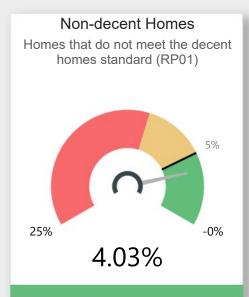
Appendix 1

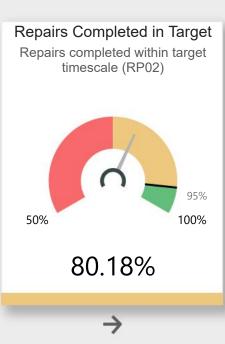
Management Performance Summary

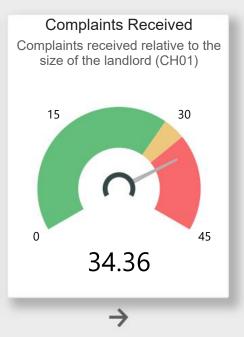


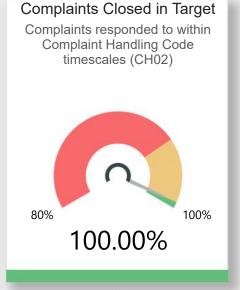
Year to date results

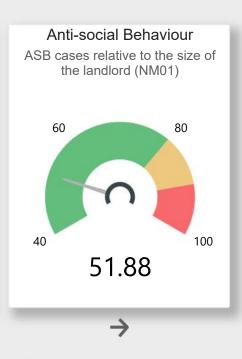


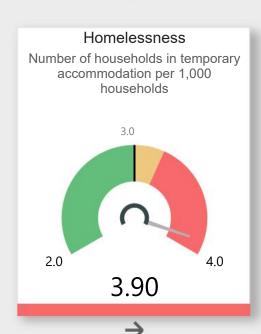
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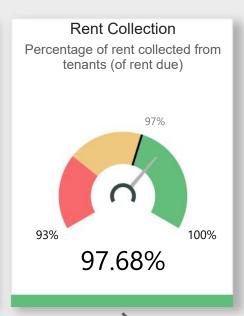


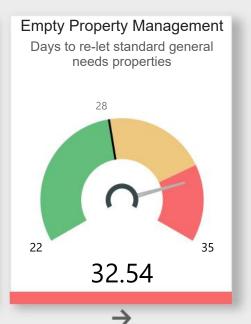


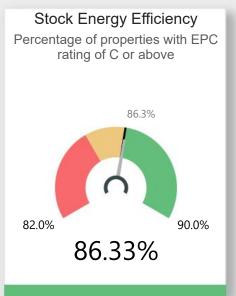


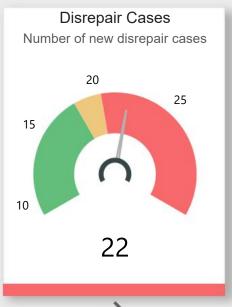








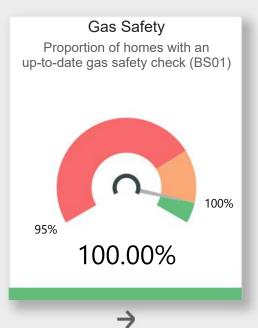




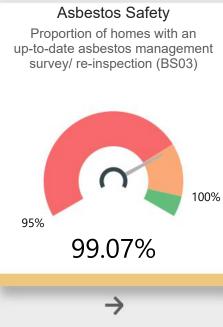
Compliance Summary



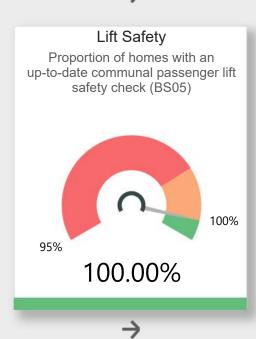
Year to date results

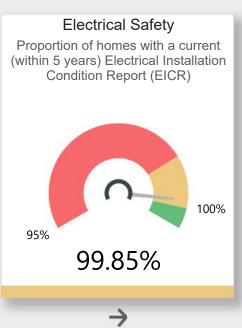


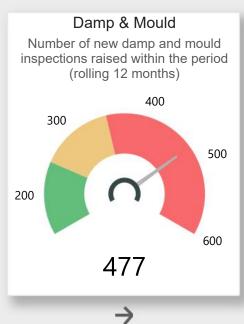


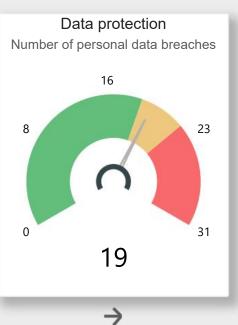












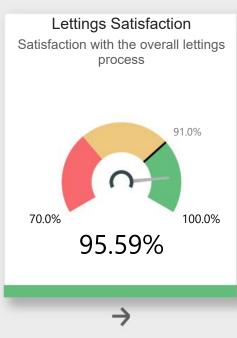


Satisfaction Summary

Year to date results













Highlight Summary

2023/24 (Year) + Q3 (Quarter) V





Housing Options & Homelessness

Priorities

Encouraging homeless prevention initiatives to prevent people from becoming homeless.

Encouraging private sector landlords to accommodate homeless applicants.

Reducing the number and period of time of households living in temporary accommodation by continuing to focus on improving our access to alternative accommodation and move-on accommodation.

Highlights & progress to support priorities

The number of homeless presentations increased significantly during October, but reduced during November and December.

The teams prevention and relief solutions remain strong at 61% of all assessments.

The total number of households in temporary accommodation at the end of the quarter was 328 households with 81 households placed in B&B accommodation.

The pressures from the closure of the bridging hotel has been the key factor of long stays for families in B&B

Substantive risks (if any) to delivering the priorities

The key objective of the team is to reduce the wait time for appointments and reduce the use of Bed and Breakfast accommodation.

The costs of B&B have increased budget pressures.

Repairs & Maintenance

Priorities

Delivering a good value service with high customer satisfaction.

Tackling the challenge of recruiting skilled staff, including by developing our in-house team to upskill them in all aspects of repairs and maintenance.

Highlights & progress to support priorities

4,697 repairs were completed in Q3 with additional works arising from a number of storms and floods.

Works completed within target has continued to improve in the period with our in house trade team achieving 89% of works complete within target time. Contractor performance continues to improve and now achieves 70% of works within target timescale.

Its pleasing to note the improvement in Customer satisfaction with the repairs service which increased to 90% in December. The cumulative year to date satisfaction has increased to 86%.

Substantive risks (if any) to delivering the priorities

The demand on the service remains high. Capacity within both our in house team and Contracted has been affected by staff shortages during the winter months.



Housing Asset Management

Priorities

Balancing the requirements of the new Decent Homes Standard, Building Safety Act and New Zero Carbon agenda in an affordable and sustainable way.

Focusing on essential works: kitchens, bathrooms, heating, windows, doors, roof replacements, etc. whilst developing and implementing programmes to ensure we meet future challenges.

for the delivery of the targets detailed within the new asset management strategy.

Working with the Council to develop an action plan

Supporting the Council in ensuring the long-term sustainability of its 30-year Housing Revenue Account Business Plan.

Supporting the Council on its ambitions for the development of new homes.

Highlights & progress to support priorities

As of the end of December 2023, Asset Management achieved 75% of Capital Elements completed against the target of 85% by end of March 2024. In terms of energy efficiency, 86.3% of properties have achieved an EPC rating of C or above, aligning with the year-to-date target.

Monitoring against the Capital Elements target helps us ensure that the team continue to focus on relevant priorities, and targets set within the Asset Management Strategy.

The team has also commenced with forward planning for 2024/25 to consider the correct allocation of resources, pre-commencement surveys, and planned procurement activities for the delivery of the programme going forward.

Substantive risks (if any) to delivering the priorities

To meet the increased volume of work generated through the 2024/25 programme it will be necessary increase resources, and procurement activities. This is occurring during challenging times, and will require a great deal of planning, inputting and processing alongside robust project management. It will be necessary to review some current practices within the team to ensure that an efficient plan is produced and executed.



Sustainable Homes

Priorities

Focusing on properties where an improved energy performance rating is more challenging and requires a greater investment.

Highlights & progress to support priorities

The Housing stock is in a healthy position with 86.3% of properties with an EPC rating of C or above, surpassing the benchmark set by the National Federation of ALMOs Value for Money review, which reported an upper quartile result of 72.32% in December 2023.

From 2021 (commencement of monitoring), the average CO2 levels generated from heating our customers' homes has seen a notable reduction of 55kg per property/year. Additionally, the average CO2 level is 22kg lower than benchmarked averages (source: 'Parity Portfolio' energy modelling software).

Substantive risks (if any) to delivering the priorities

There is a requirement to establish and adopt a strategy for the 'harder to insulate' properties within the stock, especially where these will require a significant investment to achieve energy performance targets.



