

Service Area Plan Year:	1 April 2025 to 31 March 2026
Service Area :	Housing
Service Area Manager:	Lisa Barker
Portfolio Holder(s):	Councillor Adkins (Housing)

Sections:

Links to Warwick 2030 Strategy
Main Aspects of Workloads and Major Workstreams
Performance
Risk Management

Theme and Strategic Goals		Direct	Indirect
Delivering Valued, Sustainable Services			
1.1 Ensure sustainability is at the heart of our decision making	1.1.1 We will develop climate and sustainability impact tool to help inform, shape and improve our decision making.	No direct contribution	Supporting the development of the tool and data management requirements
1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing	1.2.1 Our medium-term financial strategy will set out the steps we will take to ensure we continue to be financially sustainable and can continue to invest across the district – this will include making better use of existing resources and consider how we can increase income generating opportunities.	The service area will continue to manage budgets effectively and report quarterly and identify savings through more efficient processes and use of technology. Provide good procurement decisions having identified budgets for contracts at an initial stage. Continue to identify areas for income generation, in addition to the existing lifeline services and Milverton Homes activities.	Reviewing income generating activities Encouraging developers to increase standards
	1.2.2 Our change programme will improve the efficiency and effectiveness of how the Council delivers services to ensure they remain responsive and accessible to customer needs.	The service area will continue to support the change programme and identify opportunities to save money directly and spend to save initiatives.	Promote the Change programme scheme with staff and review contribution periodically.
1.3 Achieve and demonstrate delivery of high quality services	1.3.1 By reviewing how Council services are delivered and measuring performance will help ensure high quality services are being delivered across the Council.	A high priority for the service area over the next two years as the Consumer Standards improvement plan is delivered and the improved services are embedded as business as usual.	No indirect contribution
	1.3.2 The Digital and Customer Strategy and Change Management Programme will make it easier for customers to contact the Council 24/7, 365 days a year and enable our customer service team to help more customers at the first point of contact through different communication channels.	The service area is fully committed to supporting this process and will work with ICT to deliver an improved CRM offering and upgrade our main IT system to the latest versions as well as introducing additional self service opportunities and increase the capacity for mobile working.	Work effectively with ICT to implement the Digital Strategy
	1.3.3 We will measure our performance and develop how we use data, benchmarking and customer insight to ensure we continuously learn and improve how we deliver services	A high priority for the service area to further develop our performance framework, expanding monitoring of compliance and regulatory performance measures and enhancing our benchmarking information.	Research best practice in this area and continually develop tools for reporting and data presentation
	1.3.4 We will further develop our approach to commissioning and contract management across the Council to continue to ensure residents receive the best service possible and value for the taxpayer.	The service area will support and contribute to this strategic goal.	No indirect contribution
	1.3.5 Ensure Council homes are safe and meet the Decent Homes standard for all our tenants including improving the energy efficiency of their homes and meeting all new social housing regulatory requirements.	The service area is committed to maintaining our homes to the decent homes including to a good standard of energy efficiency across the district. To support this commitment there is a programme to collect and data manage stock condition information to be able to inform plans and the Housing Invest Programme. Supporting people to live independently by providing high quality sheltered and supported housing, Lifeline services, Disabled Facility Grants, an aids and adaptation service for Council homes, affordable warmth and financial inclusion advice.	Respond efficiently to changes in legislation and regulation.
