



# Online Benchmarking 2012 Guidance for TMOs

## Performance Indicators ó Definitions, Methodology and Formula

**PERFORMANCE INDICATOR**

Total number of general needs properties managed by your TMO

**DEFINITION**

This PI records the total number of general needs properties managed by your TMO

**METHODOLOGY**

The total number of general needs properties within the geographical boundaries defined in the Management Agreement

**FORMULA**

Add together the total number of properties managed by your organisation.

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of net rental income for general needs housing that was collected.

**DEFINITION**

This indicator is a key measure of the effectiveness and efficiency of the TMOs rent collection service. An efficient rent collection service is important to ensuring that as much of the rent due, and thus potential income due to the TMO, is collected and received

**METHODOLOGY**

This indicator is designed to measure the rent collected year-to-date as a percentage of the rent due year-to-date, for all current General Needs tenancies.

The TMO should derive its rent collected figure (numerator) from its rent accounting systems. It should be the actual rent and service charge income received in the period, and no adjustments should be made for late Housing Benefit payments, pre-payments or post-payments.

The rent due (denominator) should exclude rent lost due to properties being vacant, and should also exclude current tenant arrears brought forward at the beginning of the year. Hence should some arrears from the previous year be recuperated, this PI can often exceed 100%.

Items collected by the TMO as an agent such as water rates, those not directly part of the rent such as court costs and repairs recharges, and recovery of overpaid housing benefit through the rent collection system should be excluded wherever possible. However, if you are not able to split out these charges from your rent collected figure because of your IT systems, you may include them in your calculation so long as they are included in both the numerator and the denominator.

**Formula**

$$(A / B) * 100$$

**Where A = The actual rent and service charges collected year-to-date on current General Needs tenancies (excluding garages).**

**And where B = The actual rent and service charges due year-to-date for all tenanted General Needs properties (excluding garages).**

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Rent arrears of current housing tenants as a percentage of rent debit

**DEFINITION**

This indicator is a key measure of the effectiveness and efficiency of the TMOs rent arrears collection service. An efficient rent collection service is important to ensuring that as much of the rent due, and thus potential income due to the landlord, is collected and received.

**METHODOLOGY**

This indicator calculates the rent arrears of all current GN tenants at the end of the period as a percentage of the annual rent debit (for the current financial year). This figure should include arrears due to late Housing Benefit payments and no adjustments should be made for this.

This covers all General Needs rented stock (excluding garages).

Court costs are separate sundry debts and should not be included in the calculation.

Former tenant debts (even those which have followed a tenant to their current tenancy) are separate and should not be included in this calculation.

**FORMULA**

$$A / B) * 100$$

A = The actual value of current tenant rent and service charge arrears at the end of the reporting period.

B = The annual rent debit for the current financial year. This is the net rent debit after deduction of rent loss due to voids

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of rent written off as a proportion of rent roll

**DEFINITION**

The purpose of this indicator is to ensure that the amount of rent arrears and service charges written off is identified as a percentage of the rent roll. It helps to identify whether a TMO is appropriately writing charges off, in accordance with good accounting practice.

**METHODOLOGY**

This PI measures the rent written off as a proportion of the rent roll. Rent written off is based on the total amount of rent (including service charges eligible for housing benefit) which is written off during the period benchmarked as unrecoverable. The amount written off includes both current and former tenant arrears.

The rent roll is the total amount of potential rent (including service charges) which would be collected in the year on all General Needs dwellings (excluding garages) if they had been occupied at all times.

Note this indicator can only ever increase over the course of the year, or remain constant if no write-offs are made in any given quarter. As such the figure is 'cumulative incremental' and re-sets at the beginning of a new financial year.

**Formula**

$$(A / B) * 100$$

Where A = The actual value of rent and service charges written off year-to-date.

And where B = The annual rent roll for the year.

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Total lettings reported in CORE

**DEFINITION**

This PI records the TOTAL number of lettings allocated in the period

**METHODOLOGY**

Number of lettings in general needs units (included in permanent rented stock)

Include all re-lets carried out in the period that would require a CORE form to be completed. This would **exclude** mutual exchanges and successions but would include transfers. Include all core re-lets, whether or not the property underwent major works whilst it was void.

**This figure excludes new lets.**

**FORMULA**

Add together all lettings allocated to date.

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

## PERFORMANCE INDICATOR

Average days to relet a (managed) social housing rental dwelling

## DEFINITION

This is an important efficiency measure. It is used to monitor performance at keeping re-let times to a minimum.

## METHODOLOGY

This indicator measures the average time (in calendar days) to re-let vacant GN properties during the period benchmarked. It is calculated by dividing the total number of days re-let properties were vacant in the period, by the number of applicable lettings in the period.

The number of days vacant of a standard re-let is the number of days between the tenancy end date and the tenancy start date. Note that the day the property goes vacant does not count as one day. Hence if a tenancy ends on a Sunday and is let the following day, this counts as a 0 day re-let time. Negative re-let times can not exist.

Note that certain types of lettings are excluded from this indicator, in particular; first / new lets; mutual exchanges; successions; and other lettings excluded as per the COntinuous REcording guidance. Re-lets that have previously undergone major works are also EXCLUDED from this calculation. Only include a void time in this calculation once it has been finally let. Once a void has been let, its void days are included in the PI for the year of letting, regardless of when the void days started to accrue.