Housing Management

Priorities

Welfare reform Supporting tenants to sustain their tenancies and maintaining collection rates.

- Continuing to develop staff knowledge and skills.
- Working towards a better understanding of the support needs of our customers to help them sustain tenancies.
- Being proactive and positively responding to rent arrears lessens both the likelihood of escalation and in turn the severity potentially saving the tenancy and preventing homelessness.

Income collection Developing our rent collection processes and

- support available to tenants.
- Delivering effective tenancy management to reduce the money owed by former tenants.

Community safety Working with partners offering a range of

Highlights & progress to support priorities We continue to face the challenges of rising rent

arrears, legal actions and the significant financial (and related socio economic and emotional) issues presenting and continuing due to the costof-living crisis, increased levels of poverty and debt and higher rent and Council Tax charges.

Discretionary Housing Payment awards during the quarter of £56,128. have supported arrears recovery.

Eviction remains a last resort with only 5 evictions carried out this year to date.

We have commenced a Pension Credit (PC) Promotion Project and have now identified around 200 tenants who may be entitled to PC and other benefits such as Attendance Allowance and Housing Benefit. They will all be personally contacted during 2024.

Substantive risks (if any) to delivering the priorities

UC migration has recommenced albeit at a relatively slow speed, but UC cases will approach 2500 cases by the end of March 2024 and now outnumber HB cases. We estimate around 350 more cases during 23/24.

Letting Homes

Priorities

Starting, amending and ending tenancies more efficiently, minimising void times and rent lost

through properties being empty. Maximising the use of Council homes, for example targeting underoccupation by promoting mutual exchanges and encouraging tenants to downsize where appropriate.

Carrying out pre-termination inspections to minimise delays and reduce money owed by former tenants.

Highlights & progress to support priorities

Overall average re let times have reduced to 33 days following improved performance in December.

111 properties were let in Q3 with 38 properties remaining empty at the end of the period.

Pre termination inspections have commenced via the Housing management team in an effort to reduce clearance costs and former tenant arrears.

Substantive risks (if any) to delivering the priorities

The key contributing factors leading to delays with re let times are the poor condition that many properties are handed back in along with requirement for Major works to bring the property to the lettable standard.



Building Safety & Compliance

Priorities

We will continue to ensure that high-quality health and safety and risk management frameworks are in place that ensure we can programme essential health and safety checks in respect of all areas of property compliance.

We will put in place additional desktop and on-site checks/tests by an assurance specialist to ensure that contractors engaged on compliance works have completed their works correctly, and in accordance with relevant legislation.

We will ensure there are robust processes in place to ensure actions arising from the above additional checks are addressed in an appropriate and timely manner.

We will continue to monitor the impact of the Building Safety and Fire Safety Acts as they apply to the stock we manage and are planning to introduce additional work streams (e.g. planned maintenance of Fire Doors) to ensure our buildings remain safe.

We will continue to ensure we meet all regulatory

Highlights & progress to support priorities

The Building Safety Team has continued to ensure compliance for Asbestos, Gas, Electric, Fire, Legionella, and LOLER improves. A notable achievement is gas servicing at 100% compliance following a thorough data review.

addressing overdue fire risk assessment actions, with the number decreasing from 1,281 to 920. This is as a result of the completion of 361 actions during the last quarter. The water risk assessment project for sheltered

Fire action plan - there has been progress in

and general need building locations has been completed. NEC has been updated (data elements), and actions from assessments have been recorded on the SharePoint action list. Compliance system – A project manager has

been assigned to procure a compliance system. The project plan details the aim to procure a compliance system by July 2024.

Managed by the Compliance Surveyor (Electrical and Lifts), a newly appointed electrical contractor

Substantive risks (if any) to delivering the priorities

Recruitment - Ensuring the positions of Building Safety Manager (GEL), and the Compliance Surveyor Gas, are filled is crucial due to the significant risks associated with maintaining compliance.

Customer

information.

We will continue to make improvements to how • make our services accessible.

- communicate with customers. listen to customers consistently across our
- support a customer-focused culture. translate customer insight and feedback into
- priorities & service design. We will focus on implementing the Social Housing Regulation Bill including in relation to:
- demonstrating best practice in customer engagement
- dealing with complaints promptly and fairly
- making improvements to our services in response to customer feedback ensuring customers are treated with respect.

· publicising satisfaction and other performance

Priorities

Highlights & progress to support priorities The joint Ombudsman Complaint Handling Code

Consultation results are out in January for implementation April 2024. This could bring some significant changes for us. The newly established Complaints Customer

Focus Panel is up and running, here customers will be looking at topical issues and our performance to help us improve on delivery and service. The Complaints Accreditation with Housemark

Documentation has been submitted and stakeholder interviews are to take place by early February. The Tenant Inspectors are midway through their

has started, and is due to take approx. 2 months.

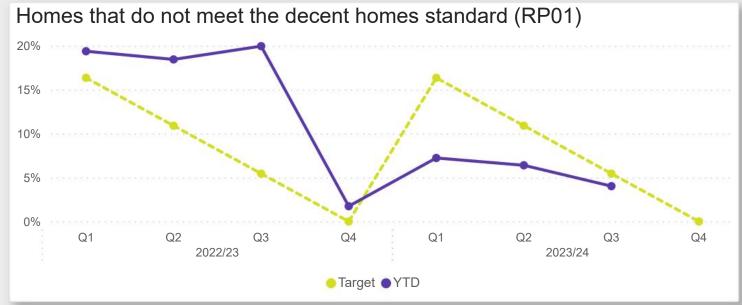
4th Inspection on the 'Lettings' process.

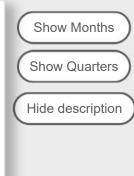
We are focusing efforts on Social Media content and usage, which has seen an increase in the past year with the investment made.

Substantive risks (if any) to delivering the priorities The proposed changes to the Joint Housing Ombudsman Complaint Handling Code, may lead

to changes in processing and increased volumes. If so this will take a strain on current resources and may affect the 100% target of responding. The Website is currently under resourced in order

to develop it and/or keep it up to date.









In target



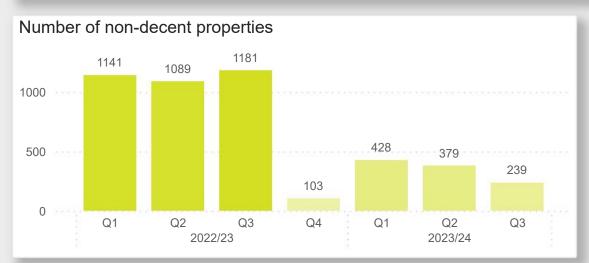
Commentary

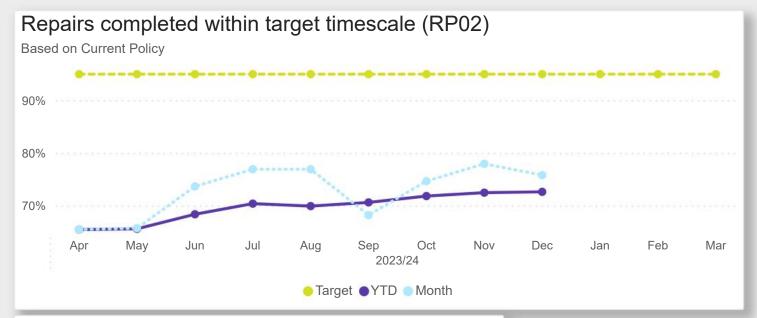
As of now, we are slightly ahead of the year-to-date target, with just 4.03% of properties categorised as non-decent based on the age of elements. Although our current progress is positive at this point in the year, there are still some challenges to meet before the end of 2023/2024.

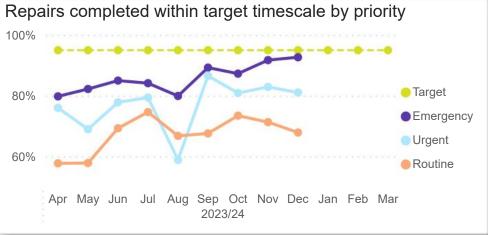
The Asset Management Team continue to prioritise works toward achieving the year end target, and we continue to monitor progress closely.

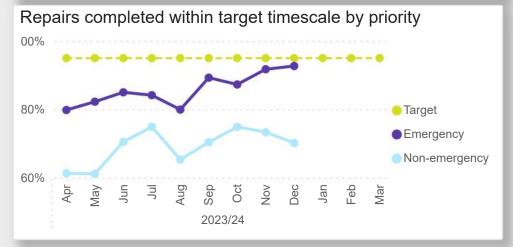
Risks

Several crucial procurement exercises must be finalised to ensure the completion of certain elements. Additionally, the lead-in period for specific components poses a challenge. The team is diligently addressing these challenges while simultaneously advancing essential works. While there might be some challenges to completing works within originally planned programmes, we continue exploring alternative options.