1.4 We want to attract and retain the best talent to deliver our ambitions	Our People Strategy will help to attract the right people with the right skills the Council needs and are recognised locally, regionally and nationally as an employer of choice.	Working closely with People and Communications to deliver the strategy and monitor its effectiveness.	No indirect contribution
1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	1.5.1 A new Asset Strategy and Management Plan will set out how we will best use our assets to drive sustainability, enable regeneration, and commercial value to contribute to our long-term financial position and place shaping ambitions.	A priority for 25/26 is the development of a new HRA Asset Management strategy.	No indirect contribution
	1.5.2 We will continue to develop our approach for maximising social value through our place shaping initiatives and investments, to recycle the Warwick District Pound	No direct contribution from the service area	No indirect contribution
Low cost, low carbon energy across the District			
2.1 Reduce energy consumption and carbon emissions from the council's public buildings	2.1.1 Significantly improve the energy efficiency of Council buildings and introduce renewable energy generation capacity where possible.	Contribute to the Councils approach to tackling Climate Change including ensuring that all new builds are carbon neutral as possible, existing homes are assessed for energy performance and retrofitting considered. In addition, ensuring that the products we use in our homes are as near to carbon neutral as possible.	No indirect contribution
	2.1.2 Assess the creation of an investment fund for energy conservation and energy generation projects.	No direct contribution from the service area	No indirect contribution
2.2 Reduce energy consumption and carbon emissions from existing Council Housing Stock	Develop a Decarbonisation and Energy Efficiency Strategy, for existing Council homes to reach a minimum of EPC C by 2030. Aim to go further to reduce carbon emissions and energy bills for Council tenants by exploring how we can maximise the impact and prioritisation of our maintenance programme and any external funding opportunities. This will include developing the toolkit to measure and assess impact.	Service area to implement a decarbonisation framework	No indirect contribution
2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	Working with tenants and using sector best practice to ensure that our homes are safe, energy efficient, free from damp and mould and, as a minimum, meet decent home standards.	Service area delivering on the Damp Mould and condensation policy and implementing effective processes and protocols. Providing advice and support on energy efficiency in homes	No indirect contribution
2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	New Council homes are net zero carbon in operation. To support this, we will set out our aspirations relating to carbon performance and for WDC-led developments recognising that there may be times when these aspirations cannot be fully achieved in light of viability.	See 2.1.1	No indirect contribution
2.5 Explore multiple, innovative approaches to make it easier for others in the district	By working in partnership locally, regionally and nationally, we will identify, evaluate and undertake initiatives to help local people reduce their energy needs	Providing advice and support on energy efficiency in homes	No indirect contribution
Creating Vibrant, Safe and Healthy Communities of the Future			
3.1 Support all our communities, rural and urban to be economically ready for the future, with the right infrastructure and protect community identity with a focus on people and the environment	3.1.1 Enhance our town centres by working with businesses in place making initiatives, events and active travel to support the daytime and nighttime economy. This will include taking forward the future high street fund and the progression of the creative quarter.	No direct contribution from the service area	Service area to support and contribute to reviews
	3.1.2 Any opportunities for an investment zone will focus on the transition to a green economy, protect against unsuitable development and deliver for biodiversity, sustainable transport, and job creation.	No direct contribution from the service area	No indirect contribution
	3.1.3 Promote the district as a location for advanced manufacturing, "green" industries, creative games and hi tech based companies, building on our national reputation. Work with educational establishments to inspire people to learn new skills, help local people access jobs and opportunities.	No direct contribution from the service area	No indirect contribution
	3.1.4 Increase the volume of high quality, low carbon, affordable and social housing including increasing the Council's and Milverton Homes' home building activity. This will help meet demand for housing and help tackle rough sleeping and homelessness.	Development programme of 2,030 homes by the year 2030. Helping people to find and maintain housing appropriate to their needs by providing housing advice and homelessness services.	No indirect contribution
3.2 Promote vibrant communities, a welcoming atmosphere and good mental and physical health and wellbeing within all our towns and villages.	3.2.1 Support our creative community, including local artists, dancers, actors, musicians and history and heritage organisations through a revised Creative Framework and a programme of support through UKSPF projects.	No direct contribution by the service area	No indirect contribution
	3.2.2 Build on our reputation as a home for national and international sporting events.	No direct contribution by the service area	No indirect contribution
	3.2.3 Encourage everyone to have a more active lifestyle via use of our leisure centres, parks and open spaces, other sports facilities, and the provision of other outreach activities.	Support people-based services, tailored to reflect individual needs, that allow Council tenants and leaseholders to thrive and participate in their community and succeed to the best of their abilities.	No indirect contribution
	3.2.4 Review, update and continue to take forward initiatives in the Climate Emergency Action Programme and evaluate their impact	Service area to continue to contribute towards initiatives in the Climate Emergency Action Programme and evaluate their impact	No indirect contribution
	3.2.5 Using our joint WDC/SDC new Local Plan to: • prioritise housing development on brownfield sites. • minimize use of greenfield sites where possible. • promote new developments using 20-minute neighbourhood/settlement designs. • ensuring convenient access to services and shop. • protect existing community identities. • ensure the provision of appropriate infrastructure is available to support new and existing development.	No direct contribution by the service area	Support and contribute to the process.
