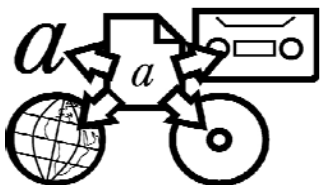
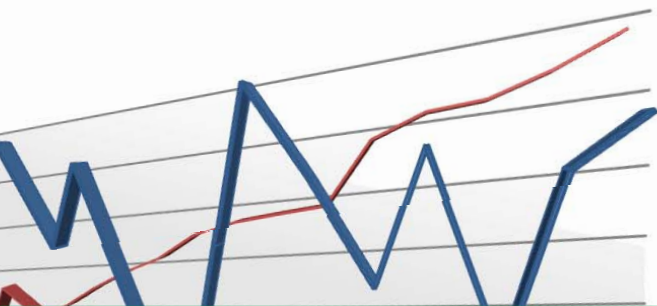
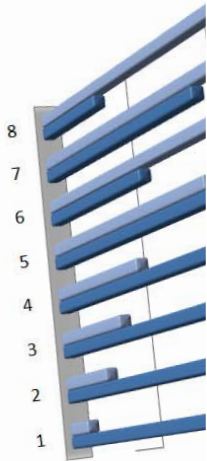
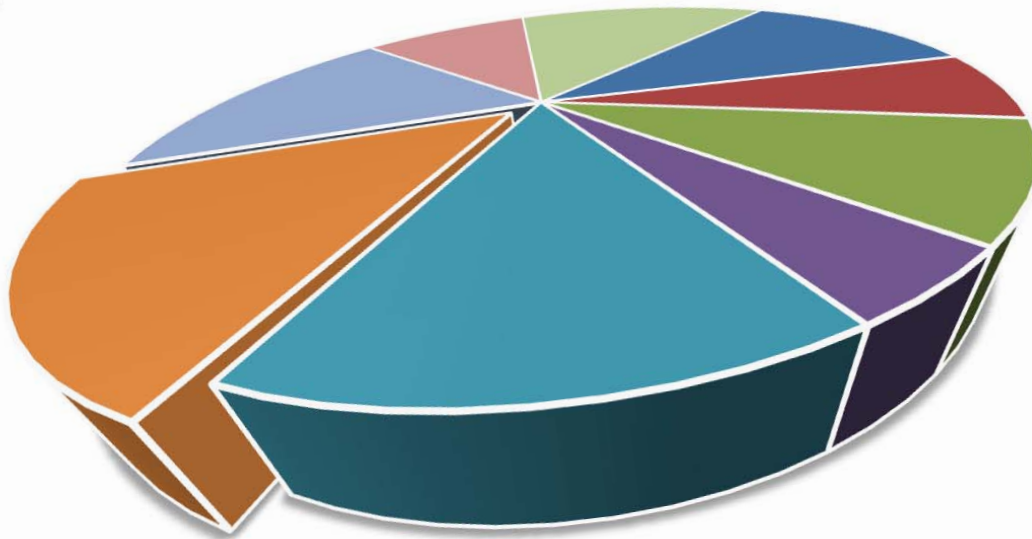
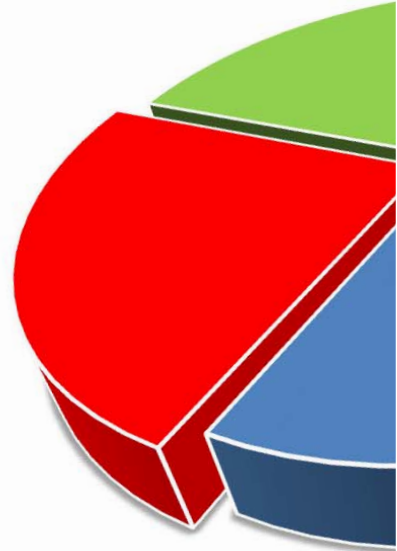
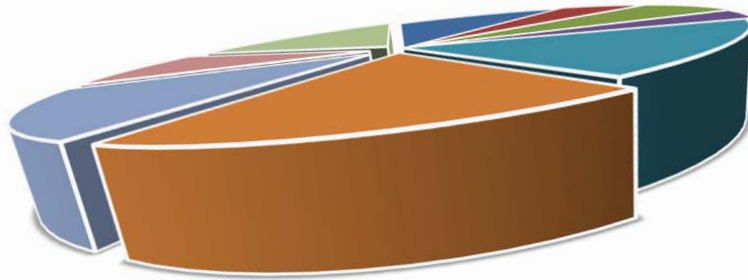
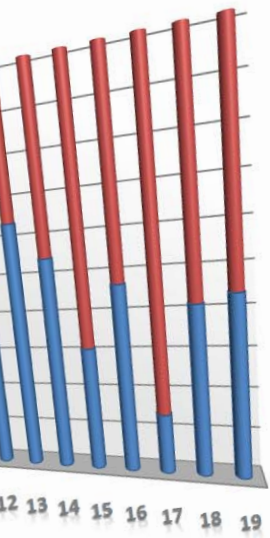


