



# CALEDONIA HOUSING ASSOCIATION

**CHARTER REPORT 2022 - 2023**



# MEASURING THE CHARTER OUTCOMES SELF ASSESSMENT 2022-23

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:

**The Scottish Social Housing Charter**  
**([www.gov.scot](http://www.gov.scot))**

# CALEDONIA AT A GLANCE...

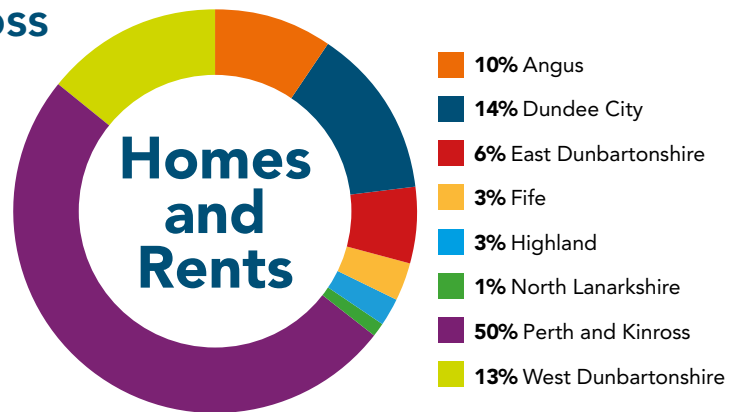
**5,196** homes owned across  
8 local authority areas.

**Total rent due**  
**£25,212,390**

2021-22 - 4755 - £21,882,871

2020-21- 4605 - £21,304,532

Growth reflects new builds & transfer  
of Faifley into Caledonia



Average weekly rent by apartment size:

Size of home	Number owned	Average Rent 2022-23	Average Rent 2021-22	Average Rent 2020-21	Scottish average	Comment
1 apartment	28	£109.39	£80.48	£85.83	£84.01	Includes supported housing service charge.
2 apartment	1,755	£100.54	£88.19	£86.81	£90.92	Includes supported housing service charge.
3 apartment	2,263	£90.62	£85.01	£83.71	£92.67	Below Scottish Average.
4 apartment	970	£97.85	£94.57	£93.57	£102.24	Below Scottish Average.
5+ apartment	180	£107.79	£105.62	£104.43	£113.15	Below Scottish Average.

# OUTCOME 1 EQUALITIES



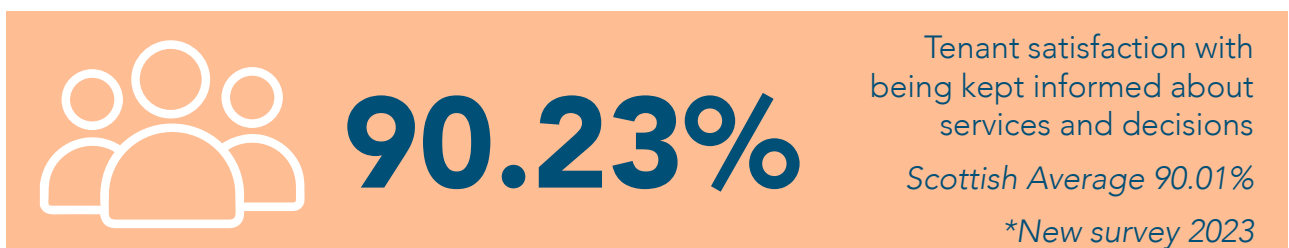
Social landlords perform all aspects of their housing services so that:

- they support the right to adequate housing
- 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.