	3.2.6 In partnership with Warwickshire County Council, promote and implement active travel choices as a priority – public transport, walking and cycling.	No direct contribution by the service area	No indirect contribution
	3.2.7 Adopt a Net Zero Carbon DPD and provide supplementary guidance, training and support to ensure that new homes and other building in the district are net zero carbon.	Service area to contribute to this strategic goal	No indirect contribution
3.3 Enhance the Biodiversity of the District	3.3.1 Increase the level of biodiversity on Council owned land and create a network of accessible linked biodiversity rich spaces.	No direct contribution by the service area	No indirect contribution
	3.3.2 Encourage residents, communities and businesses to enhance the biodiversity of the district using the planning system, the Biodiversity Net Gain legislation and other opportunities	No direct contribution by the service area	Review during procurement of contracts.
3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities – focussing on prevention and building resilience in communities	3.4.1 Reduce health inequalities within the district and develop a series of health and community wellbeing hubs.	Contribute to the Council's approach to health and wellbeing to tackling health inequalities in our most deprived communities with a particular focus on our ethnically diverse communities. Support a thriving voluntary and community sector and work with the sectors to help deliver excellent and supportive services to tenants.	No indirect contribution
	3.4.2 Develop and implement an asset based community development strategy where the Council and partners will work with communities to build capacity to help address their own health, safety and wellbeing needs, especially those with a more deprived socioeconomic or isolated backgrounds.	The service area will contribute to and support the development of a community development strategy	No indirect contribution
	3.4.3 Working with partners to deliver community safety interventions to address ASB and fear of crime.	To provide effective management of our Council housing stock and estates including tenancy enforcement, reduction of incidents of ASB and addressing hate crime.	No indirect contribution

Service Overview

Key to : Actual Workload to date 25/26 (updated half yearly)	
	Significant issues or delays that require immediate attention
	Potential issues or delays that require corrective actions
	On track, no immediate issues or risks
	Completed
	Not Started

	Service Being Delivered	Main aspects of service delivery	Estimated Expected Workload	Notes	Actual Workload to date 25/26 (updated half yearly)	Percentage of estimated workload experienced 25/26	
Housing Overview		To provide and enable safe, secure properties at a consistent and decent standard, for customers to make their home.	Across 5600 dwellings				
		Create and maintain healthy, resilient, cohesive & sustainable communities					
		Maximise the supply of affordable homes by developing new homes and enabling others to do so	200+ new builds into WDC stock 25/26				
		Milverton Homes to develop as a company in line with the business plan	10 Properties in ownership				
		Support residents to live healthy, safe, independent and active lives					
		Addressing the needs of those requiring homes, and preventing and reducing homelessness	1.7k registered applicants; 120 homelessness approaches per month				
		Improve the energy efficiency of our homes and to reduce carbon emissions	2.5k dwellings rated EPC D or lower				
Landlord Services Team	Landlord Operations	Supporting our customers to maintain and sustain their tenancy through early intervention and Financial inclusion support	120 financial inclusion cases per annually; 500 new tenants				
		Visit all of our customers at least every three years to ensure we know who our customers are. Check that the property is well maintained, identifying and remedying if there are any issues with damp and mould.	130 visits per month required to uphold schedule				
		Effectively respond to reports of ASB and breaches of tenancy conditions, taking swift action to attempt to resolve issues quickly	140 ASB and 150 Condition of Tenancy cases annually				
		Work closely with our customers to support them with difficulties in paying rent and service charges, taking legal action to gain possession back of their homes as a last resort.	Approx 250 tenants 8+ weeks in arrears at any one time.				