Performance

What the figures mean
and why they matter



This document is available in other languages,
larger text, Braille and on audio CD or cassette.

What the figures mean and why they matter?

What does it all mean?

As one of our tenants, you'll be used to seeing a bunch of figures in 'Inhouse' or in the Annual Report, sometimes accompanied by pie charts and graphs. But what do all these numbers and percentages mean? What represents good and bad performance? If we're not up to scratch or performing fantastically, what does that mean for you (and us)?

This leaflet sets out to shed the light on the area of performance management and make things a little clearer.

Some basic terms

We often refer to a whole host of terms and abbreviations when we present performance data which can sometimes be a little puzzling and confusing. Here's a brief introduction to the main terms we use in performance reporting.

Arrears

Money (rent and/or service charge) that is owed by tenants. These can be 'Current Arrears' (owed by tenants who currently live in our properties) or 'Former Arrears' (owed by tenants who have previously lived in our properties).

Benchmark

The performance of other similar organisations (e.g. housemark compares our performance to those of other similar sized Housing Associations within the North West). By comparing ourselves to others, we can get an impression of how we are performing and what action we need to take (if any) in order to improve standards.

Decent Homes Standard (DHS)

A minimum standard of housing (e.g. all homes must be in a reasonable state of repair and have reasonably modern facilities and services). The Government has set a target for all social housing to meet this standard by 2010.

Emergency Repair

A repair which needs to be done in a matter of hours (Chorley Community Housing has a target of 24 hours or less) such as a burst affecting electrics, a complete power failure or toxic fumes from heating systems.

Financial Inclusion

A method of reducing deprivation and poverty to enable those who may be experiencing financial difficulty to access financial products and services they may benefit from (and providing help to access these).

Housemark

The organisation who provides Benchmarking services to social housing providers across the UK.

Key Performance Indicators (KPI)

Financial and non financial measures which are used to help organisations such as Chorley Community Housing measure its performance, identify trends and monitor progress towards its goals (e.g. to make all homes decent standard by 2010) / draw up action plans to improve. Realistic but challenging targets are proposed by head management and then performance is judged against these targets and relevant benchmarks.

Planned Maintenance

Maintenance of properties that is planned or that happens once every so many years (e.g. external redecoration / bathroom replacement / roofing works).

Procurement

The purchase of goods and services that meet the users needs whilst ensuring value for money. Procurement for Housing is run by the social housing sector to promote collectively purchasing in order to reduce cost and obtain high quality goods.

Quarter

The financial year (which runs from the start of April to the end of March) is divided into four quarters: quarter 1 (April, May and June), quarter 2 (July, August, September), quarter 3 (October, November and December) and quarter 4 / year end (January, February and March). Performance is reported to both the board and our tenants at the end of each quarter and at 'year end'. Some performance targets are 'year end' (meaning that the final target is to achieved over the course of a year, increasing or decreasing gradually month by month).



Quartile

The value at the 25th, 50th or 75th point in the population. For example the top quartile would be the value (e.g. % of customer satisfaction) obtained by the 75th percentile (where only 25% of the population score above this). The top and bottom quartile are sometimes used as benchmarks for performance.

Alternatively the 'Median' is used (the middle value in a set of numbers) or the 'Mean' (the average of a set of numbers).

Re-let time

The length of time between a home becoming vacant/'void' and being re-let to a new tenant. Obviously the shorter this is the better as the longer homes are vacant/void, the more income/rent is lost.

Rent Collection

The proportion of rent which is collected within a given period taking into account housing benefit payments, tenant rent payments and tenant arrears.