*This outcome describes what social landlords, by meeting their statutory duties on equalities should achieve for all tenants and other customers regardless of age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, or sexual orientation. It includes landlords’ responsibility for finding ways of understanding the rights and needs of different customers and delivering services that recognise and meet these. This may include making reasonable adjustments.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Tenant satisfaction with overall service	81.79%	81.79%	81.79%	86.70%	84.82%	Large scale satisfaction survey completed in 2020, new survey results expected Nov 2023
Tenant satisfaction with being kept informed about services and decisions (%)	90.23%	90.23%	90.23%	89.70%	90.01%	Large scale satisfaction survey completed in 2020, new survey results expected Nov 2023

*\*Please note, our tenant satisfaction survey is carried out every 3 years which explains why there has not been a change in data between 2021/22 and 2022/23. Our next tenant satisfaction survey is being carried out Autumn 2023.*



## SERVICE IMPROVEMENT ACTIONS



### 2022 Charter Improvement Actions

- We will publish our new Equality Outcomes Plan and use this to report on our performance in relation to EDI (Equalities, Diversity & Inclusion) issues.
- We will publish information on the findings of the Getting to Know You survey and the improvement actions identified. These actions will be included in our Equalities Action Plan.



### Highlights

- Equalities Charter and Action Plan in place, with progress overseen by strategic working group that meets monthly.
- 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.
- EDI e-learning delivered to all staff.
- EIAs (Equalities Impact Assessments) carried out to support service decisions and ensure all aspects of equality considered in the services which we provide and associated policies.
- Annual EDI Report deferred until early 2024 to allow key action plan activities to be progressed.



### To work on in 2023

- Further advancement of the Equalities Action plan and integration of Human Rights considerations into business as usual.
- Publish Annual EDI Report to highlight progress against Equality Outcomes.

# OUTCOME 2 COMMUNICATION



Social landlords manage their businesses so that:

- 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.

*This outcome covers all aspects of landlords' communication with tenants and other customers. This includes using a range of non-digital and digital communications in accessible formats that meet individual needs. It also covers making it easy for tenants and other customers to make complaints and provide feedback on services, using that information to improve services and performance, and letting people know what they have done in response to complaints and feedback. It does not require landlords to provide legally protected, personal or commercial information.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Tenant satisfaction with participation opportunities (%)	72.99%	72.99%	72.99%	85.86%	86.24%	Large scale satisfaction survey completed in 2020, new survey results expected Nov 2023
Complaints responded to in full at Stage 1 (%)	99.78%	99.53%	98.47%	95.34%	97.13%	Performance improving & better than Scottish Average



Connect is our on-line communication portal, that allows tenants to self-manage their tenancies 24/7, creating service requests, reporting repairs direct to contractors, making payments and much more.



## 72.99%

Tenant satisfaction with participation opportunities  
Scottish Average 86.24%  
\*New survey 2023



## 99.78%

of Complaints responded to in full at Stage 1  
Scottish Average 95.34%

## SERVICE IMPROVEMENT ACTIONS



### 2022 Charter Improvement Actions

- We will continue to work on our online Connect portal, improving the self-service functionality on ASB case reporting for tenants.
- We will expand the portal to include tenants of Faifley.
- We will implement a reviewed communications and marketing activity plan, expanding our use of online and social media communication methods.



### Highlights

- 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.
- The Connect Portal was made available to the tenants of Faifley 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.
- 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.
- 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.



### To work on in 2023

- Review and streamline the complaints handling process to ensure compliance with timescales and put into practice lessons learned.
- Conduct a large scale customer satisfaction survey to better understand tenants' current views.
- 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.
- Complete the actions and activities identified in the Communications/Social Media Editorial Calendar for 2023/24.

# OUTCOME 3 PARTICIPATION



Social landlords manage their businesses so that:

- tenants and other customers find it easy to participate in, and influence their landlord’s decisions at a level they feel comfortable with.


