

HASTOE CORPORATE PLAN 2022 - 2023



New homes at Pamber, Hampshire

FOREWORD

Ed Buscall, Chair of the Board



This coming year looks like being a challenge for both Hastoe and its customers, but we are determined to offer as much support as we can.

For our customers, rising energy and food bills are leading to a cost-of-living crisis particularly for those on the lowest incomes. With many of our houses in rural

locations, the cost of travel is also exacerbating the issue. Members of the Board are very aware of the difficulties facing people and we are determined to do what we can to help. We are setting aside funds to help residents who may experience hardship, ensuring our Benefit and Welfare Advisors are on hand with advice, and making sure we receive regular updates on how people are managing with their rents.

Customer satisfaction is an area that the Board remains particularly focused on. As we seek to improve our service, we – in common with other housing providers – face many challenges this year with significant inflation, labour shortages and disruption in supply chains. In addition, we have not been

able to carry out all the improvements and retrofitting that we have wanted because of the constraints of the Covid pandemic. We know that our customers want an improved repairs' service and we will continue to work hard to achieve this.

At the heart of Hastoe's purpose is providing, and championing, quality affordable housing for rural England. The need for this has become even more acute during the pandemic. The Board will be seeking to influence as much as it can the government's levelling up agenda over the next 12 months and trying to ensure that rural England is included within its plans.

May 2022 will see the arrival of a new Chair for Hastoe, Lindy Morgan. She brings a wealth of experience in regeneration and development and has a deep commitment to community and customer engagement. Until recently, she has been Chair of Abri Housing, a large housing association in the south of England. Due in part to her arrival, this Corporate Plan looks forward to the next 12 months only to ensure a smooth transition and so we can gain a better insight into the changing economic environment. I wish her and Hastoe all the very best for the future.

Andrew Potter, Chief Executive



We have faced many challenges since the first Covid lockdown in March 2020. Yet despite all the difficulties, we have kept the business running and continued to deliver most of our core services without too many delays. This is something everyone involved can feel proud of.

We are now looking forward to 2022/23 with cautious optimism – hoping the impact of the pandemic is reducing and we can plan ahead and deliver with confidence. However, there are still challenges we need to overcome on many levels; as individuals, as a business, and as a country. The economy too needs to re-set to a new normal which is why, together with the arrival of a new Chair of our Board, this year's Corporate Plan focuses just on the year ahead.

Our priority, as always, will remain our customers – ensuring they live in well-maintained homes and delivering on what we have set out to do. In 2022/23, we will be delivering more improvements to homes, as well as striving to improve the repairs' service, especially in those areas where we know it's not living up to expectations.

We will continue to invest in our online services so customers can access more services 24/7, while also improving our telephone service. We have relocated our Customer Service Team out of London, to be closer to our operational colleagues, and we expect this to provide an improved service with reduced employee turnover. Any complaints will continue to have executive oversight to make sure matters are resolved as quickly as possible. I will continue to organise phone-in days where any customer can speak to me directly and we will also organise opportunities for members of our Board to meet and listen to customers direct.

We are already seeing and feeling the impact of rising inflation and this will hit us and our customers in 2022/23. We understand this will present financial challenges for some of our customers, but we are here to support and we will do what we can to help.

As a developer of new homes, we continue to build high-quality and energy-efficient rural homes, and our Hastoe New-Build Standard is a leader in the field. Over 75% of our existing homes are EPC 'C' level energy efficient and we are working to achieve net zero carbon outcomes over the long term.

We will also see changes in our governance and regulatory environment, with more regulation on building safety and from the Regulator of Social Housing seeking more powers and working closely with the Housing Ombudsman.

WHO WE ARE

Established by the Sutton Dwellings Trust in 1962, Hastoe is a specialist rural housing association. We own and manage over 7,500 homes in 71 local authority areas. Our homes extend right across the south of England from Cornwall to Norfolk.

Since completing our first two rural housing schemes in Abbotsbury and Cerne Abbas in West Dorset in 1987, we have grown steadily to become the leading provider of rural affordable homes in England. However, as a large number of our original homes were built in urban areas, we still have a significant presence in these more densely populated communities.