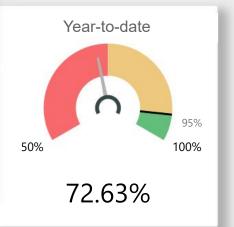


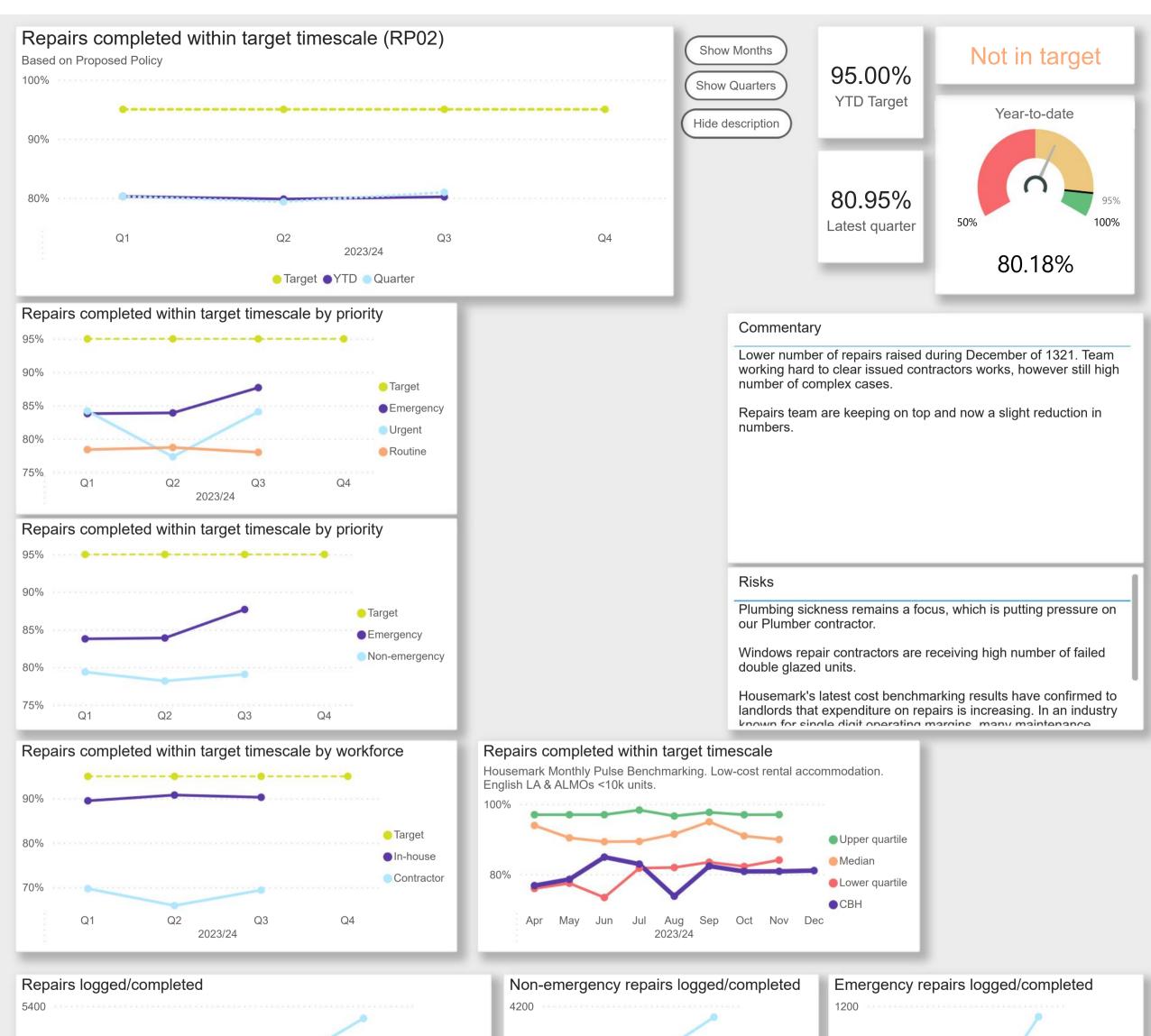


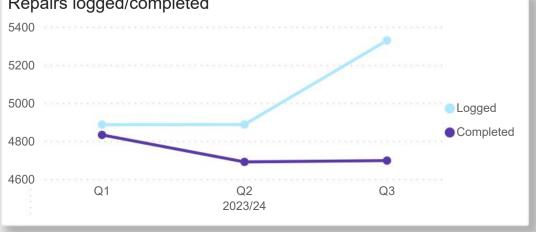


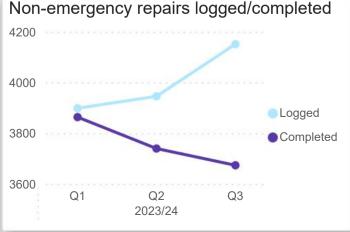
95.00% YTD Target

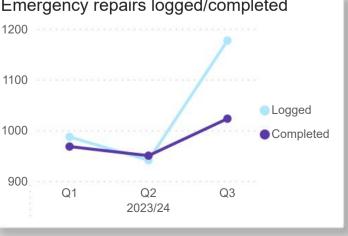
75.81% Dec 2023

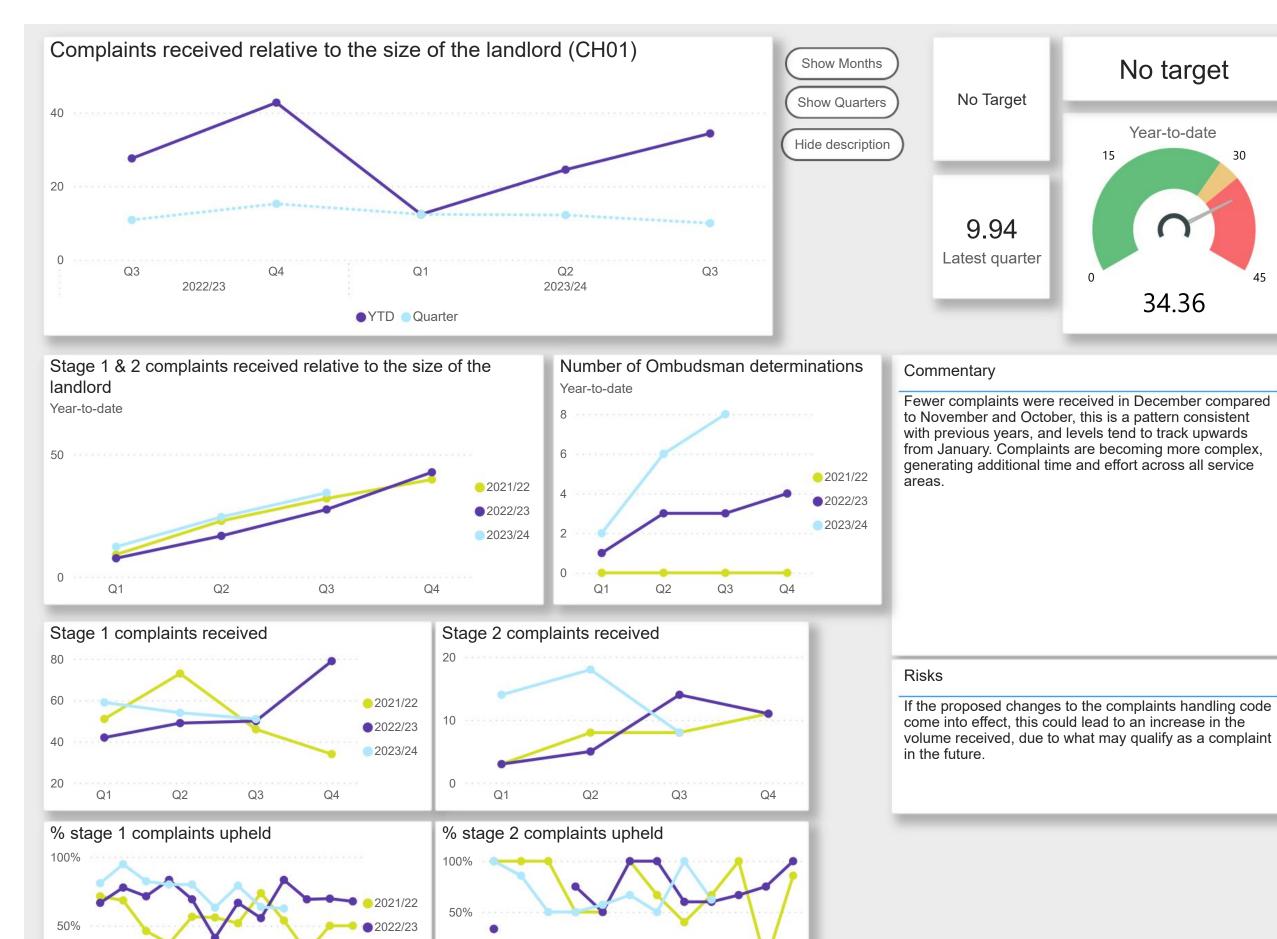








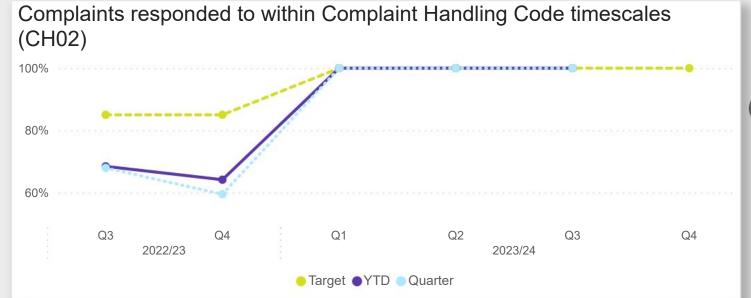




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2023/24