*This outcome describes what landlords should achieve by meeting their statutory duties on tenant participation. It covers how social landlords gather and take account of the views and priorities of their tenants, other customers, and bodies representing them such as registered tenant organisations; how they shape their services to reflect these views; and how they help tenants and other customers to become more capable of involvement – this could include supporting them to scrutinise landlord services.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Complaints responded to in full at Stage 2 (%)	100%	93.10%	97.06%	92.53%	91.55%	Performance improving & better than Scottish Average
Average time for full response at Stage 1 (working day)	4.26	3.74	3.47	5.75	4.14	Performance decreased but remained within 5 day target & better than Scottish Average
Average time for full response at Stage 2 (working day)	23.67	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.



## 100%

of Complaints responded to in full at Stage 2  
Scottish Average 92.53%



## 4.26 days

Average time for full response at Stage 1 (working day)  
Scottish Average 5.75



## SERVICE IMPROVEMENT ACTIONS

### 2022 Charter Improvement Actions



- We will make arrangements for a tenant representative to join our Governance Review Working Group.
- We will support the Faifley Customer Service Review Group to provide tenant oversight and scrutiny of the Faifley Transfer of Engagement commitments.
- 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'.

### Highlights



- 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.
- Senior staff supported and attended the Faifley Customer Service Review Group tenant meetings throughout 2022/23.
- 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.
- Engagement within our retirement schemes, however, remains strong, with events well-attended by residents.
- Our Digital Champions were supported to improve their digital connectivity and to assist with the further development of the Connect app.

### To work on in 2023



- Review our Tenant Participation Strategy and action plan to continue to seek productive ways to engage with customers.
- Consult with tenants locally to further develop our Neighbourhood Plans, ensuring these focus on local activities and priorities.
- Develop plans to involve tenants in the Annual Assurance Statement thematic reviews on tenant health and safety and quality of housing.
- Develop a housing digital strategy and action plan to increase customer digital engagement & reduce exclusion.

# OUTCOME 4 HOUSING QUALITY & MAINTENANCE

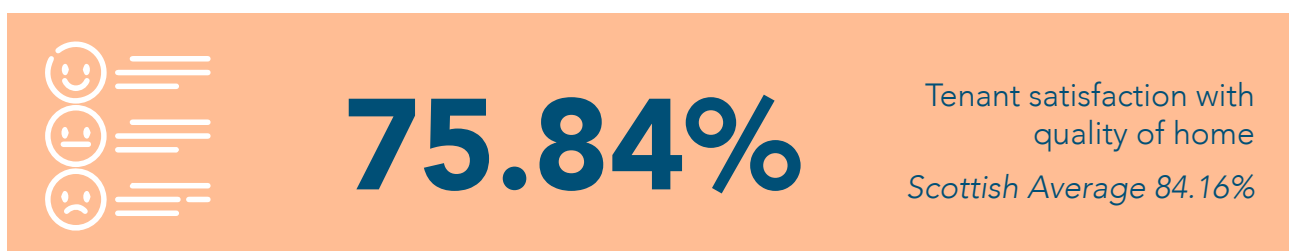


Social landlords manage their businesses so that:

- 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.

*These standards describe what landlords achieve in their properties. They cover all properties that social landlords let, unless a particular property does not have to meet part of the standard. If, for social or technical reasons, landlords cannot meet any part of these standards, they should regularly review the situation and ensure they make improvements as soon as possible.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Stock meeting the Scottish Housing Quality Standard (%)	89.88%	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 (%)	75.84%	75.84%	75.84%	84.16%	84.71%	Large scale satisfaction survey completed in 2020, new survey results expected Nov 2023



## SERVICE IMPROVEMENT ACTIONS

### 2022 Charter Improvement Actions



- We will develop and implement a Carbon Reduction action plan.
- We will commence the enhanced planned investment programme in Faifley in West Dunbartonshire as part of the Transfer of Engagement undertakings.
- Deliver £5M planned investment improvements as part of the Bellmyre Regeneration and other transfer agreements.
- We will develop plans for EESSH2 (The Energy Efficiency Standard for Social Housing post 2020) compliance by 2032 following completion of the Scottish Government's review. Scottish Government review outcome still awaited.