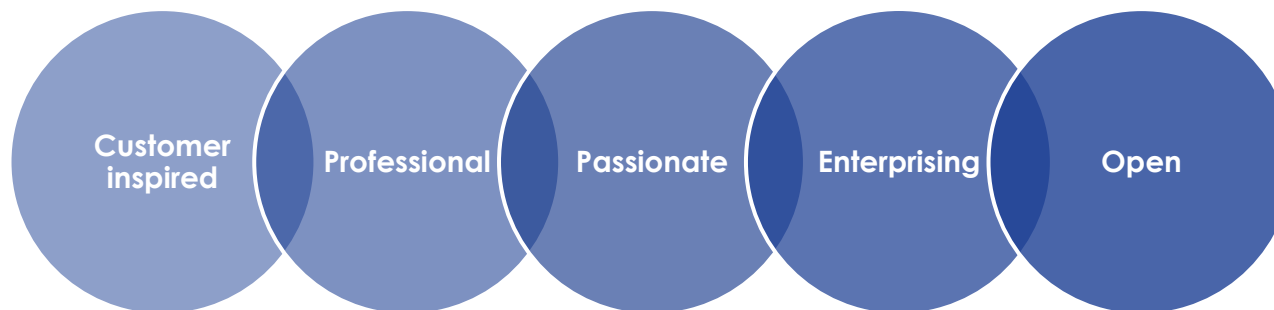
We have charitable status and any surplus we make is invested back into the communities in which we operate.

Our purpose

Our purpose is to work with rural communities to build and manage high-quality, energy-efficient and affordable homes that meet a local need. These homes enable local people to remain within their communities and help keep rural services sustainable.

Our values

Hastoe's five values are a vital part of our identity and describe the way in which our employees operate and relate to others.



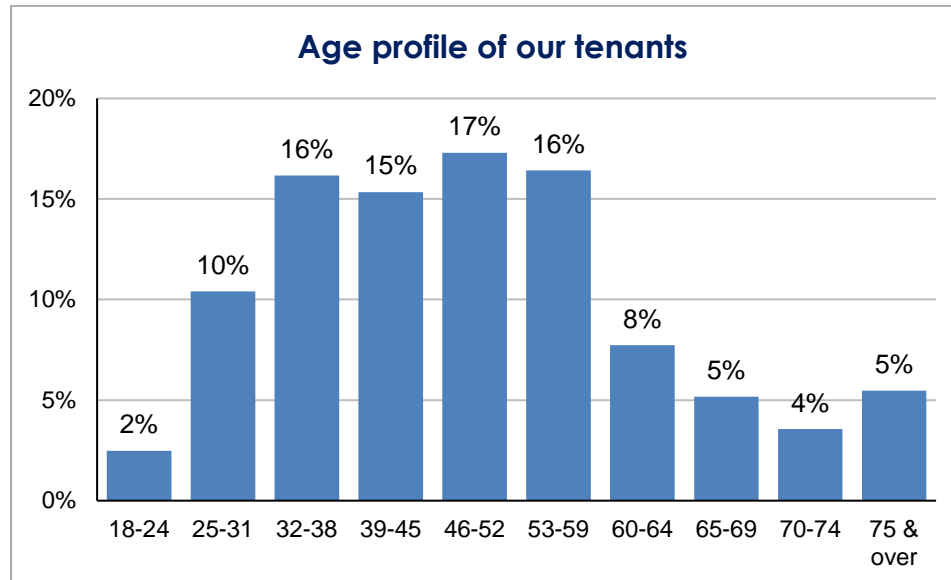
WHERE WE WORK

Hastoe owns and manages over 7,500 homes. We have social rent and shared-owner properties in 71 local authority areas. The local authorities in which we manage more than 100 properties (as at 31.12.21) are listed below:

| | LOCAL AUTHORITY | HOMES |
|-----|---------------------------|-------|
| 1 | Uttlesford, Essex | 421 |
| 2 | Buckinghamshire | 382 |
| 3 | South Somerset | 292 |
| 4 | Dorset | 276 |
| 5 | Milton Keynes | 263 |
| 6 | Havering | 230 |
| 7 | Kings Lynn & West Norfolk | 198 |
| 8 | Croydon | 180 |
| 9 | Chichester, West Sussex | 174 |
| 10 | Mendip, Somerset | 145 |
| 11 | East Devon | 142 |
| 12 | Mid Sussex | 136 |
| 13 | South Norfolk | 126 |
| =14 | Breckland, Norfolk | 124 |
| =14 | East Cambridgeshire | 124 |
| =14 | North Devon | 124 |
| =14 | East Hertfordshire | 124 |
| =14 | Elmbridge, Surrey | 124 |
| 19 | Stevenage, Herts | 123 |
| 20 | Mid Devon | 113 |
| 21 | East Suffolk | 103 |



Age profile of our tenants and housing in management by tenure (as at 31.12.21)

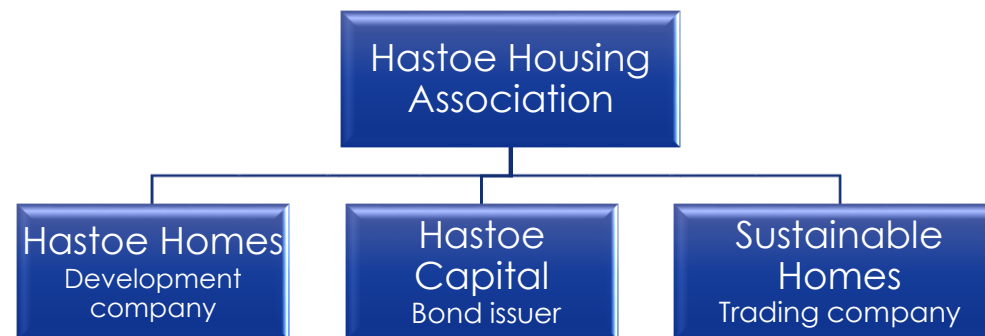


Housing Managed by Tenure

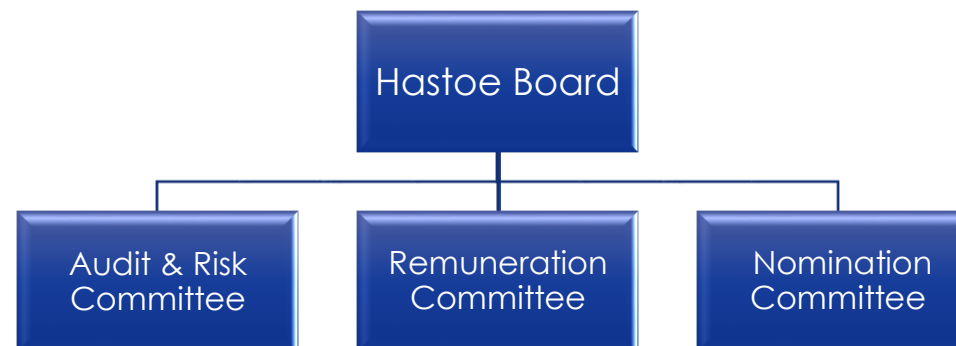
| | |
|-----------------------|--------------|
| Social and Affordable | 4,228 |
| Ground Rent | 1,881 |
| Shared Owner | 827 |
| Leasehold | 472 |
| Freehold | 301 |
| Other | 13 |
| | 7,722 |

HOW WE ARE RUN

Hastoe is regulated by the Regulator of Social Housing and is rated G1 for governance and V1 for financial viability – the highest possible ratings in both areas. The Group complies with the UK Corporate Governance Code and Hastoe Housing Association is the charitable parent of three active subsidiaries.



The Hastoe Housing Association Board has ultimate responsibility for how we are run. It is supported in this by three sub-committees: Audit & Risk Committee, Remuneration Committee and Nomination Committee. The Board delegates day-to-day management of the organisation to the Executive Team.