The definition of what constitutes Major Works is included here for clarity, and can be found in more detail in the COntinuous REcording (CORE) Lettings Manual.

Major repairs are works which could not reasonably be carried out with a tenant in occupation, and which need to be carried out in a property while it is vacant. They involve remedial works that are necessary for the property to remain habitable; they would include structural repairs, site works and service installations. If a tenant has been permanently decanted in order for works to be carried out, then these are major repairs for the purposes of CORE.

Major repair works include:

Structural repairs - these are works that are essential to maintain stability and weather resistance in the main structural elements of a dwelling, i.e. floors, walls and roofs. Major works to these elements will involve replacement or substantial reconstruction of the component or element.

Site works - this is work to the area around, and specific to, the dwellings involved and is essential to the safety, security and protection of tenants (e.g. Asbestos removal, or the replacement or substantial reconstruction of unstable boundary walls, footpaths etc.)

Services installations - this is work to building services, where deterioration is such that the basic amenities in a dwelling could be seriously impaired. For example: renewal of installations such as gas, electricity and water supplies; heating and ventilation; and lifts.

Consequential and other works - these are works required as a consequence of major repairs such as reinstatement or making good finishes and fittings.

Any works that significantly improve the dwellings should be classified as major repairs.

For the purposes of calculating this PI, please also exclude the period:  
During which the void is squatted (count from when property is repossessed)  
When a property is due to be handed over to the police, and when it is in use by the police.  
The void period after the dwelling is handed back should be counted provided the dwelling is not subject to major works  
Where the Home Office takes over a property to use for asylum seekers regardless of whether it is occupied or not.

**Formula**

(A / B)

A = The total days vacant of all applicable re-lets in the period

B = The total number of applicable lettings year-to-date (that were counted in the numerator)

**SYSTEM**

**TIMESCALE**

**LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of tenancy offers accepted first time

**DEFINITION**

This indicator is a good indication of the desirability of your homes, as well as the efficiency of your lettings service.

**METHODOLOGY**

This indicator measures the proportion of your properties that were accepted on the first offer, and is calculated by dividing re-lets to properties that were accepted on first offer by all lettings. Include only re-lets to properties that would require a core form as included in the most up-to-date core lettings guidance manual. Exclude first lets to new build properties.

**Formula**

$$A / B) * 100$$

Where A = The number of properties accepted on first offer.

And where B = The total number of properties accepted. A property only counts in the denominator once it has been let, and only counts once no matter how many times it was refused.

Note that as both the numerator and the denominator increase over time, this figure is cumulative stable meaning stable performance will result in a stable percentage.

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of rent loss through general needs dwellings becoming vacant

**DEFINITION**

This indicator identifies how much money is being lost through inefficient turnaround of properties for letting.

**METHODOLOGY**

This measure calculates the amount of rent and service charges lost through GN & HOP properties being vacant as a percentage of the total GN & HOP rent roll. The rent roll is the total amount of potential rent and service charges collectable for the period for all dwellings managed by the landlord, if all dwellings had been occupied.

The dwelling may have been vacant for any reason, and includes dwellings that are unavailable to let. However, for dwellings that are unavailable to let and are not expected to be let as social dwellings again, the rent and service charges should be zeroed out. For example, properties awaiting demolition. These properties should be excluded from both the numerator and the denominator of this calculation.

**Formula**

$$(A / B) * 100$$

Where A = The value of rent and service charges lost year-to-date due to dwellings being vacant.

And where B = The actual year-to-date gross rent and service charges receivable.

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Average SAP rating (energy efficiency) of Social housing rental dwellings (all stock shared and self contained)

**DEFINITION**

To encourage improved energy efficiency in social housing. This will help to reduce the cost of heating the home and contribute to tackling fuel poverty amongst low income households. It will also help to reduce CO2 emissions and consequently help social landlords to contribute towards tackling global warming.

**METHODOLOGY**

SAP is the Government's Standard Assessment Procedure for Energy Rating of Dwellings. SAP is a measure of a dwelling's overall energy efficiency; it is dependent on both the heat loss from the dwelling and the performance of the heating system. The latest methodology (SAP 2005) expresses the SAP rating on a scale of 1 - 100. The higher the rating, the more energy-efficient the dwelling.

The average SAP rating is defined as the individual SAP rating for each property, added together and then divided by the total number of properties. This measure applies to self-contained GN & HfOP units only.

Housing associations unable to provide a combined figure for GN & HfOP should supply the figure for GN only.

To gather information on each home an energy survey needs to be conducted to set the baseline position. This data should then be updated annually to account for works carried out each year. Periodically (e.g. 5 yearly), new surveys should be used to form a new baseline to update from.

For guidance on the SAP 2005 methodology landlords should use the guidance issued by the Building Research Establishment. See: <http://projects.bre.co.uk/sap2005/>  
Where landlords have carried out surveys under the SAP2001 methodology, they should convert data to SAP2005 using a conversion table provided by the BRE (see above link).

**Formula**

A / B

A = total of individual SAP ratings for all self-contained GN & HfOP properties

B = total number of self-contained GN & HfOP properties

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage social housing rental stock failing to meet decent homes standard (all stock shared and self contained)

**DEFINITION**

This indicator demonstrates progress towards making stock decent, with a view to improving the health and safety of occupants, improving their living conditions and consequently improving their quality of life.