### Highlights



- 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.
- 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 & West Dunbartonshire. The Scottish Government are still in the process of reviewing the EESSH2, the outcome of which is still awaited.
- An enhanced planned investment programme was delivered in Faifley during 2022/23 with a value of £1.24M
- We continued to deliver the Bellsmyre Regeneration & Antonine investment commitments in 2022/23, with a value of £1.332M

### To work on in 2023



- Continue work to gain access to properties to complete electrical inspections and new smoke detector systems.
- 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.
- Bellsmyre - commence on site with Bellsmyre Regeneration proposals

# OUTCOME 5

## REPAIRS, MAINTENANCE & IMPROVEMENTS



Social landlords manage their businesses so that:

- tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done.

*This outcome describes how landlords should meet their statutory duties on repairs and provide repairs, maintenance and improvement services that safeguard the value of their assets and take account of the wishes and preferences of their tenants. This could include setting repair priorities and timescales; setting repair standards such as getting repairs done right, on time, first time; and assessing tenant satisfaction with the quality of the services they receive.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	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 Scottish Average.
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 Scottish Average.
Reactive repairs completed right first time (%)	89.45%	86.3	80.17%	87.80%	84.95%	Performance improved on 2021/22 & better than Scottish Average.
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 results expected Nov 2023



# 79.97%

of Tenants are satisfied with repairs and maintenance service  
 Scottish Average 88.02%

## SERVICE IMPROVEMENT ACTIONS

### 2022 Charter Improvement Actions



- We will increase the planned investment programme during 2022-23 and 2023-24 to incorporate planned maintenance delayed from 2021-22 due to the Covid pandemic.
- To further improve communication, we will roll out the delayed contractor online portal.
- We will consult with tenants to create a Group Repairs & Maintenance Policy
- Tender and secure a stable contractor to deliver repairs and maintenance services to our properties in the West Area in 2023/24.

### Highlights



- Planned investment programme agreed as part of budget setting process. £7.6M improvements delivered in 2022/23.
- We consulted with tenant representatives on a review of the Repairs and Maintenance Policy.
- Upgrades required to our main IT system delayed implementation of the contractor online portal.

### To work on in 2023



- £6.1M investment in planned and cyclical maintenance to be delivered in 2023/24
- Implement the reviewed Repairs & Maintenance Policy following further considerations from our external Auditor.
- Tender and secure a stable contractor to deliver repairs and maintenance services to our properties in the West Area in 2023/24.
- Commence a strategic review of the Caledonia Group approach to repairs and maintenance and associated Asset Management Strategy.
- Implement the delayed contractor online portal.



# OUTCOME 6

## ESTATE MANAGEMENT, ASB, NEIGHBOUR NUISANCE & TENANCY DISPUTES

Social landlords, working in partnership with other agencies, help to ensure as far as reasonably possible that:

- tenants and other customers live in well-maintained neighbourhoods where they feel safe.

*This outcome covers a range of actions that social landlords can take on their own and in partnership with others. It covers support for victims/survivors of domestic abuse, action to enforce tenancy conditions on estate management and neighbour nuisance, resolving neighbour disputes, and arranging or providing tenancy support where this is needed. It also covers the role of landlords in working with others to tackle anti-social behaviour.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
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.
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 results expected Nov 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.



# 90.70%

of Anti-Social Behaviour cases were resolved during 22/23  
Scottish Average 94.21%

## SERVICE IMPROVEMENT ACTIONS



### 2022 Charter Improvement Actions

- We will complete a review of the Neighbourhood Hub structure to incorporate the Faifley tenants following the successful transfer of engagements.
- We will consult with local community contacts to refresh our Neighbourhood Hub plans.
- We will explore funding opportunities to establish a volunteer community anchor post.