		Consult with our customers on a range of issues, ranging from local concerns to corporate strategy					
	Independent Living & Lifeline Services	Maximising opportunities for residents to maintain independence and foster healthy mental and social well-being, through provision of activities at schemes and community centres	185 sheltered scheme tenants & 1.2k age-designated units				
		Provide an excellent service to our Lifeline Customers so they can remain in their own homes and retain their independence. Offering new products and enhanced service provision (HERoS)	Approx 5000 lifeline customers (all tenures)				
		Supporting customers to move to a suitable home after discharge from hospital to prevent homelessness and reduce discharge times - in partnership with Health & Social Care teams.					
	Estates Services	Effective and proactive management of estates and communal area, maintaining high levels of safety and regulatory compliance	503 blocks, of which 274 with a communal area. 16 blocks 11+ meters				
		Effective contract monitoring for the provision of high quality cleaning and grounds maintenance services					
	Fire Safety	To manage a programme of Fire Safety improvements in accordance with the FRA inspections, to improve the safety of our buildings for our customers and ensuring compliance with BSR & FSO					
	Asset Management	Developing and managing the delivery of the achievement of HRA Business Plan objectives	c5600				
		Maintaining the value and quality of the Council's HRA and corporate stock through cost effective and customer focused repairs and maintenance	10000 repairs per year £8.7m HRA repairs and voids budget				
		Assisting in the appraisal, planning and delivery of major refurbishment and re-development projects across the Council's HRA stock					
		Ensuring a robust approach is taken to maintaining the Council's assets in line with statutory regulation and best practice					
Collecting, maintaining and reviewing stock condition survey data for HRA stock to ensure flexible and effective repair, maintenance and improvement strategies, and to provide up to date plans and work programmes to inform future investment requirements.							
Seeking opportunities to improve the environmental impact and sustainability of the Council Housing new and existing assets		2.5k dwellings rated EPC D or lower	Average lodged EPC as of Jan 2025: 69				
Housing Strategy	Maximise the delivery of affordable housing	To directly develop affordable housing across the District, including rural housing, and to work alongside delivery vehicles such as Local Housing Companies and Joint Ventures to increase the Council stock.	200+ new builds into WDC stock 25/26				
		Generate commercial opportunities in the delivery of new housing and regeneration projects					
		Working with developers to effectively use resources made available through s106 planning obligations or CIL contributions					
		Taking advantage of any public funded investment made available by Homes England or other Government funding streams and also retaining Investment Partner Status					
		Explore the potential of development sites, both publicly and privately owned which can be used to deliver affordable housing for rent, shared ownership or sale					
		Buy back shared ownership and ex Council houses on the market					
		Buying properties on the open market					
		Identifying regeneration opportunities to develop more affordable housing opportunities					

	Housing Strategy	Providing high quality Council homes and continue to make a proactive contribution to the provision of a range of housing options for the district Reviewing the Housing Strategy and monitor the actions on a continuous basis Producing a Housing Development Strategy / policy and Regeneration policy to guide the delivery of the new housing options Promoting net zero carbon delivery of Housing, both private and affordable housing and become an exemplar for the standards of new Council stock Co-producing a new tenant engagement strategy including the development of initiatives to enable people to have their say Maximising the amount of public funding into the District by bidding to BEIS to deliver measures to assist owner occupiers and landlords to address climate change and fuel poverty Produce a Decarbonisation strategy to establish the objectives for retrofitting the Council housing stock	2.5k dwellings rated EPC D or lower	Average lodged EPC as of Jan 2025: 69		