**METHODOLOGY**

This indicator measures the number of properties failing to meet the Decent Homes Standard, as recorded in the RSR (housing associations) and the BPSA (local authorities/ALMOs), and the proportion this represents of the total housing stock. It is a snapshot at the end of the year.

TMOs are not expected to make a home decent if this is against a tenants wishes as work can be undertaken when the dwelling is next void (empty). For reporting purposes, these properties are not counted as non - decent until they are void.

CLG guidance states that non - decent dwellings scheduled for demolition before 2010 and RTB / RTA sales/partial transfers should not be counted in the non - decency numbers. Non - decent dwellings which are void are counted as non - decent.

**Formula**

$$(A / B) * 100$$

A = Number of properties failing to meet the Decent Homes Standard at end of period benchmarked

B = Total housing stock at end of period benchmarked

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title

Service Area:

Telephone Extension

## PERFORMANCE INDICATOR

**Percentage of emergency repairs completed within target**

### DEFINITION

This indicator is used to ensure that the TMO is keeping its commitment to tenants to complete emergency repairs within an agreed target time. It indicates how efficient and reliable the TMO is at delivering on a key customer care promise of its repair service; at protecting the health & safety of the occupiers of its homes and maintaining the value of its assets.

### METHODOLOGY

This indicator measures the number of emergency (priority 1) repairs completed within the TMOs target for repairs of this type, expressed as a percentage of the total number of emergency repairs completed.

The repair time starts from the time the tenant first reports the repair not from the time it is ordered. The repairs time ends when the repair is actually completed, not when the completed repair is input into the computer.

The definition of an emergency repairs is: Any defect that puts the health, safety or security of the tenant, or a third party, at immediate risk; or that affects the structure of the building adversely. TMOs should include all jobs that are treated locally as emergencies, but a suggested list is included here for guidance.

#### Suggested activity list:

- Total loss of water
- Burst water main
- Flooding
- Severe storm damage
- Total loss of electricity supply
- Major fault with electricity supply
- Unsafe electricity fittings
- Breaches of security to outside doors and windows
- Total loss of gas supply
- Gas leak
- Blocked flue
- Blocked main drains, soil pipe or sole toilet
- Heating loss for elderly or vulnerable tenants, or during period 31 October – 1 May
- Hot water loss for elderly or vulnerable tenants, or during period 31 October – 1 May
- Failure of lift
- Failure of warden alarm or call system
- Fire damage
- Offensive or racist graffiti

#### Formula

$$(A / B) * 100$$

Where A = The total number of urgent repairs completed year-to-date that were completed within target (e.g. 7 calendar days). As with all reactive repairs with

completion targets, the time must begin to elapse as soon as the resident has reported the repair to the TMO NOT when the TMO raises the repair with a contractor.

And where B = The total number of urgent repairs completed year-to-date.

**SYSTEM**

**TIMESCALE**

**LEAD OFFICER**

**Name:**

**Job Title:**

**Service Area:**

**Telephone Extension:**

## PERFORMANCE INDICATOR

Percentage of urgent repairs completed within target

## DEFINITION

This indicator is used to ensure that the TMO is keeping its commitment to tenants to complete urgent repairs within an agreed target time. It indicates how efficient and reliable the TMO is at delivering on a key customer care promise of its repair service; at protecting the health & safety of the occupiers of its homes and maintaining the value of its assets.

## METHODOLOGY

This indicator measures the number of urgent (priority 2) repairs completed within the TMO target for repairs of this type, expressed as a percentage of the total number of urgent repairs completed.

The repair time starts from the time the tenant first reports the repair not from the time it is ordered. The repairs time ends when the repair is actually completed, not when the completed repair is input into the computer.

TMOs should include all jobs that are treated locally as urgent, but a suggested list is included here for guidance:

- Minor plumbing leaks or defects
- Blocked drains, sinks, basins, bath, toilet (that are not the main drain soil pipe, or sole toilet)
- Defective cistern or overflow
- Heating faults or breakdown
- Hot water faults or breakdown
- Minor electrical faults
- Roof leaks
- Blocked gutters
- Severe dampness
- Breaches of security to internal doors and windows
- Failure of entry phone
- Graffiti
- Faulty extractor fan
- Defective flooring
- Faulty communal TV aerial
- Damage to stair treads or hand rails or banisters

### **Formula**

$$(A / B) * 100$$

Where A = The total number of urgent repairs completed year-to-date that were completed within target (e.g. 7 calendar days). As with all reactive repairs with completion targets, the time must begin to elapse as soon as the resident has reported the repair to the TMO, NOT when the TMO raises the repair with a contractor.

And where B = The total number of urgent repairs completed year-to-date.

<b>SYSTEM</b>
<b>TIMESCALE</b>
<b>LEAD OFFICER</b> Name: Job Title: Service Area: Telephone Extension:

## PERFORMANCE INDICATOR

Percentage of routine repairs completed within target

## DEFINITION

This indicator is used to ensure that the TMO is keeping its commitment to tenants to complete routine repairs within an agreed target time. It indicates how efficient and reliable the TMO is at delivering on a key customer care promise of its repair service; at protecting the health & safety of the occupiers of its homes and maintaining the value of its assets.

## METHODOLOGY

This indicator measures the number of routine (priority 3) repairs completed within the TMO target for repairs of this type, expressed as a percentage of the total number of routine repairs completed.

The repair time starts from the time the tenant first reports the repair not from the time it is ordered. The repairs time ends when the repair is actually completed, not when the completed repair is input into the computer.