### Highlights

- Former Faifley HA was successfully integrated into Caledonia from April 2022 and transfer commitments regarding local estate management services and investments implemented
- 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.
- Neighbourhood plans for 2022/23 developed and summary activities and achievements published.
- We were successful with a funding application to establish a Community Anchor post, the funding extends to 2026.
- Caledonia investigated 527 reported cases of ASB with 90% of these being resolved within local targets.



### To work on in 2023

- Continue to develop the localised approach to housing management via the Neighbourhood Plans, including regular estate walkabouts, landscape improvements and staff availability.
- Develop a Community Anchor annual calendar of community events and activities.

# OUTCOME 7/8/9 HOUSING OPTIONS



Social landlords work together to ensure that:

- people looking for housing get information that helps them make informed choices and decisions about the range of housing options available to them
- tenants and people on housing lists can review their housing options.
- Social landlords have a role to prevent homelessness and should ensure that:
- people at risk of losing their homes get advice on preventing homelessness.

*These outcomes cover landlords’ duties to provide information to people looking for housing and advice for those at risk of becoming homeless so that homelessness is prevented as early as possible. This could include providing housing “health checks” for tenants and people on housing lists to help them review their options to move within the social housing sector or to another sector.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Referrals under Section 5, and other referrals for homeless households, that result in offer (%)	98.30%	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 (%)	92.78%	87.43%	95.87%	91.22%	92.35%	Performance improving & better than Scottish Average
Average time to complete adaptations (days)	63.17	62.82	77.41	46.83	46.21	Performance reflects the complex nature of these property adaptations



# 63.17

Average time to complete adaptations (days)

Scottish Average 46.83



## SERVICE IMPROVEMENT ACTIONS



### 2022 Charter Improvement Actions

- We will engage with our remaining Local Authority partners to develop Section 11 homeless referral protocols in their areas of operation.
- We will explore digital or online housing options enhancements.



### Highlights

- Caledonia continued to support its local authority partners to discharge their duties to homeless persons, including agreeing commitments to Rapid Rehousing Transition Plan arrangements.
- Caledonia supported the implementation of the Angus Council Choice Based Common Housing Register.
- We developed and piloted processes to undertake a digital new tenancy sign up via PanConnect



### To work on in 2023

- Caledonia will engage with WDC to explore options to create a common housing register of all social landlords in West Dunbartonshire Council area.
- 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.

# OUTCOME 10

## ACCESS TO SOCIAL HOUSING

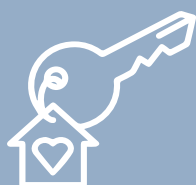


Social landlords ensure that:

- 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.

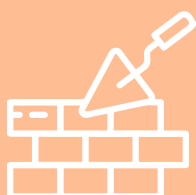
*This outcome covers what social landlords can do to make it easy for people to apply for the widest choice of social housing that is available and suitable and that meets their needs. It includes actions that social landlords can take on their own and in partnership with others, for example through Common Housing Registers or mutual exchange schemes, or through local information and advice schemes.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Offers, resulting from referrals under Section 5 and other referrals from homeless households, that result in let (%)	73.99%	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 (%)	8.33%	9.21%	7.62%	7.42%	7.49%	Performance improved on 2021/22
Percentage of adaptations completed	74.63%	75.00%	100.00%	79.84%	79.81%	Reduced percentage of adaptations completed, as budget limit was reached prior to year end



# 8.33%

Stock that became vacant  
Scottish Average 7.42%



# 74.63%

Approved adaptations completed  
Scottish Average 79.84%

## SERVICE IMPROVEMENT ACTIONS



### 2022 Charter Improvement Actions

- We will include residents and applicants transferring from Faifley into the West Area Group Allocations policy, increasing choice and housing options for all residents.
- We will continue with our plans to complete 750 new affordable houses by March 2023.



### Highlights

- 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.
- During 2022/23 125 new homes were handed over for let across the Caledonia Group.
- Caledonia relet 397 existing properties in 2022/23 and assisted 32 tenancies to move home via a mutual exchange.