Our Board

We are currently governed by a Board of 12 non-executive directors including one Hastoe resident. In May 2022, Lindy Morgan will succeed Ed Buscall as Chair of the Board and Andrew Wiseman will succeed Richard Quallington as Deputy Chair. As part of our succession planning we have temporarily increased the size of the Board from 10 to 12. Our Board Members are highly experienced and passionate about rural communities and the environment. The Board meets regularly and works closely with the Executive Team to ensure Hastoe delivers on its strategic objectives. A full list of our Board Members and their profiles is on our website.

Our Executive Team

Responsible for the day-to-day running of the business are:



Chief Executive, Andrew Potter

Responsible to the Board, for the Directors, and Communications & External Affairs



Finance Director, Will Roberts

Responsible for Finance, Business Performance, Governance, IT and Human Resources



Housing Director, George Parkinson

Responsible for Housing Management and Customer Service



Development Director, Ulrike Maccariello

Responsible for Development and Sales



Property Director, Mark Agnew

Responsible for Property Services

OPERATING ENVIRONMENT

External Operating Environment

Political and Economic Environment

The country's focus over the past two years has been on managing the Covid pandemic. We are now hoping this is coming to an end with the removal of all restrictions that will allow us to move forward with more confidence. In 2022/23 we expect to see everyone adjusting to a new norm but, in the meantime, we will need to manage the effects of disrupted supply chains, world tensions, changes in the labour market, Brexit impacts and higher inflation in the economy. In addition, there will be new and on-going changes to government policies that will have further impacts, as outlined below:

Building Safety: The provisions of the Building Safety Bill are expected to become law in 2022. This will increase regulation on the safety of high-rise buildings. Hastoe is primarily a rural housing association with only three high-rise blocks and no cladding issues. Nevertheless, we are actively looking to reduce the number of our high-rise blocks over time to focus on providing homes in rural communities. The Bill will also provide for a New Homes Ombudsman scheme to resolve disputes between developers and consumers.

Carbon Emissions: The government is looking for social landlords to reduce

carbon emissions from their existing stock. Over 75% of Hastoe's homes are already at EPC 'C' or above, so we are in a good position and we will continue to improve the remaining stock, where possible, within the target timeframes of 2030 and 2050.

Future Homes Standard: This forms part of the UK government's strategic solution to bring all greenhouse gas emissions to net zero by 2050. Hastoe has been building energy-efficient homes for many years and in 2021 we launched the Hastoe New-Build Standard which meets the anticipated Future Homes Standard.

Planning Reforms: A government response on the Planning White Paper is still awaited. Elements of the proposed reform are being taken forward. The updated NPPF includes greater emphasis on beauty and design alongside the National Model Design Code. Digitisation of the planning system seems to be in train and First Homes are being introduced to support home ownership. The introduction of First Homes and uncertainty with the delayed planning proposals is likely to reduce land supply opportunities for rural communities in the short term.

Levelling-up: A White Paper on 'Levelling Up in the UK' was issued for

consultation in February 2022 and may have implications for future planning. It addresses general issues such as transport and health inequalities in rural areas but with a commitment to funding only for improving digital connectivity. However, the government intends to publish a second report on rural proofing in spring 2022. This report is expected to set out how government

departments are working to support levelling up in rural areas, using targeted approaches to strengthen the rural economy, develop rural infrastructure, deliver rural services and manage the natural environment.

Social Housing White Paper: Published in November 2020, it establishes a Charter for Social Housing Residents which seeks

to improve the position of tenants, re-asserting their rights and the obligations of landlords through increased regulation. For example, the Regulator of Social Housing has been tasked with introducing a new set of Tenant Satisfaction Measures, which will take effect from 1 April 2023.

Internal Operating Environment

Building Safety: Resident safety will always remain our top priority. We do not anticipate many further material issues relating to fire safety or defects as we have been surveying, assessing and managing building defects closely for the past four years. Where defects have been identified, we are pursuing developers, insurance and litigation to make sure those responsible put things right and to minimise liabilities to Hastoe and its customers.