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100.00% YTD Target

100.00% Latest quarter In target





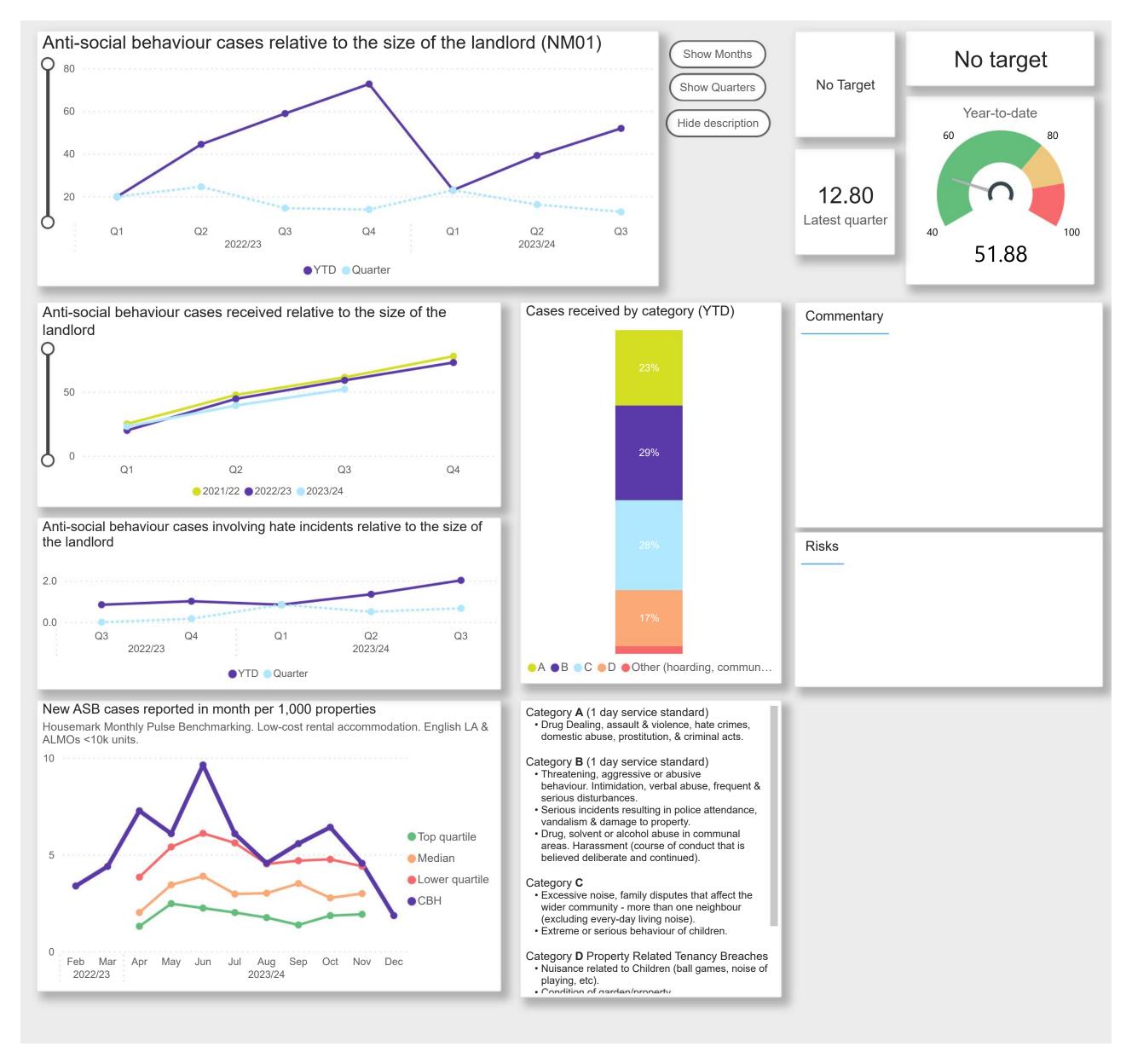


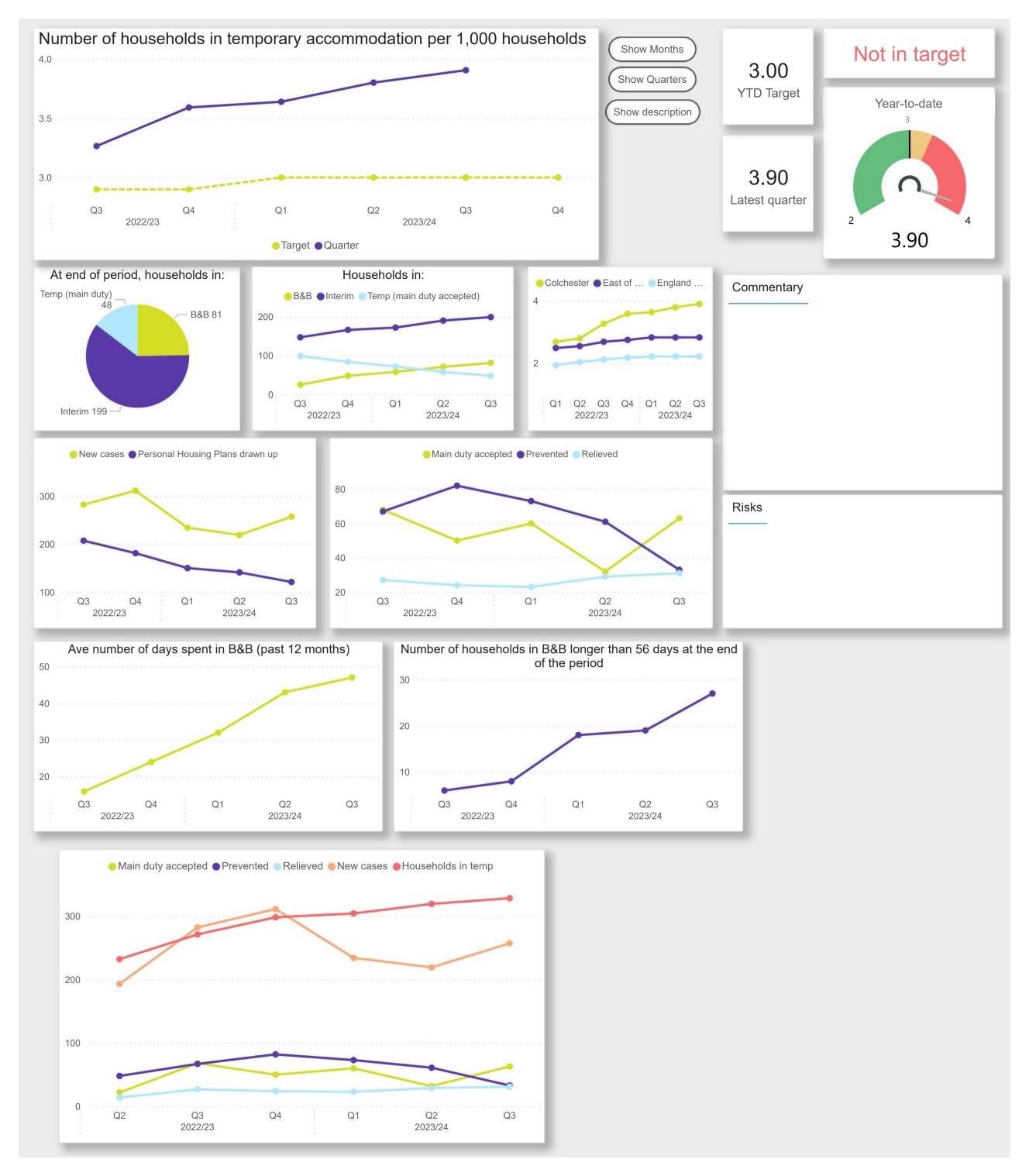
Commentary

We remain at 100% for responding to complaints within target timescales. This is due to the continued commitment of all service areas.

