	<b>Comment</b>
Rent collected (%)	<b>100.24%</b>	100.17%	100.67%	99.03%	99.64%	Strong performance levels maintained
Rent lost due to empty properties (%)	<b>1.14%</b>	0.92%	0.78%	1.40%	0.98%	Some difficulties experienced letting low demand retirement/very sheltered housing, delays with void repairs in the West due to issues with contractors and impact of additional voids in Bellsmyre as part of the Regeneration.
Average time to relet properties (calendar days)	<b>33.93</b>	31.90	35.26	55.61	41.73	See above but still better than benchmarks.
Average weekly rent increase (%)	<b>5%</b>	3.1%	0.50%	5.14%	5.44%	Strong performance maintained, increase 5% less than prevailing inflation rate and lower than benchmarks.
Tenants who feel rent represents good value for money (%)	<b>79.66%</b>	79.66%	79.66%	81.79%	79.10%	Large scale satisfaction survey completed in 2020, new survey 2023
Average Management Fee per factored property	<b>48.94</b>	47.08	45.09	107.59	111.89	Minor inflationary increase from last year
Tenant satisfaction with overall service (%)	<b>81.79%</b>	81.79%	81.79%	86.70%	84.82%	Large scale satisfaction survey completed in 2020, new survey 2023
Gross rent arrears (%)	<b>5.69%</b>	4.68%	5.51%	6.86%	4.62%	Steady performance maintained given emerging challenges from cost of living and energy cost crisis.
Satisfaction with factoring service (%)	<b>60.87%</b>	54.92%	56.62%	61.79%	64.47%	Minor improvement from last year, but aim to improve further this year

	Actions from 2021-22	Current Service Highlights & Challenges	Actions for 2023-24
<b>13. Value for Money</b>	<ul style="list-style-type: none"> <li>• We will review our standard operating procedures to build on positive changes made during the pandemic.</li> <li>• We will complete the remaining service review recommendations for the very sheltered housing service.</li> <li>• We will provide more information to owners on what Caledonia can actually deliver as a Factor.</li> <li>• Deliver an enhanced planned investment programme in 2022-23 inclusive of Covid catch up works.</li> </ul>	<ul style="list-style-type: none"> <li>• The review of our standard operating procedures resulted in a strong value for money performance at Caledonia in terms of rental income collected and minimising the rent lost due to properties being empty.</li> <li>• We completed the options review of the very sheltered housing service and are exploring a new service delivery model with PKC and Health &amp; Social Care partners.</li> <li>• Factored information delayed until after Home Owners Guide reviewed.</li> <li>• An enhanced planned investment programme was delivered across Caledonia during 2022/23 with a value of £7.6M.</li> </ul>	<ul style="list-style-type: none"> <li>• Caledonia will use feedback from the 2023 large scale tenant satisfaction survey to develop further VFM indicators that match tenant expectations.</li> <li>• We will review Home Owners Guide for Caledonia in 2023/24</li> <li>• We will deliver £6.1M investment in planned and cyclical maintenance in 2023/24</li> <li>• We will look to further improve core VFM performance in 2023/24, ensuring effective monitoring processes and reports for Managers are developed.</li> <li>• We will consult with staff and tenants and implement a reviewed retirement housing service delivery model.</li> <li>• We will work to finalise arrangements for a new service delivery model for our very sheltered housing service with PKC and local H&amp;SCP.</li> </ul>
<b>14/15. Rents &amp; Service Charges</b>	<ul style="list-style-type: none"> <li>• Our Governance Review Group will explore ways to increase tenant involvement in the business planning and budget setting review and decision-making process.</li> <li>• We will review our rent harmonisation plans to include property energy performance as additional rent setting criteria.</li> <li>• We will work with partners and tenants to develop a Group rent affordability statement and a fuel poverty strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• A new governance calendar was established following recommendations from the Governance Review Working Group. This aligned tenant involvement and consultation mechanisms with our business planning and budget setting processes.</li> <li>• Our rent harmonisation plans were reviewed but placed temporarily on hold due to issues relating to the emerging cost of living crisis and impacts on tenants.</li> <li>• Caledonia consulted on a 5% rent increase in 2022/23, which was less than the Scottish RSL average (5.4%) and significantly lower than the prevailing rate of inflation (10%).</li> <li>• A fuel poverty strategy was developed in 2022/23 detailing key actions to assist tenants to reduce energy costs and manage household bills.</li> </ul>	<ul style="list-style-type: none"> <li>• Caledonia will use feedback from the 2023 large scale tenant satisfaction survey to inform 2024/25 service priorities, budget and planned investment considerations.</li> <li>• Caledonia will continue to involve residents in the annual rent policy and budget setting process, ensuring tenant's views on rents and rent affordability are considered as part of the strategic business planning process.</li> </ul>

**Other Customers**

**16. Gypsy/Travellers:** This outcome applies only to councils and other social landlords that are responsible for managing sites for travelling people. It therefore is not currently applicable to Caledonia Housing Association.