Customer Services: Improving customer services remains a priority. We will continue to be led by customer feedback which asks for a better 'repairs' service, more investment in home improvements and improved

resolution of issues. We are working on all these as service delivery has been impacted throughout the last two years. Our Board and the Executive Team will continue to be accessible and monitor complaints closely.

Existing Homes: We will invest more in our existing homes over the next 30 years, continue to maintain our homes to a good standard, and contribute to reducing carbon emissions. We will give customers more information about when improvements are planned. Most Hastoe homes are already rated EPC 'C' or above, so we are already well advanced in this area.

We have identified housing that is no longer a strategic fit and are exploring future options that keeps stock either as affordable housing or creates more investment for new rural affordable housing.

New Homes: We will continue to develop new homes with rural communities, delivering high-quality and energy-efficient homes. The Hastoe New-Build Standard already meets the anticipated Future Homes Standard.

Finances: After a decade of successful expansion, Hastoe is in the process of consolidating its financial position over the medium term, focusing on its core

business and improving customer service. We have been realistic about our development growth, strengthened governance and reduced our exposure to risk.

People: Our employees are our greatest resource. Attracting and retaining the right talent is essential. We will be focusing on our employer brand and attracting and retaining the right skills. We are mindful that 2022/23 may bring a re-adjustment in the employment market.

Equality, Diversity & Inclusion:

We recognise that we deliver services to diverse communities across a wide geography and we want to ensure that our services are delivered in an inclusive way that do not discriminate against any specific group or people with protected characteristics.

We want to ensure we have a workplace that is inclusive and diverse. Diversity within a workforce improves the performance and productivity of organisations. Diverse leadership

teams make better-informed decisions and having different people with different perspectives and backgrounds leads to better-designed services.

We understand that the data we hold in relation to both our residents and employees requires review and update so that we can understand our current position and make improvements where required.

HASTOE'S STRATEGIC OBJECTIVES

To meet our purpose, we have set ourselves five strategic objectives which underpin our work.

Build and invest in high-quality and energy-efficient homes

Provide residents with a quality customer service

Be an excellent employer

Work with rural communities and influence policy on key issues

Run an effective and efficient organisation

There are planned actions for 2022/23 under each strategic objective. The Board actively monitors Hastoe's performance in delivering the planned actions over the course of the year to ensure successful delivery.

OBJECTIVE 1: BUILD AND INVEST IN HIGH-QUALITY AND ENERGY-EFFICIENT HOMES

Hastoe has a long track record of building high-quality, energy-efficient homes, helping our customers to keep their utility bills low. Over three-quarters of our homes have either an EPC 'C' rating or above. We launched our Hastoe New-Build Standard in 2021 and we are now committed to building all our new homes to this standard which meets the anticipated Future Homes Standard set for 2025.

We will maintain a rolling programme of improvements to our existing homes, ensuring they meet the Decent Homes Standard as a minimum and striving, where possible, for zero net carbon for existing stock. We will continue to prioritise safety works and make sure all our homes meet regulatory requirements and any defects are well managed.



Peek Close, Lavenham, Suffolk

Key achievements in 2021/22:

- Launched our Hastoe New-Build Standard.
- Carried out a stock condition, stock data reconciliation exercise to give further assurance on stock condition.
- Won Best Partnership (South) for Peek Close, at the Inside Housing Development Awards.

| Actions in 2022/23 | Outcome |
|---|--|
| Appoint a Responsible Person for our high-rise blocks. | Compliance with the new building safety requirements. |
| Update our Asset Strategy to set out our approach to achieving EPC 'C' by 2030. | To achieve lower carbon emissions and ensure homes are more efficient to heat. |
| Review the future of our non-core and higher-rise urban stock. | To further consolidate our stock. |

| Key Performance Indicator | 2020/21 performance | 2021/22 performance | 2022/23 target |
|--------------------------------------|---------------------|---------------------|----------------|
| Development | | | |
| Number of new-build starts | 61 | 31 | 217♦ |
| Number of new-home build completions | 20 | 60 | 92 |

♦ This figure includes new-build starts carried over from 2021/2 due to delays caused by Covid.