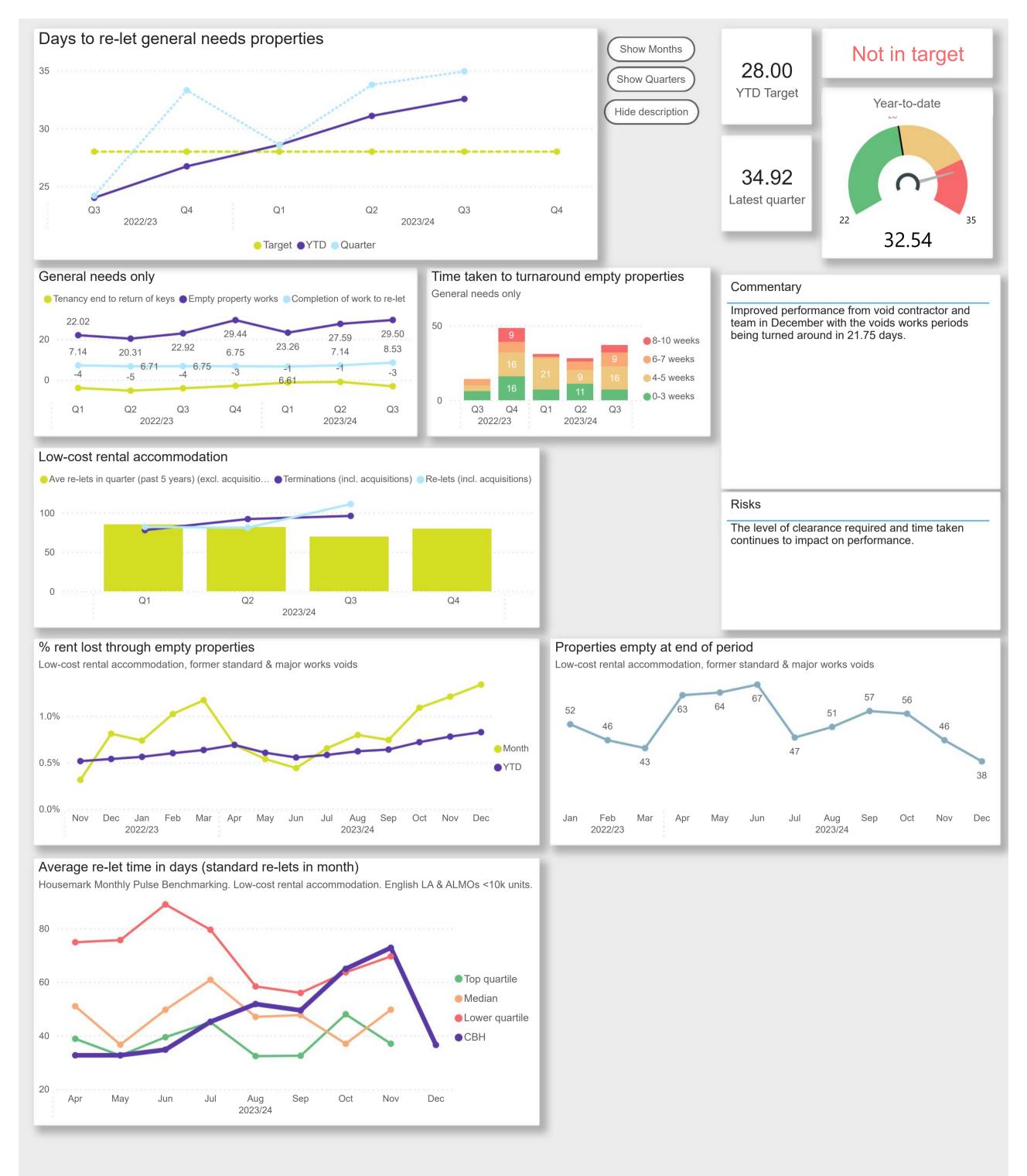
Risks

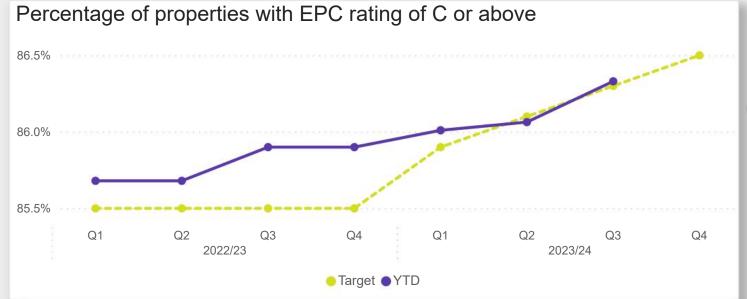
If the proposed changes to the complaints handling code come into effect, this could lead to changes in how we handle complaints and also an increase in volume. This will be a threat to the 100% timescale target.

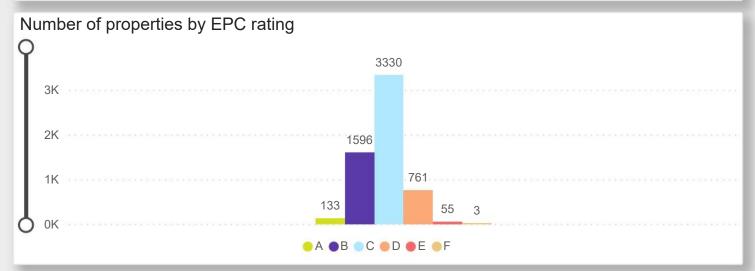


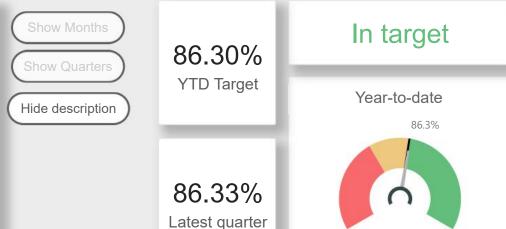












The Key Performance Indicator (KPI) data is sourced from the 'Parity Portfolio,' updated quarterly.

82.0%

90.0%

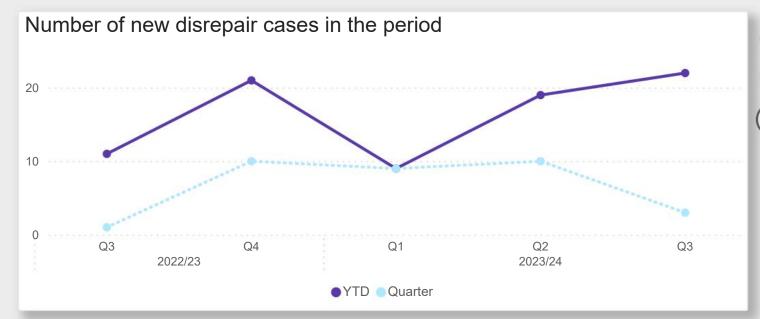
86.33%

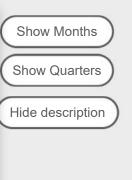
Currently, we are not excluding any properties where upgrading is not deemed cost-effective and affordable. There are presently 31 properties requiring more than £15k investment to achieve EPC C. If these were included in the KPI, the current performance would stand at 86.84%.

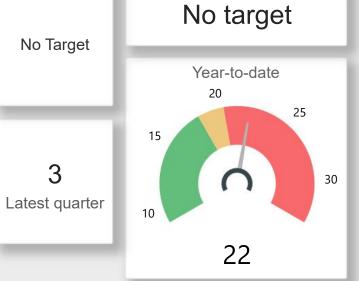
Ongoing energy enhancements in the broader stock are being realised through existing projects. The completion of works from the capital program from July to September 2023, has achieved a reduction of 3 tonnes in annual

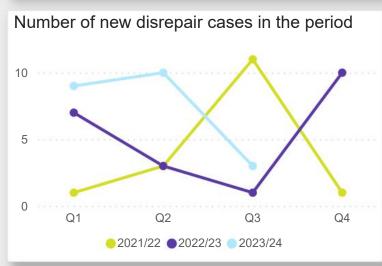
Risks

Addressing the demand for Retrofit works could present challenges for the supply chain and continues to be a point of concern. However, our confidence in this aspect has grown, thanks to favorable outcomes from recent procurement exercises. Currently, we are in the process of on-boarding several contractors to initiate work on the majority of our planned retrofit projects.