Housing Needs	Helping people to find, maintain and enjoy a secure home	Delivery of effective homelessness strategies (county) Effectively administer the HomeChoice scheme to ensure affordable housing is allocated in a fair and transparent way, in accordance with the Allocations policy. Effective management of empty properties to reduce relet times and void loss. Delivery of a comprehensive Housing Advice & Homelessness service with a strong emphasis on prevention which meets our statutory responsibilities. Provision of safe and secure temporary accommodation where homelessness cannot be prevented Reducing the level of rough sleeping in the district through delivery of the Homelessness & Rough Sleeper strategy and effective partnership working	1700 applicants Approx 800 lets per year, of which 400 WDC units 400 annual relets 250 prevention duties accepted per year 180 TA placements per year Typically 4-8 rough sleepers on nightly counts	Relet time as of Jan 2025: 80 Average monthly void loss for 24/25: 75k Plus SWEP placements as required		
Business Development and Change	Constructively challenging existing service delivery methods and generate ideas for positive change	Assist managers in providing reviews of processes and procedures Identify improvements to processes and workflows				
	Using data and analysis to gain service user and operational insight to guide improvements in services	Implement processes to analyse and respond to customer insight data which help to shape services Produce an improved performance framework for the service Implement the required performance and satisfaction measures being developed by the Housing Regulator		TSMs, LADR, FRS + LAHS, HCLIC for MHCLG		
	Implementing business and digital transformation which will improve efficiency and customer services	Improving the collection, storage and retrieving of data in the IT system and third party applications Development of the functionality of the Housing Management System, ActiveH Enhance our digital offer for customers to self serve		Review of in-house DMS security; access and retention Focus on Case Processing and CRM module to assist with compliance and regulatory obligations		
	Key Projects	Coordinating the effective and timely delivery of projects across the whole service area by monitoring, reporting and evaluating projects identified in the SAP. Also support managers to use good project management principles Delivery of the Consumer Standards Improvement Plan Developing the Housing & Assets IT system to improve efficiencies and enhance the customer service and experience	108 actions			
Service Management	Budget	Regular budget monitoring (including accountants) Delivering service within budget Savings to be achieved with as little service impact as possible Reviewing opportunities to gain income for services Ongoing budget management training				
	Procurement	Attendance of key officers at in-house Ongoing training Regular meetings with procurement officers Procurement project meetings for major projects including - Back office system procurement, completion of Procurement PID's where required				
	Contract Management	Managing contracts effectively and within budgets via the CIA system Training in relation to contract monitoring				
	Audit	contribute effectively to the Internal audit programme 2025/2026				
	Risk Register	Regular review at departmental management meetings Annual review Quarterly PH review Quarterly review with service managers Implementation of mitigation and control				
	Service Assurance	Actions arising out of Annual SA document Monitoring of customer measures Refresher training in procurement and finance procedures, where appropriate Comply with the outcomes of the Social Housing Regulators Consumer Standards Update of Business Continuity Plan				
	Corporate Health and Safety	Ongoing reviews of risk assessment				
	Workforce Planning and Development	Establishment Vacancies (April 2024) Review of the service organisation structure Recruitment to vacant posts. Keeping up to date with key change programmes from statutory agencies Authorisation review Continuing development of post holders Continuing development of councillors	98.45 FTE 37			

Key to : On track? RAG	
	Significant issues or delays that require immediate attention
	Potential issues or delays that require corrective actions
	On track, no immediate issues or risks
	Completed
	Not Started