OBJECTIVE 2: PROVIDE RESIDENTS WITH A QUALITY CUSTOMER SERVICE



Residents meet members of the Board

Delivering a quality service to our customers is key for us: engaging, listening and learning from customer feedback.

Members of our Board meet customers in person or over video calls, we have a customer voice on the Board and, at least twice a year, residents are invited to phone in to talk directly to the CEO and Executive Team. This enables our leadership team to gain direct feedback from residents. Other ways in which we are able to engage with customers is through our Hastoe Hundreds consultation group, resident champions and specific focus groups we hold through the year. We will continue to look at how we can facilitate opportunities for customers to scrutinise our services and influence the services they receive.

Over the past year, we have improved our complaints handling and we will continue to run our successful customer complaints scrutiny groups to highlight further service improvements. We know from customer feedback that some regions want a better repairs' service and improvements to their homes. Our repairs' service is delivered through contractors and we will change them where performance standards are not met.

Since the pandemic, we have seen a significant increase in customers using MyHastoe and we will work with customers to improve their online experience.

Key achievements in 2021/22:

- Created a dedicated Property Directorate giving greater focus on our repairs' service and delivery for customers.
- Relocated the Customer Service Team out of London to be closer to operational teams, reduce employee turnover and provide for a better service.
- Improved our complaints handling and compliance with the Ombudsman Code with no adverse findings when referred.
- Introduced a new telephony system (TEAMS) to provide for more agile working, integration and business continuity.
- Automated rents phone payments allowing payments 24/7 in addition to online payments.
- Completed a review of our cleaning and grounds maintenance in response to customer feedback.

| Actions in 2022/23 | Outcome |
|---|---|
| Carry out a customer satisfaction survey. | To understand customer satisfaction with services and help us prioritise resources to improve services (Target: 75% overall customer satisfaction). |
| Improve our collection of resident diversity data. | Better data to support future decisions. |
| Procure new repairs contractors in areas where services are not performing well. | To improve customer satisfaction with repairs' service (Target: 75% customer satisfaction with the last repair carried out). |
| Publish on MyHastoe a 3-year plan for reviewing key components. | To enable customers to have more information, reduce unnecessary contact and help them and Hastoe plan improvements. |
| Re-procure cleaning and grounds maintenance contracts and strengthen contract management. | Improve grounds maintenance and cleaning (Target: 75% customer satisfaction with cleaning and grounds maintenance). |
| Promote MyHastoe to customers. | Sign up an additional 500 customers (total registrations at 19.04.22: 2,914). |

| Key Performance Indicator | 2020/21 performance | 2021/22 performance | 2022/23 target |
|--|---------------------|----------------------|----------------------|
| Customer | Covid impacted | Covid impacted | |
| Overall customer satisfaction (STAR survey) | 65% | No survey undertaken | 75% (next survey 22) |
| Percentage of online interactions using MyHastoe | 41% | 38% | 40% |
| Repairs completed on time – P1s | 87% | 85% | 95% |
| Repairs completed on time – P2s & P3s | - | 70% | 90% |
| Repairs post-inspection 'Passed' | 89% | 90% | 90% |
| Complaints responded to within 10 working days | 45% | 41% | 80% |
| Social & affordable arrears | 2.5% | 2.4% | 2.3% |
| Shared ownership arrears | 1.3% | 1.2% | 1.2% |
| Re-let time (exc. major works) | 62 days | 29 days | 20 days |

| Compliance | | | |
|--|------|------|------|
| Residential buildings meeting Decent Homes | 100% | 100% | 100% |
| Residential blocks with valid fire risk assessment | 100% | 100% | 100% |
| Properties with communal water facilities with valid risk assessment | 100% | 94% | 100% |
| Passenger lifts with valid LOLER inspection | - | 100% | 100% |
| Residential buildings with valid gas certificates | 100% | 100% | 100% |
| Residential blocks with valid asbestos management survey | 100% | 100% | 100% |
| Residential buildings with current electrical certificate | 93% | 97% | 100% |

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Residents at home in Fleur Wood Court, Tolpuddle, Dorchester

OBJECTIVE 3: BE AN EXCELLENT EMPLOYER

We have high employee satisfaction and IIP Gold standard and we will continue to strive to retain and attract those who want to work for Hastoe to deliver a quality service for our customers. Our new working arrangements will start in April 2022 and we will review how effective they are for both employees and customers during the year.