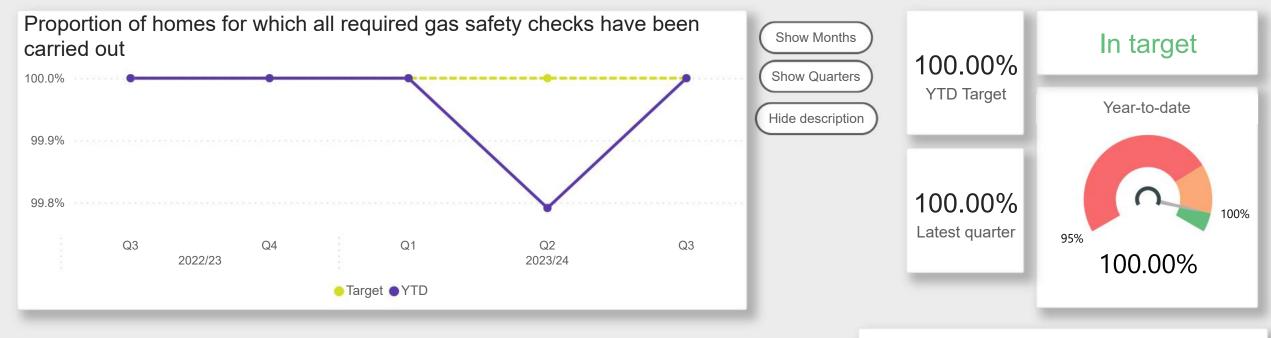




The team are working through a robust process, and the new triage meetings on new disrepairs cases is helping legal to make a decision quickly to defend or settle the case. We received 3 new cases in December.

Risks

Record keeping and access to that information across CBH. Retention policy of documents held is being reviewed.



MEARS successfully completed 227 gas services in December.

Compliance with Gas servicing stands at 100%.

Proportion of homes for which all required fire risk assessments have been carried out (BS02) 120% 80% Q3 Q4 Q1 Q2 Q3 Q4 Target YTD

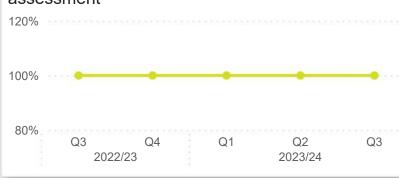
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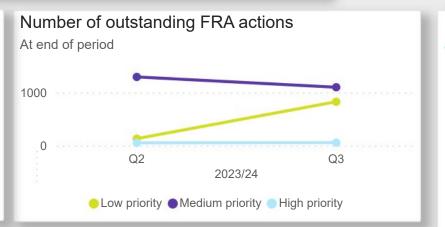
100.00% YTD Target

100.00% Latest quarter In target



% sheltered schemes with an up-to-date fire risk assessment





Commentary

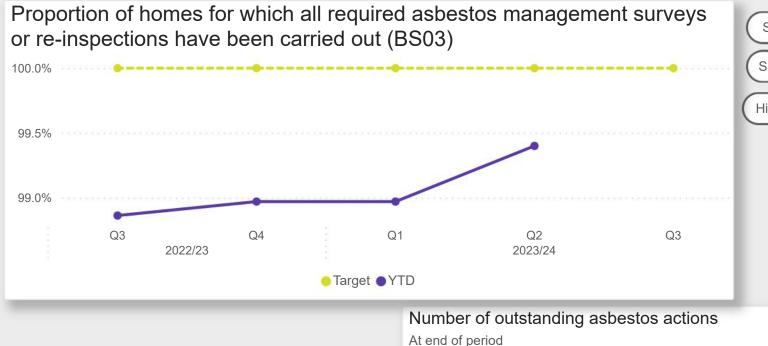
We currently have a total of 470 general needs blocks with up-to-date Fire Risk Assessments (FRAs), which means we are maintaining a 100% compliance rate. Additionally, we have 18 FRAs for sheltered schemes, maintaining 100% compliance.

Outstanding FRA actions

The graph shows that we have 57 high-risk actions, with 44 overdue actions in progress.

We currently have 1100 actions with medium risk, and 177 of them are currently in progress.

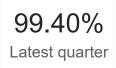
We also have 827 low-risk actions, with 177 of them currently in progress.