Change/Project	Reference Code on Corporate Project List	Sponsor/Lead Officer	Budget Impact	Input Needed from other Services	Impact on other Services	Milestones	Planned End Date	On track? RAG	Comments - Quarterly (Q)
Continuation Fire safety in High rise blocks, including cladding replacement & FRA related works		Caroline Russell	Housing Investment Programme	Finance - Monitoring HIP Media - Communication with residents.	Finance	Agree finalised cladding replacement programme - Westbrook House, Southern Court, Ashton Court, Radcliffe House. Completion of works	March 2025 April 2027	Green	In progress, carrying forward from 24/25
Continuation of Fire safety works to Sayer Court		Caroline Russell	HIP	None	Finance	Agree finalised works & Complete works	September 2025	Green	In progress, carrying forward from 24/25
Delivery of the Consumer Standards Improvement Plan		Lisa Barker	HIP	Support required from all Council services in some form.	All Service areas	As reported to Consumer Standards Compliance Board, Housing Scrutiny Committee and the Social Housing Regulator	December 2026	Green	In progress, carrying forward from 24/25
Upgrade all lifeline units to digital for all customers		Caroline Russell	within existing budgets	support from ICT	External Partners- WCC, HEART	implementation and testing complete	March 2027	White	
Review Existing Homelessness Strategy and produce revised Strategy		Kevin Tebbett	None	None	External partners	Establish Homeless forum Complete Review and rewrite strategy Cabinet report by this date	April 2025 December 2025 June 2026	Green	In progress, carrying forward from 24/25
Produce a new Housing Strategy		Sally Kelsall	None	Input following consultation with other council services	External partners	Finalise scope of strategy Draft new strategy & associated consultation Draft strategy presented to Cabinet for consideration	March 2025 September 2025 December 2025	Green	In progress, carrying forward from 24/25
Demolish Christine Ledger Square		April Knapp	TBC	Planning & Finance	Place Arts and Economy	Remove Asbestos Complete Demolition and clear site	June 2025 March 2027	Green	In progress, carrying forward from 24/25

Implement the decarbonisation delivery plan		Lisa Barker	Within existing budgets	Support from other council services	Finance	Cabinet approval Delivery of plan	December 2024 - Ongoing	Green	In progress, carrying forward from 24/25
Develop an improved Customer Portal to expand the customer self-service offering		Paul Smith	Existing budgets/Change programme	Finance, procurement and ICT	ICT	Produce scope and brief Evaluate the existing online arrangements Identify goals and the portals purpose Produce business case for preferred option Implementation	2026	Green	In progress, carrying forward from 24/25
Change Programme		Lisa Barker	Existing budgets/Change programme	governance approval process	ICT	As per the programme	2027	Green	In progress, carrying forward from 24/25
Conclude 100% stock condition survey of properties		Simon Hodges	Existing budgets	None	None	Complete stock condition survey	August 2025	Green	In progress, carrying forward from 24/25
Complete an Asset Management strategy		Phil Dark	Existing budgets	Finance	Finance	Cabinet to approve strategy Publish strategy	April 2025 June 2025	Green	In progress, carrying forward from 24/25
Deliver full compliance with the Pennington's building safety recommendations		Phil Dark	Existing budgets	None	None	As per the recommendations and Consumer Standards improvement plan Deliver all the compliance policy requirements	March 2025 March 2026	Green	In progress, carrying forward from 24/25
Undertake work to renew and tender the repairs and maintenance contract		Phil Dark	Existing budgets	Procurement	Finance	Invite Tenders Tender Period and Evaluation Mobilisation Contract Commencement	April 2025 September 2025 January 2026 April 2026	Green	In progress, carrying forward from 24/25
Determine the Housing Investment Programme (HIP) and establish and maintain the housing capital programme.		Phil Dark	Existing budgets		Finance	Determine the HIP based on the completed Stock Condition survey	December 2025	Green	In progress, carrying forward from 24/25
Deliver a programme based on Stock Condition Survey data to meet the Decent Homes Standard and reduce housing disrepair		Phil Dark	Existing budgets		Finance	Produce and deliver a programme	March 2026	White	

Performance Measures

Ref	Type	Corporate Plan Links	Corporate Plan Measure	Measure	Target	Higher or lower is better?	Progress	Comments	Current Status	Lead Officer	Reporting Month
											Q1 Apr - Jun