The definition of a routine repair is: Defect that can be deferred without serious discomfort, inconvenience or nuisance to the tenant or a third party, or long-term deterioration of the building, and can await the next convenient maintenance visit. TMOs should include all jobs that are treated locally as routine, but a suggested list is included here for guidance.

Suggested activity list:

- General joinery repairs
- Repairs to door, windows and floors
- Repairs to external walls, fences and paths
- Repairs to walls, brickwork and slates or tiles
- Repairs or clearing of gutters and downpipes
- Repairs to kitchen fittings
- Repairs to plaster work
- Dripping or leaking taps or shower units
- Other minor plumbing repairs
- Repairs to tiling
- Easing doors and windows
- Other minor day-to-day repairs or replacements

### **Formula**

$$(A / B) * 100$$

Where A = The total number of routine repairs completed year-to-date that were completed within target (e.g. 28 calendar days). As with all reactive repairs with completion targets, the time must begin to elapse as soon as the resident has reported the repair to the TMO NOT when the TMO raises the repair with a contractor.

And where B = The total number of routine repairs completed year-to-date

<b>SYSTEM</b>
<b>TIMESCALE</b>
<b>LEAD OFFICER</b>  Name: Job Title Service Area: Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of repairs where an appointment was made and kept

**DEFINITION**

To indicate whether or not the TMO is keeping appointments.

**METHODOLOGY**

This measure expresses the number of appointments kept as a percentage of the number that were actually made. An appointment is an arrangement to carry out a responsive repair on a specific date (e.g. 'AM on March 15th' not 'only Mondays'). Anything more than a half day appointment slot is not considered an appointment.

This indicator asks for the number of appointments kept by the TMO as a percentage of all appointments made. Appointments are not considered necessary for emergency repairs, which should be completed as soon as possible. However, appointments can be made for urgent and routine repairs whether inside or outside of the property and for communal areas (where an appointment could be made with a scheme manager, caretaker, or other member of staff or tenant who reported the repair).

Where a repair requires multiple separate visits to complete, then the appointments for each separate visit should be counted. If a repair takes multiple continuous working days to complete, then the appointment should be counted as a single event which is the time slot at which the operative is due to arrive to start the work. An appointment should be considered to be kept if the contractor arrives within the specific time slot given to the tenant (ie an appointment has not been kept if the contractor arrives at midday and the appointment slot was 9am . 11am). An appointment should be considered to be kept by the landlord if it is broken by the tenant but kept by the landlord.

The denominator must include any appointments made by the contractor or the DLO.

The following should be excluded:

emergency repairs

repairs to voids

appointments for planned, programmed or cyclical works

appointments for pre or post inspections or for survey work.

**Formula**

$$(A / B) * 100$$

A = Number of repairs appointments kept

B = Number of repairs appointments made

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

**Percentage of repairs completed first time**

**DEFINITION**

This indicator allows TMOs to understand how efficiently and effectively they are diagnosing repair problems and planning for their rectification; and allows customers to see if they are receiving an efficient and effective “right first time” service in comparison to others.

**METHODOLOGY**

This indicator calculates the number of repairs completed right first time as a percentage of the total number of repairs completed in the period benchmarked.

‘Right’ is normally defined as completed to the satisfaction of the tenant.

‘First Time’ is defined as completed by the repairs operative without the need to return a further time because the repair was inaccurately diagnosed and / or the operative did not fix the problem.

Where the job requires multiple trades who may follow on from each other, then the work would still be considered completed ‘right first time’ unless the customer had to call the operative back because the repair had not been completed correctly and required a rectification visit.

Where the tenant has failed to give access, this will not be counted as a first visit.

Pre-inspections are excluded from this performance indicator.

**Formula**  
 $(A / B) * 100$

**A = number of repairs completed right first time in period**

**B = number of repairs completed in period**

**SYSTEM**

**TIMESCALE**

**LEAD OFFICER**

**Name:**  
**Job Title:**  
**Service Area:**  
**Telephone Extension:**

**PERFORMANCE INDICATOR**

Percentage of gas servicing carried out within 12 months of previous service

**DEFINITION**

This performance indicator allows both the TMO and their customers to be assured that the landlord is complying (or otherwise) with the legal requirement to check and service all TMO owned gas appliances in their properties.

**METHODOLOGY**

This measures the number of properties with a TMO owned gas appliance, for which the TMO holds a current, valid gas certificate to confirm that the annual safety check has been completed, when due, as a percentage of all properties with a landlord owned gas appliance. The denominator should be the number of rented dwellings in ownership that have a connected gas supply (not necessarily the total stock in ownership). Where a gas supply has been disconnected, these units are excluded from the denominator, but the TMO must hold an appropriate record confirming disconnection. Tenanted properties with disconnected gas pipe work should only be excluded if there is a record of annual checks to verify the gas supply is still disconnected (having regard for regulation 33(2)).

**FORMULA**

$$(A / B) * 100$$

A = The number of dwellings with a current valid gas safety certificate as at the end of the period. The TMO must hold a copy of the certificate.

B = The number of dwellings for whom the TMO has a gas safety obligation under the Gas Safety (Installations and Use) Regulations 1998.

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Total number of ASB cases first reported

**DEFINITION**

This PI records the number of Anti Social Behaviour cases reported.

**METHODOLOGY**

Log all new ASB cases reported in the period, regardless of whether they have been closed.