Hastoe colleagues at annual conference 2021

Key achievements in 2021/22:

- The results of an employee survey in 2022 found 92% believed Hastoe is a good employer.
- Developed our first People Strategy designed to deliver on Hastoe's ambition to be an excellent employer.
- Developed an Equality, Diversity and Inclusion Strategy.
- Consulted employees on new working arrangements.

| Actions in 2022/23 | Outcome |
|---|---|
| Implement our new ways of working to benefit both staff and customers. | For employees to agree that Hastoe's working arrangements make it an attractive employer to work for (Target: 80%). |
| Improve training and development programme. | For employees to agree they have received the necessary training to do their roles effectively and have opportunities to develop their knowledge and/or skills at Hastoe (Targets: 80%/80% respectively) (Dec 2021: 76% and 72%). |
| Improve our employer brand and marketing in an increasingly competitive market. | To help attract and retain employees. |
| Improve the quality and effectiveness of induction. | For employees to agree they have received an appropriate induction (Target: 80%). |
| Enhance employee engagement across the business leading from the top. | To help reduce employee turnover (Target: below 18%). |
| Prepare and submit IIP renewal assessment. | Retain IIP Gold. |

| Key Performance Indicator | 2020/21 performance | 2021/22 performance | 2022/23 target |
|----------------------------------|---------------------|---------------------|----------------|
| Employees | | | |
| Employee satisfaction | 91% | 92% | 90% |
| Employee turnover (rolling year) | 16.5% | 31% | <18% |

OBJECTIVE 4: WORK WITH RURAL COMMUNITIES AND INFLUENCE POLICY ON KEY ISSUES



Board Member, Anne Perkins

Rural England desperately needs more affordable homes. Hastoe works with rural communities to build new homes and influence policy in areas that matter to them. Hastoe has a clear and distinctive position in the rural housing sector. We seek to influence national policy for the benefit of rural communities on issues where we have specialisms such as rural exception sites, design quality and high energy-efficiency standards.

The official launch of the Hastoe New-Build Standard will continue to act as a catalyst for us over the coming year to enter topical sector-wide discussions around sustainability, energy efficiency and quality more generally.

| Actions in 2021/22 | Outcome |
|--|---|
| Work with others to influence government policy by feeding into responses to consultations. | To ensure the rural perspective is heard and given due consideration. |
| Seek and quantify media coverage for a range of Hastoe achievements including new housing scheme developments and the Hastoe New-Build Standard. | To celebrate the quality of Hastoe's build standard and enhance reputation. |
| Sponsoring external events and research where mutual opportunities exist. | To maintain influence and strategic partnerships in Hastoe's business interest. |
| Support and promote the findings of research into rural homelessness in England. | To influence the government's rough sleeping and 'levelling up' agendas. |

OBJECTIVE 5: RUN AN EFFECTIVE AND EFFICIENT ORGANISATION

The most noticeable changes in 2022/23 will be Board succession, the arrival of a new Chair, and the adoption of the UK Corporate Governance Code; all to settle in throughout the year and start looking ahead. We are continuing to reduce exposure to risk and strengthen the medium-term financial plan, through sensible growth and effective use of our assets. We continue to invest in technology to support greater automations, customer access, efficiency, agile working and internal controls.