### To work on in 2023

- We will continue with our plans to complete 750 new affordable houses by March 2023.
- Caledonia will support Cordale to commence the Dalquhurn development site to provide 25 semi-detached affordable houses.

# OUTCOME 11 TENANCY SUSTAINMENT



Social landlords ensure that:

- 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.

*This outcome covers how landlords on their own, or in partnership with others, can help tenants who may need support to maintain their tenancy. This includes tenants who may be at risk of falling into arrears with their rent, and tenants who may need their home adapted to cope with age, disability, or caring responsibilities.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Total cost of adaptations completed (£)	£300,487	£354,784	£303,619	-	-	Full Scottish Government budget allocation spent.
Court actions initiated which resulted in eviction (%)	13.95%	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	32	32	18	-	-	Outturn reflects improved management & investigation of under utilised stock by locally based staff.



## 13.95%

Court actions initiated which resulted in eviction  
Scottish Average 17.16%



## £300,487

Total cost of adaptations completed

## SERVICE IMPROVEMENT ACTIONS



### 2022 Charter Improvement Actions

- We will develop strategies to support tenants with fuel poverty and rent affordability.
- We will pilot and implement a Section 11 homeless prevention protocol in the West Dunbartonshire Council area.

### Highlights



- Residents were consulted on a rent affordability statement which informed the development of a fuel poverty strategy.
- 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.
- 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.
- Some 45 families in the WDC area also received £9000 in the form of additional cost of living support.
- Detailed cost of living and benefits advice was regularly updated on Caledonia's website, in leaflets and via social media.
- A Cost of Living Staff Task Force was established to provide and source assistance and advice for tenants.



### To work on in 2023

- Secure funding to extend the SCARF energy advice project through 2023/24.
- The Cost of Living Staff Task Force will explore funding opportunities to provide a dedicated welfare benefits and advice service.



# OUTCOME 13

## VALUE FOR MONEY

Social landlords manage all aspects of their businesses so that:

- tenants, owners and other customers receive services that provide continually improving value for the rent and other charges they pay.

*This standard covers the efficient and effective management of services. It includes minimising the time houses are empty; managing arrears and all resources effectively; controlling costs; getting value out of contracts; and giving better value for money by increasing the quality of services with minimum extra cost to tenants, owners and other customers; involving tenants and other customers in setting rents and service charges; and in monitoring and reviewing how landlords give value for money.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Rent collected (%)	100.24%	100.17%	100.67%	99.03%	99.64%	Strong performance levels maintained
Rent lost due to empty properties (%)	1.14%	0.92%	0.78%	1.40%	0.98%	Reflects low demand for supported housing, difficulties with West repairs contractors & empty homes held for the Bellsmyre Regeneration. Still better than Scottish Average.
Average time to relet properties (calendar days)	33.93	31.90	35.26	55.61	41.73	See above but still better than Scottish Average.
Average weekly rent increase (%)	5%	3.1%	0.50%	5.14%	5.44%	Strong performance maintained, increase 5% less than prevailing inflation rate and lower than Scottish Average.
Tenants who feel rent represents good value for money (%)	79.66%	79.66%	79.66%	81.79%	79.10%	Large scale satisfaction survey completed in 2020, new survey results expected Nov 2023



# 5%

Average weekly rent increase  
Scottish Average 5.14%

## SERVICE IMPROVEMENT ACTIONS

### 2022 Charter Improvement Actions



- We will review our standard operating procedures to build on positive changes made during the pandemic.
- We will complete the remaining service review recommendations for the very sheltered housing service.
- We will provide more information to owners on what Caledonia can actually deliver as a Factor.
- Deliver an enhanced planned investment programme in 2022-23 inclusive of Covid catch up works.

### Highlights



- 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.
- We completed the options review of the very sheltered housing service and are exploring a new service delivery model with Perth & Kinross Council and Health & Social Care partners.
- Factored information delayed until after Home Owners Guide reviewed.
- An enhanced planned investment programme was delivered across Caledonia during 2022/23 with a value of £7.6M.