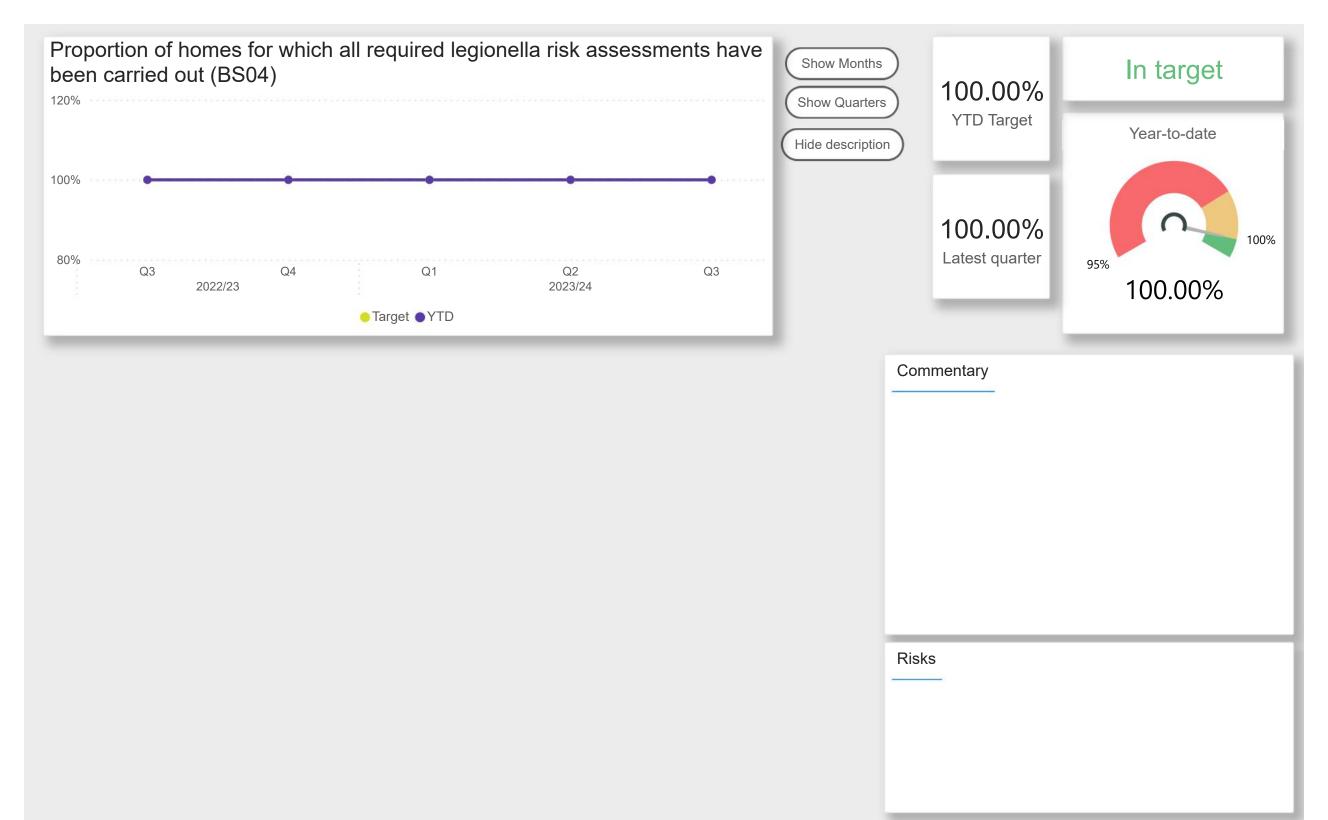


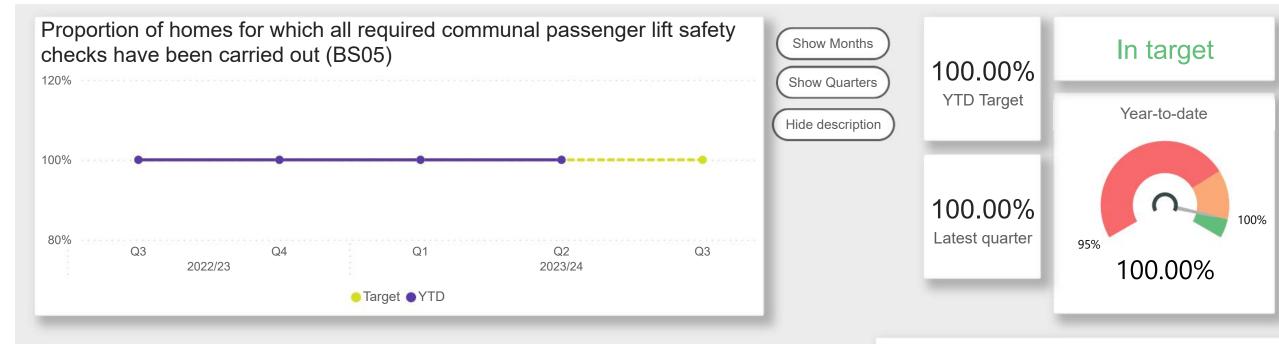




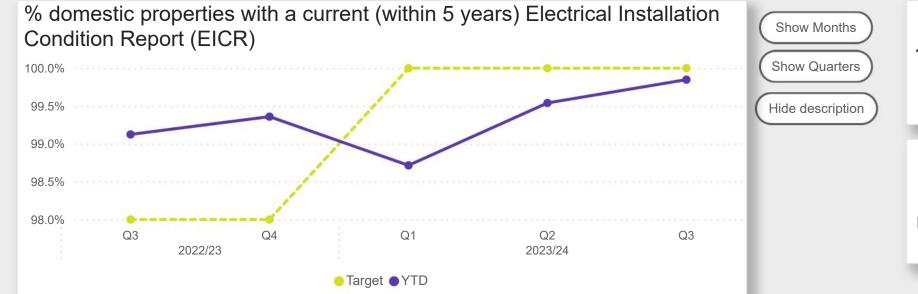








At the end of November, we maintained 100% compliance. Current data details suggests we have 148 lifts with up-to-date service, broken down as follows: Communal Passenger Lifts: 15 Stairlifts (less than 10 years old): 98 Stairlifts (more than 10 years old): 35



100.00% YTD Target

99.85% Latest quarter Not in target



Commentary

As a result of a contract change, there are 13 EICR services were successfully completed during the month of December. However, it is important to note that we maintain a 99.8% compliance rate, with only nine properties lacking an up-to-date EICR. Four due to their inaccessibility and 5 currently booked in due to RTB and in progress.

A new programme has been implemented, this will see 100 properties have an EICR completed each month, this will ensure all properties will have a valid EICR test within a 5 year testing period.

A new project will begin to check we have the correct number of communal areas that need an EICR as well as



2021/222020/21







Reported cases in December had buck trends on against the pervious year with 30 new cases against 63 in December last year. Having a dedicated resource working on these cases has assisted with getting out to the urgent and more complex cases.

500 143 162 82 90 143 0 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q021/22 Q3 Q4 Q1 Q2 Q3 Q2022/23 Q4 Q1 Q2 Q3 Q2023/24

Q4

Q2

Damp and mould inspections

Q3

Risks

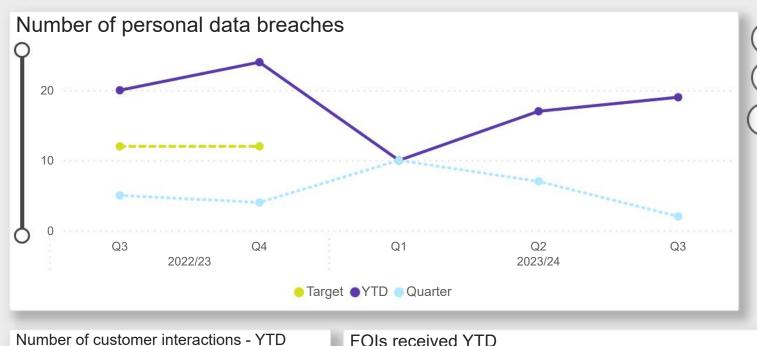
Fuel Poverty, our resident not being able heat their homes adequately.

Insulation of our homes, and budgets available.

Support with education our residents.

Home being over occupied.

More tenants struggling to wash down mould.



Show Months
Show Quarters
Hide description

No Target

Year-to-date
16

8
23
0
31

No target

2 Latest quarter

Number of customer interactions - YTD Repairs, Homelessness, Homechoice, ASB, CSC

43,184

Data breaches as a % of interactions - YTD

0.07%







Commentary

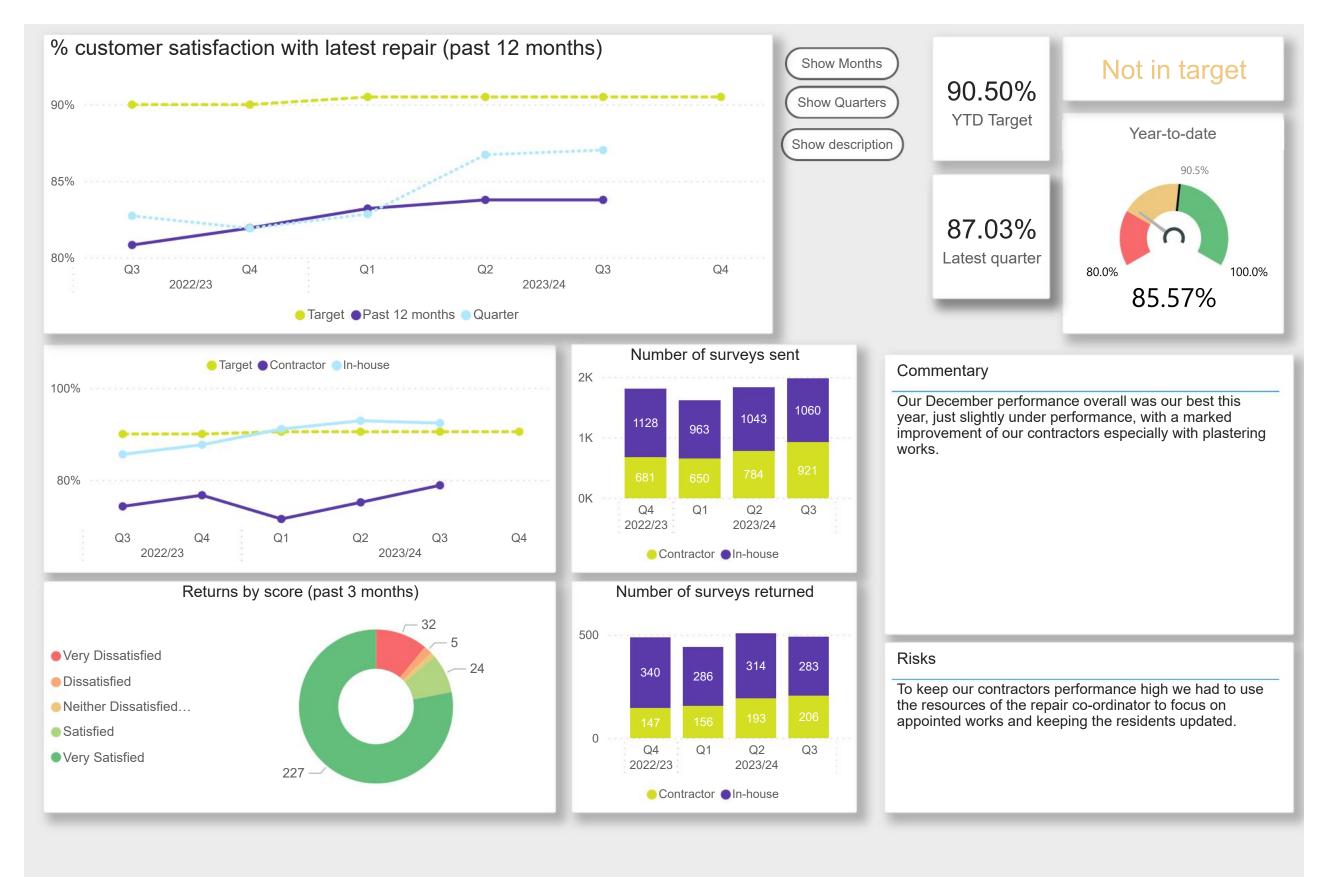
The total number of Personal Data breaches for this period (Q3) was 2 (down from 7 in Q2). There were no data breaches reported in November or December which is very encouraging.

A new GDPR/ Data Protection Action Plan has been drafted following the completion of the GDPR Compliance audit which took place in October.

Angelique Ryan has replaced Matthew Armstrong as CBH's new SIRO (Senior Information Risk Owner).

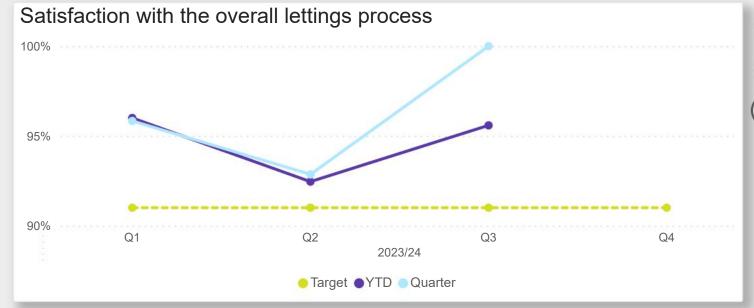
Risks

The number of Freedom of Information Requests (FOIs) received increased from 11 (Q2) to 17 (Q3).