Key achievements in 2021/22:

- Reconciliation of our stock components data against our financial records for accurate renewal dates.
- Systems improvements – voids, TEAMS, MyHastoe and complaints' module.
- Improved our property re-let performance on 20/21.
- Marketed our urban high-rise blocks for potential transfer/sale.
- Recruited new Board members, Chair and Deputy Chair.
- Reviewed and changed our Governance Code.
- Set up a Board repairs' scrutiny panel to look at performance in response to customer feedback.

| Actions in 2022/23 | Outcome |
|---|--|
| Commission an external review of Governance. | To ensure our governance is effective. |
| Achieve compliance with the UK Corporate Governance Code. | To demonstrate good governance to stakeholders. |
| Improve our collection of diversity data for staff. | Better data to support future decisions. |
| Invest in ICT with document storage, process automation and mobile working modules. | To support further integration, automation and efficiency. |
| Review garage portfolio. | To ensure this asset is well managed and provides VFM. |
| Martlesham scheme to start on site (100% affordable scheme). | To reduce financial risk exposure. |

VALUE FOR MONEY

The Board is committed to delivering Hastoe's strategic objectives in a way that represents value for money. This is driven by an awareness of the responsibility to use our assets and resources wisely, to protect our long-term future and to build and manage high-quality, energy-efficient homes that meet the needs of the varied communities in which we operate.

Hastoe uses the 3 E's model – aiming to increase economy, efficiency and effectiveness – to achieve value for money. The targets within Appendix 1 of the Corporate Plan focus on the effectiveness in delivering Hastoe's ambitions. The table below sets out the Board's other targets for increasing Hastoe's economy, efficiency and effectiveness.

| | 2020/21 outturn | 2021/22 target | 2022/23 target | Top quartile | Median |
|-----------------------------------|-----------------|----------------|----------------|--------------------|--------------------|
| Reinvestment | 2.6% | 7.3% | 8.6% | 10.0% ¹ | 7.2% ¹ |
| New Supply Deliver - Social | 0.4% | 1.5% | 1.5% | 2.4% ¹ | 1.5% ¹ |
| New Supply Delivered - Non-Social | 0% | 0% | 0% | 0.15% ¹ | 0% ¹ |
| Gearing | 53.1% | 52% | 53% | 54.7% ¹ | 44.0% ¹ |
| Debt : Revenue | 7.3 | 6.8 | 6.7 | - | 4.0 ² |
| EBITDA MRI Interest Cover | 119% | 129% | 128% | 227% ¹ | 170% ¹ |
| Social Housing Interest Cover | 114% | 110% | 112% | - | - |
| Operating Margin* | 42% | 38% | 39% | 28.6% ¹ | 23.1% ¹ |
| Net Margin* | 6.1% | 5% | 6.5% | - | 13.8% ² |
| Return on Capital Employed (ROCE) | 3.4% | 3.2% | 3.5% | 4.4% ¹ | 3.4% ¹ |

¹ Regulator of Social Housing: Value for Money Metrics and Reporting 2020.

² Regulator of Social Housing: 2021 Global Accounts

* Excluding the gains from the disposal of properties

APPENDIX 1: KEY PERFORMANCE INDICATORS AND TARGETS

| Key Performance Indicator | 2020/21 performance | 2021/22 performance | 2022/23 target |
|--|---------------------|----------------------|----------------------|
| Customer | | | |
| Overall customer satisfaction (STAR survey) | 65% | No survey undertaken | 75% (next survey 22) |
| Percentage of online interactions using MyHastoe | 41% | 38% | 40% |
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| Shared ownership arrears | 1.3% | 1.2% | 1.5% |
| Re-let time (exc. major works) | 62 days | 29 days | 20 days |
| Compliance | | | |
| Residential buildings meeting Decent Homes | 100% | 100% | 100% |
| Residential blocks with valid fire risk assessment | 100% | 100% | 100% |
| Properties with communal water facilities with valid risk assessment | 100% | 94% | 100% |
| Passenger lifts with valid LOLER inspection | - | 100% | 100% |
| Residential buildings with valid gas certificates | 100% | 100% | 100% |
| Residential blocks with valid asbestos management survey | 100% | 100% | 100% |
| Residential buildings with current electrical certificate | 93% | 97% | 100% |
| Development | | | |
| Number of new-build starts | 61 | 31 | 217 |
| Number of new-home build completions | 20 | 60 | 92 |
| Employees | | | |
| Employee satisfaction | 91% | 92% | 90% |
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