### To work on in 2023



- Caledonia will use feedback from the 2023 large scale tenant satisfaction survey to develop further VFM indicators that match tenant expectations.
- We will review Home Owners Guide for Caledonia in 2023/24
- We will deliver £6.1M investment in planned and cyclical maintenance in 2023/24
- We will look to further improve core VFM performance in 2023/24, ensuring effective monitoring processes and reports for Managers are developed.
- We will consult with staff and tenants and implement a reviewed retirement housing service delivery model.
- We will work to finalise arrangements for a new service delivery model for our very sheltered housing service with PKC and local H&SCP.

# OUTCOME 14/15

## RENTS & SERVICE CHARGES



Social landlords set rents and service charges in consultation with their tenants and other customers so that:

- 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
- 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.

*These outcomes reflect a landlord’s legal duty to consult tenants about rent setting; the importance of taking account of what current & prospective tenants & other customers are likely to be able to afford; & the importance that many tenants place on being able to find out how their money is spent. Each landlord must decide, in discussion with tenants and other customers, whether to publish information about expenditure above a particular level, & in what form & detail. What matters is that discussions take place & the decisions made reflect the views of tenants & other customers.*

Charter Indicator	2022-23	2021-22	2020-21	Scottish Ave.	Peer Ave.	Comment
Average Management Fee per factored property	48.94	47.08	45.09	107.59	111.89	Minor inflationary increase from last year, significantly lower than Scottish Average.
Tenant satisfaction with overall service (%)	81.79%	81.79%	81.79%	86.70%	84.82%	Large scale satisfaction survey completed in 2020, new survey results expected Nov 2023
Gross rent arrears (%)	5.69%	4.68%	5.51%	6.86%	4.62%	Steady performance maintained given emerging challenges from cost of living and energy cost crisis, better than Scottish Average.
Satisfaction with factoring service (%)	60.87%	54.92%	56.62%	61.79%	64.47%	Minor improvement from last year, but aim to improve further this year

# 81.79%

Tenant satisfaction with overall service

Scottish Average 86.70%



## SERVICE IMPROVEMENT ACTIONS

### 2022 Charter Improvement Actions



- Our Governance Review Group will explore ways to increase tenant involvement in the business planning and budget setting review and decision-making process.
- We will review our rent harmonisation plans to include property energy performance as additional rent setting criteria.
- We will work with partners and tenants to develop a Group rent affordability statement and a fuel poverty strategy.

### Highlights



- 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.
- 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.
- Caledonia consulted on a 5% rent increase in 2022/23, which was less than the Scottish average (5.14%) and significantly lower than the prevailing rate of inflation (10%).
- A fuel poverty strategy was developed in 2022/23 detailing key actions to assist tenants to reduce energy costs and manage household bills.

### To work on in 2023



- Caledonia will use feedback from the 2023 large scale tenant satisfaction survey to inform 2024/25 service priorities, budget and planned investment considerations.
- 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.

# WHAT IS THE CHARTER

The Scottish Government's Social Housing Charter came into force in April 2012. The Charter sets out the standards and outcomes that tenants can expect from social landlords, in terms of the quality and value for money of the services they receive, the standard of their homes, and opportunities for communication and participation in the decisions that affect them.

There are 15 Charter Outcomes, though not all apply to Housing Associations, and the Scottish Housing Regulator will monitor, assess and report on landlords' performance against the Charter. Social landlords are also required to self-assess their performance and progress in achieving the Charter standards and outcomes and report this assessment to their tenants.

We are required to publish this Charter Report by the end of October each year. This report covers the period from April 2022 to March 2023. This report represents our honest reflection of our performance during the year and highlights that despite these challenges, we were able to ensure our key services were provided while we worked to fully embed new ways of working.