**FORMULA**

Add together all ASB cases reported in the period

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of satisfaction with the out of hours repairs service

**DEFINITION**

This indicator measures, for residents, the satisfaction with the out of hours repairs service.

**METHODOLOGY**

Net satisfaction is calculated as the total positive (satisfied) score minus the total negative (dissatisfied) score. Net satisfaction is arguably a more accurate single measure for use in data comparison than the more commonly used combined positive score which takes no account of negative responses.

The number of ~~v~~ery satisfied~~q~~ or ~~f~~airly satisfied~~q~~ responses as a percentage of total number of responses from the sample. The calculation must be based on all valid survey responses received. Examples of invalid responses are if a respondent did not check any of the boxes, checked more than one box, wrote in a comment instead of checking a box, etc. These must be excluded for the denominator.

Neutral responses (i.e. ~~D~~on't know/~~N~~o opinion~~q~~) are valid. These must be included in the denominator.

**FORMULA**

$$[(A + B) - (C + D)] / N * 100$$

A = the number of respondents who are very satisfied with the out of hours repairs service.

B = the number of respondents who are fairly satisfied with the out of hours repairs service.

C = the number of respondents who are very dissatisfied with the out of hours repairs service.

D = the number of respondents who are fairly dissatisfied with the out of hours repairs service.

N = the total number of respondents to the question, who gave valid answers (ie very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied).

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of satisfaction with emergency repairs service

**DEFINITION**

This indicator measures, for residents, the satisfaction with the emergency repairs service.

**METHODOLOGY**

Net satisfaction is calculated as the total positive (satisfied) score minus the total negative (dissatisfied) score. Net satisfaction is arguably a more accurate single measure for use in data comparison than the more commonly used combined positive score which takes no account of negative responses.

The number of ~~v~~ery satisfied~~q~~ or ~~f~~airly satisfied~~q~~ responses as a percentage of total number of responses from the sample. The calculation must be based on all valid survey responses received. Examples of invalid responses are if a respondent did not check any of the boxes, checked more than one box, wrote in a comment instead of checking a box, etc. These must be excluded for the denominator.

Neutral responses (i.e. ~~D~~on't know/~~N~~o opinion~~q~~) are valid. These must be included in the denominator.

**FORMULA**

$$[(A + B) - (C + D)] / N * 100$$

A = the number of respondents who are very satisfied with the emergency repairs service.

B = the number of respondents who are fairly satisfied with the emergency repairs service.

C = the number of respondents who are very dissatisfied with the emergency repairs service.

D = the number of respondents who are fairly dissatisfied with the emergency repairs service.

N = the total number of respondents to the question, who gave valid answers (ie very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied).

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of satisfaction with routine repairs service

**DEFINITION**

This indicator measures, for residents, the satisfaction with the routine repairs service.

**METHODOLOGY**

Net satisfaction is calculated as the total positive (satisfied) score minus the total negative (dissatisfied) score. Net satisfaction is arguably a more accurate single measure for use in data comparison than the more commonly used combined positive score which takes no account of negative responses.

The number of ~~v~~ery satisfied or ~~f~~airly satisfied responses as a percentage of total number of responses from the sample. The calculation must be based on all valid survey responses received. Examples of invalid responses are if a respondent did not check any of the boxes, checked more than one box, wrote in a comment instead of checking a box, etc. These must be excluded for the denominator.

Neutral responses (i.e. ~~D~~on't know/No opinion) are valid. These must be included in the denominator.

**FORMULA**

$$[(A + B) - (C + D)] / N * 100$$

A = the number of respondents who are very satisfied with the routine repairs service.

B = the number of respondents who are fairly satisfied with the routine repairs service. C = the number of respondents who are very dissatisfied with the routine repairs service.

D = the number of respondents who are fairly dissatisfied with the routine repairs service.

N = the total number of respondents to the question, who gave valid answers (ie very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied).

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of satisfaction with Major Works

**DEFINITION**

This indicator measures, for residents, the satisfaction with the Major Works.

**METHODOLOGY**

Net satisfaction is calculated as the total positive (satisfied) score minus the total negative (dissatisfied) score. Net satisfaction is arguably a more accurate single measure for use in data comparison than the more commonly used combined positive score which takes no account of negative responses.

The number of ~~v~~ery satisfied~~q~~or ~~f~~airly satisfied~~q~~responses as a percentage of total number of responses from the sample. The calculation must be based on all valid survey responses received. Examples of invalid responses are if a respondent did not check any of the boxes, checked more than one box, wrote in a comment instead of checking a box, etc. These must be excluded for the denominator.

Neutral responses (i.e. ~~D~~on~~q~~ know/~~N~~o opinion~~q~~) are valid. These must be included in the denominator.

**FORMULA**

$$[(A + B) - (C + D)] / N * 100$$

A = the number of respondents who are very satisfied with the Major Works.

B = the number of respondents who are fairly satisfied with the Major Works

C = the number of respondents who are very dissatisfied with the Major Works

D = the number of respondents who are fairly dissatisfied with the Major Works.

N = the total number of respondents to the question, who gave valid answers (ie very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied).

**SYSTEM**

**TIMESCALE**

**LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Satisfaction with complaints service

**DEFINITION**

This indicator measures, for residents, the satisfaction with the complaint service

**METHODOLOGY**

Net satisfaction is calculated as the total positive (satisfied) score minus the total negative (dissatisfied) score. Net satisfaction is arguably a more accurate single measure for use in data comparison than the more commonly used combined positive score which takes no account of negative responses.