V1	Measure	1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing	No	Average end-to-end relet time for voids excluding major works	80	Lower	0.00	0		Lisa Barker	As Heading
H1	Measure	1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing	No	Total current tenant rent arrears as a percentage of annual rent debit	3.20%	Lower	0.00%	0		Lisa Barker	As Heading
H2	Measure	1.2 Continue to ensure the Council's finances remain on a firm and sustainable footing	No	Rent collected as a percentage of total rent due	99%	Higher	0.00%	0		Lisa Barker	As Heading
H3	Measure	1.3 Achieve and demonstrate delivery of high quality services	No	Percentage of calls to Lifeline answered within 60 seconds	98%	Higher	0.00%	0		Lisa Barker	As Heading
H4	Measure	1.3 Achieve and demonstrate delivery of high quality services	No	Percentage of ended preventions and relieved duties that were successful	75%	Higher	0.00%	0		Lisa Barker	As Heading
H5	Measure	1.3 Achieve and demonstrate delivery of high quality services	No	Number of households with children in bed and breakfast accommodation for 6 weeks or more	0	Lower	0	0		Lisa Barker	As Heading
H6	Measure	1.3 Achieve and demonstrate delivery of high quality services	No	Number of rough sleepers on the street at period end	0	Lower	0	0		Lisa Barker	As Heading
H7	Measure	2.4 Ensure new housing developments led by the Council are exemplars of planning and construction to meet the climate emergency and other challenges	No	Number of new Council homes brought into stock by year-end	120	Higher	0	0		Lisa Barker	Full Year
H8T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Number of anti-social behaviour cases opened	50	Lower	0	0		Lisa Barker	As Heading
H9T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Number of opened anti-social behaviour cases that involve hate incidents	5	Lower	0	0		Lisa Barker	As Heading
H10T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Number of Stage 1 complaints - made by tenants only	40	Lower	0	0		Lisa Barker	As Heading
H11T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Number of Stage 2 complaints - made by tenants only	5	Lower	0	0		Lisa Barker	As Heading
H12T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Percentage of Stage 1 complaints made responded to within Housing Ombudsman's CHC timescale	80%	Higher	0.00%	0		Lisa Barker	As Heading
H13T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Percentage of Stage 2 complaints made responded to within Housing Ombudsman's CHC timescale	90%	Higher	0.00%	0		Lisa Barker	As Heading
H14	Measure	1.5 Ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	No	Percentage of customer records held	90%	Higher	0.00%	0		Lisa Barker	As Heading
A1T	Target	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of Emergency HRA repair requests completed within target time	100%	Higher	0.00%	0		Lisa Barker	As Heading
A2T	Target	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of Non-Emergency HRA repair requests completed within target time	80%	Higher	0.00%	0		Lisa Barker	As Heading
A3	Measure	1.3 Achieve and demonstrate delivery of high quality services	No	Percentage of HRA requests that were subject to a recall	10%	Lower	0.00%	0		Lisa Barker	As Heading
A4T	Target	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of HRA homes with a gas certificate completed in the last 12 months	100%	Higher	0.00%	0		Lisa Barker	As Heading
A5	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of HRA homes with a stock condition survey completed in the last 5 years	100%	Higher	0.00%	0		Lisa Barker	As Heading
A6T	Target	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of HRA blocks with an individual Fire Risk Assessment that are within date	100%	Higher	0.00%	0		Lisa Barker	As Heading
A7T	Target	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of HRA homes with an in date legionella risk assessment	100%	Higher	0.00%	0		Lisa Barker	As Heading
A8T	Target	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%	Higher	0.00%	0		Lisa Barker	As Heading
A9T	Target	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of HRA blocks with an in date annual LOLER lift inspections	100%	Higher	0.00%	0		Lisa Barker	As Heading
A10	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of HRA homes with in date EICR certificates	100%	Higher	0.00%	0		Lisa Barker	As Heading
A11T	Target	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of HRA homes that do not meet the Decent Homes Standard	2.00%	Lower	0.00%	0		Lisa Barker	As Heading