## Information in other formats

If you have difficulty in reading or understanding English and require help in translating or interpreting any information that Caledonia Housing Association provides, or if you have other special requirements and need further help, please ask at reception or contact us on 0800 678 1228.

যদি ইংলিশ পড়তে বা বুঝতে আপনার অসুবিধা হয় এবং Caledonia হাউসিং অ্যাসোসিয়েশন থেকে প্রদান করা যে কোন তথ্যের অনুবাদ বা দোভাষীর সাহায্য প্রয়োজন, অথবা আপনার অন্য কোন বিশেষ প্রয়োজন আছে এবং আরো সাহায্য চান তাহলে অনুগ্রহ করে রিসেপশনে বসুন অথবা ফোনে যোগাযোগ করুন না. 0800 678 1228.

**BANGALI**

如果你在閱讀或明白英文方面有困難，需要翻譯或傳譯 Caledonia 房屋協會提供的任何資訊，或者你有其他特別的要求，需要進一步的支援，請到服務查詢或致電 0800 678 1228 與我們聯絡。

**CHINESE**

यदि आपको इंग्लिश पढ़ने या समझने में कठिनाई है और आप Caledonia हाउसिंग एसोसिएशन से प्रदान की गयी किसी जानकारी को समझने के लिये अनुवाद या दोभाषी की मदद चाहते हैं, या फिर आपकी अन्य विशेष ज़रूरतें हैं और मदद चाहिये, तो कृपया रिसेप्शन पर कहें या टेलीफोन से सम्पर्क करें न. 0800 678 1228

**HINDI**

ਜੇਕਰ ਤੁਹਾਨੂੰ ਇੰਗਲਿਸ਼ ਪੜ੍ਹਨ ਜਾਂ ਸਮਝਣ ਵਿਚ ਮੁਸ਼ਕਿਲ ਹੁੰਦੀ ਹੈ ਅਤੇ Caledonia ਹਾਊਸਿੰਗ ਐਸੋਸੀਏਸ਼ਨ ਵੱਲੋਂ ਪ੍ਰਦਾਨ ਕੀਤੀ ਗਈ ਜਾਣਕਾਰੀ ਸਮਝਣ ਵਿਚ ਟ੍ਰਾਂਸਲੇਸ਼ਨ ਜਾਂ ਇੰਟਰਪਰੈਟੇਸ਼ਨ ਲਈ ਸਹਾਇਤਾ ਦੀ ਲੋੜ ਹੈ ਜਾਂ ਤੁਹਾਡੀਆਂ ਕੋਈ ਹੋਰ ਲੋੜਾਂ ਹਨ ਤਾਂ ਡ੍ਰਿਪਾ ਕਰਕੇ ਰੀਸੇਪਸ਼ਨ ਤੇ ਪੁੱਛੋ ਜਾਂ ਸਾਡੇ ਨਾਲ ਸੰਪਰਕ ਕਰੋ 0800 678 1228


**PUNJABI**

اگر آپ کا انگلش پڑھنے یا سمجھنے میں مشکل پیش آتی ہے اور Caledonia ہاؤسنگ ایسوسی ایشن سے دی جانے والی معلومات کو سمجھنے کے لیے ترجمان یا دوہاڑی کی مدد چاہتے ہیں تو براہ کرم ریسیپشن پر یا فون پر 0800 678 1228 سے رابطہ کریں۔

**URDU**

Tłumaczenia: Jeżeli masz trudności w czytaniu bądź rozumieniu języka angielskiego i potrzebujesz pomocy w tłumaczeniu jakichkolwiek informacji, które oferuje Związek Mieszkaniowy Caledonia (Caledonia Housing Association) lub jeżeli masz inne, szczególne wymagania i potrzebujesz pomocy- należy pytać w recepcji lub skontaktować się z Nami na numer: 0800 678 1228.

**POLISH**

  
HAPPY TO TRANSLATE

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