The number of ~~very satisfied~~ or ~~fairly satisfied~~ responses as a percentage of total number of responses from the sample. The calculation must be based on all valid survey responses received. Examples of invalid responses are if a respondent did not check any of the boxes, checked more than one box, wrote in a comment instead of checking a box, etc. These must be excluded for the denominator.

Neutral responses (i.e. ~~Don't know/No opinion~~) are valid. These must be included in the denominator.

**FORMULA**

$$[(A + B) - (C + D)] / N * 100$$

A = the number of respondents who are very satisfied with the complaints service

B = the number of respondents who are fairly satisfied with the complaints service

C = the number of respondents who are very dissatisfied with the complaints service.

D = the number of respondents who are fairly dissatisfied with the complaints service.

N = the total number of respondents to the question, who gave valid answers (ie very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied).

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Satisfaction with the way we dealt with your ASB case

**DEFINITION**

This indicator measures, for residents, the satisfaction with their ASB case

**METHODOLOGY**

Net satisfaction is calculated as the total positive (satisfied) score minus the total negative (dissatisfied) score. Net satisfaction is arguably a more accurate single measure for use in data comparison than the more commonly used combined positive score which takes no account of negative responses.

The number of 'very satisfied' or 'fairly satisfied' responses as a percentage of total number of responses from the sample. The calculation must be based on all valid survey responses received. Examples of invalid responses are if a respondent did not check any of the boxes, checked more than one box, wrote in a comment instead of checking a box, etc. These must be excluded for the denominator.

Neutral responses (i.e. 'Don't know/No opinion') are valid. These must be included in the denominator.

**FORMULA**

$$[(A + B) - (C + D)] / N * 100$$

A = the number of respondents who are very satisfied with the ASB case

B = the number of respondents who are fairly satisfied with the ASB case

C = the number of respondents who are very dissatisfied with the ASB case

D = the number of respondents who are fairly dissatisfied with the ASB case

N = the total number of respondents to the question, who gave valid answers (ie very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied).

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of tenant satisfaction overall with TMO services

**DEFINITION**

This is a useful measure of resident satisfaction. It should encourage delivery of good services.

**METHODOLOGY**

This indicator measures, for GN residents, the net satisfaction with the services/overall service provided by the TMO.

Net satisfaction is calculated as the total positive (satisfied) score minus the total negative (dissatisfied) score. Net satisfaction is arguably a more accurate *single* measure for use in data comparison than the more commonly used combined positive score which takes no account of negative responses.

Result of resident satisfaction survey using STAR methodology. The number of very satisfied or fairly satisfied responses as a percentage of total number of responses from the sample. The calculation must be based on all valid survey responses received. Examples of invalid responses are if a respondent did not check any of the boxes, checked more than one box, wrote in a comment instead of checking a box, etc. These must be excluded for the denominator.

Neutral responses (i.e. Don't know/No opinion) are valid. These must be included in the denominator.

**FORMULA**

$$[(A + B) - (C + D)] / N * 100$$

A = the number of respondents who are very satisfied with the services/overall service provided by their TMO

B = the number of respondents who are fairly satisfied with the services/overall service provided by their TMO

C = the number of respondents who are very dissatisfied with the services/overall service provided by their TMO

D = the number of respondents who are fairly dissatisfied with the services/overall service provided by their TMO

N = the total number of respondents to the question, who gave valid answers (ie very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied).

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of satisfaction that your views are being taken into account by your TMO

**DEFINITION**

This measure is a gauge as to whether residents feel they are able to have meaningful input and influence.

**METHODOLOGY**

This indicator measures, for GN residents, the net satisfaction that views are being taken into account by the TMO

Net satisfaction is calculated as the total positive (satisfied) score minus the total negative (dissatisfied) score. Net satisfaction is arguably a more accurate single measure for use in data comparison than the more commonly used combined positive score which takes no account of negative responses.

Result of resident satisfaction survey using STAR methodology. The number of 'very satisfied' or 'fairly satisfied' responses as a percentage of total number of responses from the sample. The calculation must be based on all valid survey responses received. Examples of invalid responses are if a respondent did not check any of the boxes, checked more than one box, wrote in a comment instead of checking a box, etc. These must be excluded for the denominator.

Neutral responses (i.e. 'Don't know/No opinion') are valid. These must be included in the denominator.

**FORMULA**

$$[(A + B) - (C + D)] / N * 100$$

A = the number of GN respondents who are very satisfied that their views are being taken into account

B = the number of GN respondents who are fairly satisfied that their views are being taken into account

C = the number of GN respondents who are very dissatisfied that their views are being taken into account

D = the number of GN respondents who are fairly dissatisfied that their views are being taken into account

N = the total number of GN respondents to the question, who gave valid answers (ie very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied, no opinion).

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of satisfaction with the opportunities for participation

**DEFINITION**

This measure is a gauge as to whether residents feel satisfied with the opportunities for participation.

**METHODOLOGY**

This indicator measures, for residents, the net satisfaction of opportunities for participation.

Net satisfaction is calculated as the total positive (satisfied) score minus the total negative (dissatisfied) score. Net satisfaction is arguably a more accurate single measure for use in data comparison than the more commonly used combined positive score which takes no account of negative responses.