A12	Measure	3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities - focussing on prevention and building resilience in communities	No	Average time from works raised to work completed for Council adaptations	60	Lower	0.00	0		Lisa Barker	As Heading
A13	Measure	3.4 To champion new and innovative ways of working together to improve health and wellbeing and tackle inequalities - focussing on prevention and building resilience in communities	No	Average end-to-end time for HEART adaptations	380	Lower	0.00	0		Lisa Barker	As Heading
A14	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of electrical testing remedial actions completed in time	100%	Higher	0.00%	0		Lisa Barker	As Heading
A15	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of smoke/carbon detection remedial actions completed in time	100%	Higher	0.00%	0		Lisa Barker	As Heading
A16	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of Asbestos survey remedial actions completed in time	100%	Higher	0.00%	0		Lisa Barker	As Heading

A17	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of water hygiene remedial actions completed in time	100%	Higher	0.00%	0			Lisa Barker	As Heading
A18	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of HHSRS Cat 1 & 2 remedial actions completed in time	100%	Higher	0.00%	0			Lisa Barker	As Heading
A19	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of general Decent Homes failure remedial actions completed in time	100%	Higher	0.00%	0			Lisa Barker	As Heading
A20	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of fire risk assessment remedial actions completed in time	100%	Higher	0.00%	0			Lisa Barker	As Heading
A21	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of damp, mould & condensation remedial actions completed in time	100%	Higher	0.00%	0			Lisa Barker	As Heading
A22	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of fire equipment servicing remedial actions completed in time	100%	Higher	0.00%	0			Lisa Barker	As Heading
A23	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of gas safety remedial actions completed in time	100%	Higher	0.00%	0			Lisa Barker	As Heading
A24	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of lift safety remedial actions completed in time	100%	Higher	0.00%	0			Lisa Barker	As Heading
A25	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of communal inspection remedial actions completed in time	100%	Higher	0.00%	0			Lisa Barker	As Heading
A26	Measure	2.3 Provide homes which are safe and meet the decent homes standard for all our tenant including improving energy efficiency of their homes.	No	Percentage of properties with an EPC of Grade C or above	100%	Higher	0.00%	0			Lisa Barker	As Heading
S1T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Overall Satisfaction with services	86%	Higher	0%	0			Lisa Barker	Full Year
S2T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Overall Satisfaction with repairs	86%	Higher	0%	0			Lisa Barker	Full Year
S3T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Time taken for most recent repair	81%	Higher	0%	0			Lisa Barker	Full Year
S4T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Home is well maintained	85%	Higher	0%	0			Lisa Barker	Full Year
S5T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Home is safe to live in	88%	Higher	0%	0			Lisa Barker	Full Year
S6T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Landlord listens to and acts upon your views	68%	Higher	0%	0			Lisa Barker	Full Year
S7T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Landlord keeps tenants informed	79%	Higher	0%	0			Lisa Barker	Full Year
S8T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Treats tenants fairly and with respect	86%	Higher	0%	0			Lisa Barker	Full Year
S9T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Approach to handling complaints	44%	Higher	0%	0			Lisa Barker	Full Year
S10T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Communal areas are clean & well maintained	64%	Higher	0%	0			Lisa Barker	Full Year
S11T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Makes a positive contribution to the neighbourhood	63%	Higher	0%	0			Lisa Barker	Full Year
S12T	Target	1.3 Achieve and demonstrate delivery of high quality services	No	Satisfaction: Approach to handling ASB	51%	Higher	0%	0			Lisa Barker	Full Year
F1	Measure	1.5 ensure the best use of the council's assets and resources to deliver the council wider corporate aims and support the circular economy	No	Reduction in Postage costs within by 20%	20%	Higher	0%	0			Lisa Barker	Full Year