100%



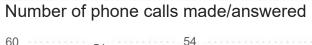


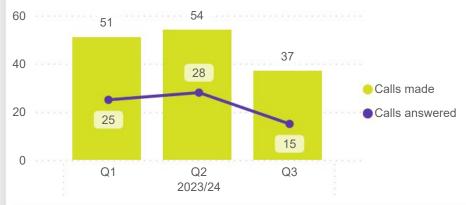
91.00% YTD Target

100.00% Latest quarter



In target





Commentary

Positive feedback from residents who recently move into their new homes, with performance being at 100%.

Risks

Voids standard - more media focus on carpet being left or home let with carpets.



164

54

Q2

2023/24

Surveys sent Returns

Returns by score (past 3 months)

250

117

45

Q3

50

200

Very dissatisfied

Neither Dissatisfied...

Dissatisfied

Satisfied

Very Satisfied

97

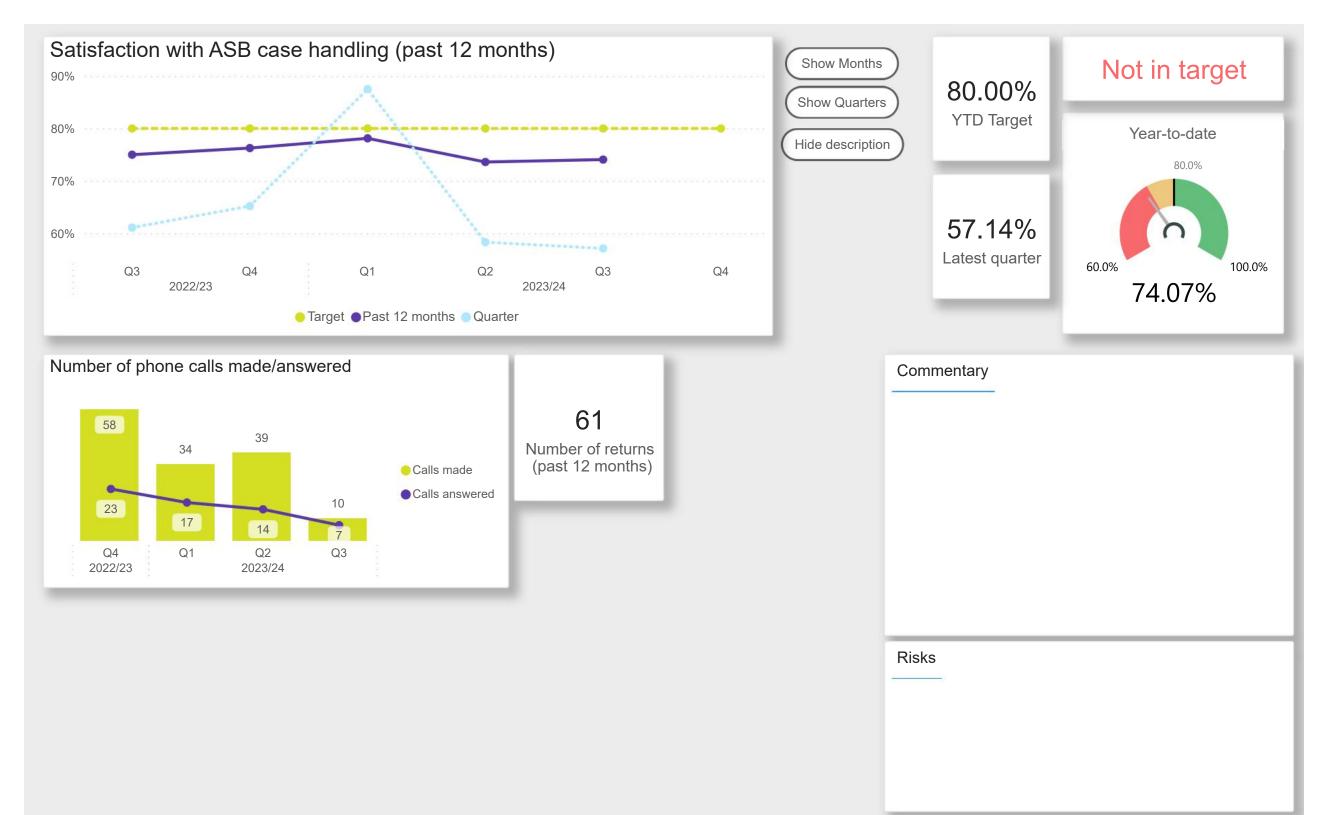
Q1

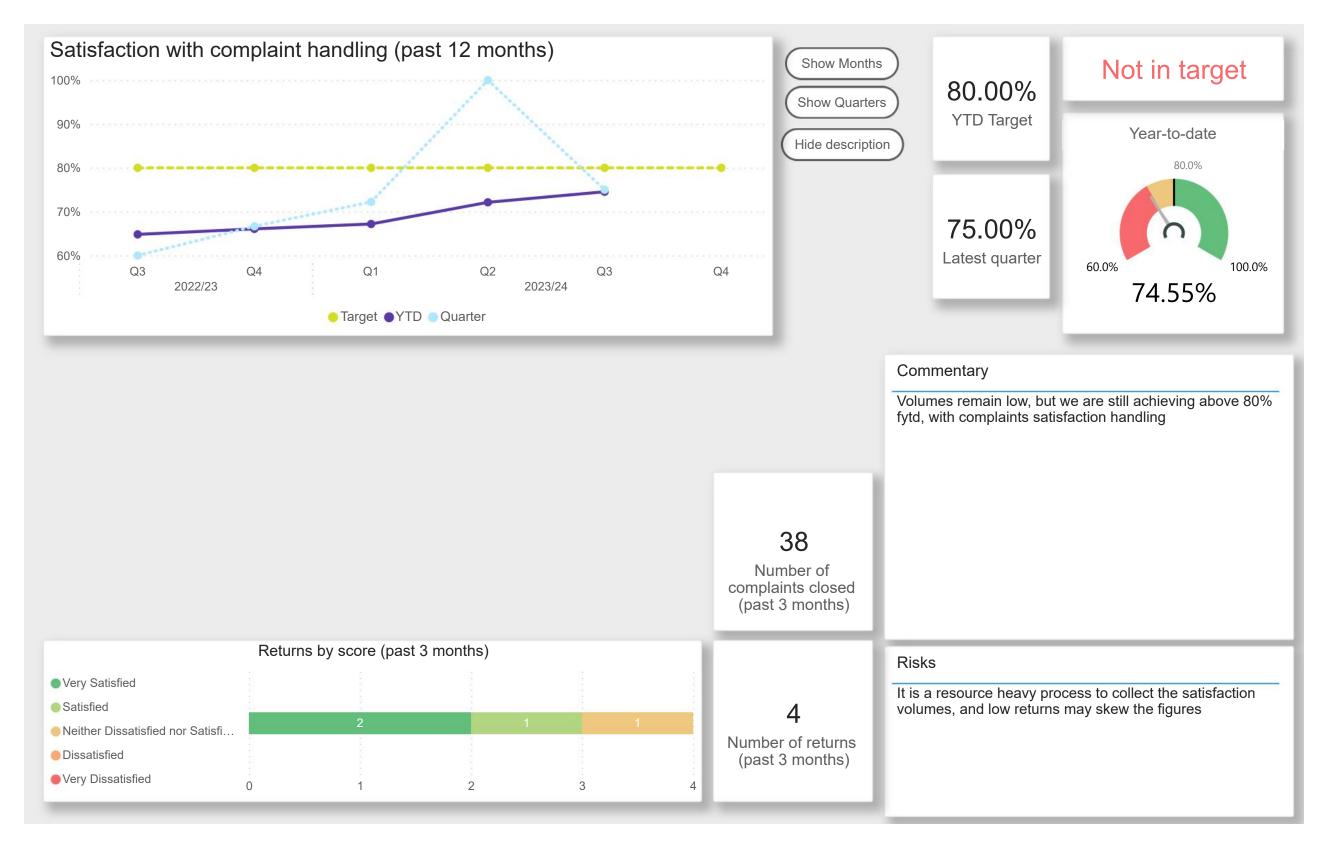
Customer satisfaction has experienced a minor decrease, as indicated by the results of the December satisfaction survey, which achieved a response rate of 36%. The slight monthly decline is attributed to feedback from four dissatisfied customers. Investigations are currently underway to determine areas for service improvement based on this feedback.

The notable performance drop toward the start of the year can be primarily attributed to an error in the distribution of surveys. There was a misunderstanding regarding the status of certain works, leading to customers receiving surveys before the completion of HIP works.

Risks

Limited survey participation is evident, with only a 36% response rate in December. One customer expressing dissatisfaction, creates a 6.25% decrease in the monthly performance.





Building Safety

Year to date results