Result of resident satisfaction survey using STAR methodology. The number of 'very satisfied' or 'fairly satisfied' responses as a percentage of total number of responses from the sample. The calculation must be based on all valid survey responses received. Examples of invalid responses are if a respondent did not check any of the boxes, checked more than one box, wrote in a comment instead of checking a box, etc. These must be excluded for the denominator.

Neutral responses (i.e. 'Don't know/No opinion') are valid. These must be included in the denominator.

**FORMULA**

$$[(A + B) - (C + D)] / N * 100$$

A = the number of respondents who are very satisfied with the services/overall service provided by their TMO

B = the number of respondents who are fairly satisfied with the services/overall service provided by their TMO

C = the number of respondents who are very dissatisfied with the services/overall service provided by their TMO

D = the number of respondents who are fairly dissatisfied with the services/overall service provided by their TMO

N = the total number of respondents to the question, who gave valid answers (ie very satisfied, fairly satisfied, neither satisfied or dissatisfied, fairly dissatisfied, very dissatisfied).

**TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR****Number of Social Activities****DEFINITION****This indicator shows the number of Social Activities organised per year****METHODOLOGY**

**This PI records the number of Social Activities held by your TMO All residents should be given the opportunity to take part in social activities arranged by your organisation which may include:**

- **Bingo**
- **Mother & Toddler group**
- **Coffee Mornings**
- **Knitting classes**
- **Book clubs**
- **Breakfast clubs**

**The social activities available should be advertised in a way that all residents may take part, and no residents are excluded.**

**These social activities could be regular weekly activities or one off activities.**

**If a regular weekly activity is organised i.e. Bingo, it should be recorded as 1 activity per week, so if 4 Bingo sessions were held in the month, it should be recorded as 4, and NOT 1**

**FORMULA**

**Total number of Social Activities held in the period.**

**SYSTEM****TIMESCALE****LEAD OFFICER****Name:****Job Title:****Service Area:****Telephone Extension:**

**PERFORMANCE INDICATOR**

**Number of Open Days**

**DEFINITION**

This indicator shows the number of open days your TMO holds per year

**METHODOLOGY**

This PI record the number of Open Days held by your organisation. Residents should be given the opportunity to consult on various aspects of the TMO including:

- Surplus funds
- Satisfaction with services
- Service improvements, where satisfaction is low
- Local offers
- Major works
- Communal works
- Social Activities
- Ways to become involved

The results of the consultation should be analysed and feedback provided to residents through newsletters, posters, flyers etc.

The open day should also be an opportunity to bring the community together, so it may coincide with a fun day, or some other social activity.

**FORMULA**

Total number of Open Days held in the period.

**SYSTEM****TIMESCALE****LEAD OFFICER**

**Name:**

**Job Title:**

**Service Area:**

**Telephone Extension:**

**PERFORMANCE INDICATOR**

Percentage of tenants actively involved in your TMO

**DEFINITION**

This indicator shows the percentage of residents involved in your TMO

**METHODOLOGY**

Residents can be involved in all aspects of the organisation. This may include:

- Becoming a committee/board member
- Helping to organise social activities
- Helping to organise fun day and open days
- Anyone who is on sub committees, or any other group.

Involved residents should only be counted once, regardless if they are involved in more than one activity.

**FORMULA**

$A/B * 100$

A = Total number of residents involved in the running of the organisation

B = Total number of current occupied properties.

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of tenants profiled

**DEFINITION**

This PI records the percentage of tenants in your TMO who have been profiled. This helps monitor whether services are being delivered equally to different groups of customers, based on age, gender, ethnicity, disability, sexuality and religious belief.

**METHODOLOGY**

These indicators collect the percentage of tenants for whom the TMO holds diversity information in a way that it can be used, for each area of diversity currently monitored. The six areas of diversity include

- age
- gender
- ethnicity
- disability
- sexuality
- religious belief

The diversity information must be held on a system in such a way that policies and requirements can be applied to each individual tenant, and outcomes monitored. For example, the data is held within the tenancy record on the main housing management system. Holding the data on a paper file does not count for the purposes of this indicator, as this would not enable the data to be systematically used to ensure diversity and equality.

Where the tenant has refused to supply the information, this does not count as information held, and is excluded from the numerator.

These indicators collect the percentage of tenants for whom the landlord holds diversity information in a way that it can be used, for each area of diversity currently monitored.

**FORMULA**

$$(A / B) * 100$$

Where A = The number of social tenants for whom the TMO holds diversity information.  
And where B = The total number of social tenants.

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR****Number of Estate Inspections carried out****DEFINITION****This indicator shows the number of Estate Inspections carried out during the period.****METHODOLOGY****This PI records the number of estate inspections carried out in the period. Estate inspections are carried out to highlight any improvements needed on the estate.****Things to look out for on estate inspections may include:**

- Graffiti,
- Broken windows
- Overgrown weeds
- Litter
- Broken pavements/slabs

**Tenants should be encouraged to attend estate walks and be given the opportunity to raise any concerns they may have about the look of their estate.****FORMULA****Add together the total number of estate inspections carried out within the period****SYSTEM****TIMESCALE****LEAD OFFICER****Name:****Job Title:****Service Area:****Telephone Extension:**

**PERFORMANCE INDICATOR**

Number of Newsletters produced

**DEFINITION**

This indicator shows the number of Newsletters produced in the year.

**METHODOLOGY**

This PI records the number of Newsletters produced by your organisation per year.

Residents should be given the opportunity to be involved in the production of your newsletter, this could include

- Organising an editorial group made up of residents and staff
- Giving tenants the opportunity to input into articles in the newsletter
- Asking for feedback on how to improve the design or content of the newsletter

**FORMULA**

Total number of Newsletters produced in the period.

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of quorate meetings

**DEFINITION**

This PI records the number of Committee/Board meeting that are quorate

**METHODOLOGY**

The TMO rules should show the minimum number of Board/Committee members that must be present to ensure the meeting is quorate.

Committee/Board meetings that are not quorate must not vote on items, but members can have a general discussion around the topic.

Any items that have been suspended due to the meeting not being quorate can be discussed and voted on at the next meeting.

**FORMULA****A/B\*100****A = Number of Quorate Committee/Meetings****B = Total number of Committee/Board meetings****SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of Employee Appraisals Completed

**DEFINITION**

This indicator shows the percentage of Employees who have had an appraisal completed

**METHODOLOGY**

This PI records the percentage of employees who have had an appraisal carried out.

Appraisals should include items such as:

- Performance ratings
- An individual learning/training plan
- A review of the previous year's objectives and targets
- Objectives and targets for the upcoming year.

All employees should undertake an appraisal whether they are a full time or part time staff.

All employee should undertake an appraisal whether they are temporary, part-time or full time members of staff.

Appraisals need to be completed within 6 months of the start of the new financial year. Any appraisals not completed or completed after this date, should not be included in the year end figure.

**FORMULA**

A divided by B multiplied by 100

Total number of employees who have had an appraisal (A) divided by the total number of employees (B) multiplied by 100

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Percentage of Committee Appraisals completed.

**DEFINITION**

This indicator shows the percentage of Committee/Board Members who have had an appraisal completed

**METHODOLOGY**

This PI records the percentage of Committee/Board members who have had an appraisal carried out.

Appraisals should include items such as:

- A members performance from the previous year
- Any learning/training needs
- Required level of support
- Areas they would like to become more/less involved in

All Committee/Board members including the Chair should undertake an appraisal whether they are a full members or co-opted members.

Appraisals need to be completed within 6 months of the start of the new financial year.

Any appraisals not completed or completed after this date, should not be included in the year end figure.

**FORMULA**

A divided by B multiplied by 100

Total number of Committee/Board members who have had an appraisal (A) divided by the total number of Committee/Board members (B).

**SYSTEM****TIMESCALE****LEAD OFFICER**

Name:

Job Title:

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

Average number of working days lost through sickness per employee

**DEFINITION**

This indicator measures the average number of working days lost to sickness absence, per employee.

**METHODOLOGY**

This measure enables the TMO to monitor the level of sickness absence. This is an important efficiency measure as significant productivity gains can be made by tackling absenteeism. All permanent employees should be included, including DLO staff. Agency staff and staff on maternity / paternity leave should be excluded. Temporary staff or staff on fixed-term contracts who have been employed by the organisation for over a year should be considered permanent.

Working days / shifts means days / shifts scheduled for work after holidays / leave days have been excluded. Where an employee reports sick part way through a working day, the information should be recorded to the nearest half-day / shift.

Include all days lost due to sickness absence, including industrial injury, self-certified sickness, or certified by a GP. Days lost through sickness due to disability or long term sickness should be included even if the employee is not paid.

Staff numbers are calculated as whole time equivalents (WTEs). An individual's whole time equivalent (WTE) is calculated by dividing the number of basic hours that the individual is contracted to work by the standard basic hours for a full time member of staff. For example, an employee who works 3 days a week (out of 5) has a WTE of  $3/5 = 0.6$ .

For part-time employees, the numerator and the denominator must be calculated on a consistent basis. If a person working 2 days per week misses a whole week, the numerator = 2 days. As shown above, an adjustment also needs to be made to the denominator and a person working 2 days per week has a WTE of 0.4.

Note that as the numerator can only increase over time, and the denominator is expected to remain relatively stable, this figure is 'cumulative incremental'. This means that the figure is expected to increase over the course of the year.

**FORMULA**

A / B

A = the total number of working days / shifts lost due to sickness absence.

B = the average number of whole time equivalents (WTEs) employed during the period [i.e. (FTE start of period) + (FTE end of period) / 2]

**SYSTEM**

**TIMESCALE**

**LEAD OFFICER**

Name:

Job Title: Human

Service Area:

Telephone Extension:

**PERFORMANCE INDICATOR**

**Percentage of complaints responded to within target.**

**DEFINITION**

**This measure will allow TMOs to track whether they are meeting their own target response times and how their performance compares with other TMOs.**

**METHODOLOGY**

**A 'full response' is a substantive response, which will normally be in writing (unless exceptional circumstances apply). Acknowledgements and 'holding replies' are not full responses, regardless of circumstances.**

**For those Stage 1 complaints responded to in full in the quarter, count the number that were responded to within the organisation's agreed target time.**

**Organisations will have differing targets for responding in full to a Stage 1 complaint.**

**Count all Stage 1 complaints responded to in the period, regardless of when the complaint was first received.**

**FORMULA**

$$A / B * 100$$

**A = Number of Stage 1 complaints responded to in full within target**

**B = Number of all Stage 1 complaints responded to in full in the period**

**SYSTEM****TIMESCALE****LEAD OFFICER**

**Name:**

**Job Title:**

**Service Area:**

**Telephone Extension:**