Responsive repairs

Day to day repairs, resulting from a customer or member of staff identifying the need for a repair. The majority of repairs within Chorley Community Housing are responsive.

Routine Repair

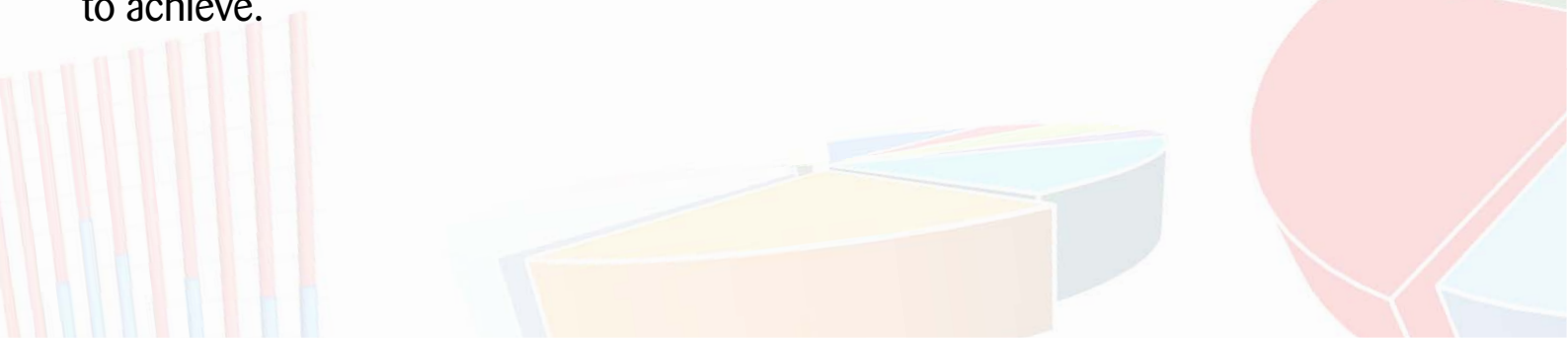
A repair which can be deferred/postponed without serious inconvenience (e.g. wear and tear).

SAP rating

A measure of a homes energy efficiency (expressed on a scale of 1 to 100). The higher the number the better the rating influenced by insulation, heating efficiency etc.

Service Standards

A set of standards which we set out to achieve in a number of areas (e.g. average time to answer a customers call, average cost of a responsive repair). These outline the standards that both customers can expect and employees must strive to achieve.



STATUS

A survey developed by the National Housing Federation to monitor satisfaction amongst tenants. Due to the complexity of its wording, Chorley Community Housing uses an adapted version of this for the Annual Tenant Satisfaction Survey which includes both questions we are required to ask and report (i.e. satisfaction with repairs) and questions which explore specific areas of interest (i.e. refurbishment at Miles Platting / the resident involvement activities we run).

Tenant Services Authority (TSA)

The new regulator for social housing (taking over from the Housing Corporation). Launched in 2008, their goal is to work with landlords and tenants to improve services for existing and prospective tenants.

Turnaround Time

Average time from a tenancy terminating to it becoming available for another tenant to let. Otherwise known as 'relet time'.

Urgent Repair

An important repair to a tenants homes but delaying these repairs slightly (to prioritise emergency repairs) would not put the tenant in any danger (e.g. blocked gutters, severe damp). Within Chorley Community Housing, there is a target time of 7 days for urgent repairs.

Void

A property which is vacant but available to let. These properties result in void loss (loss of income/rent) until they are relet to new tenant (s). Therefore, the shorter the 'average time to relet' the less money we lose in lost income.



YTD (Year to Date)

Year to date performance (the performance in the year so far). This refers to the financial year (rather than the calendar year) which runs from the start of April to the end of March.

What we report and what they mean?





The table below shows a sample of the key performance indicators which we report to tenants and our board, either at the end of the quarter or at year end. The table shows the indicator name, what it means (and where the data comes from) and what is good or bad performance / what factors can affect this. Some indicators are monitored on a monthly basis, some on a quarterly basis (once every three months) and some once every year (annual).

Examples of Key Performance Indicators

Key Performance Indicator	What does it mean?	What's good and bad?
THE HOME (REPAIRS AND MAINTENANCE / THE HOME)		
<p>i) % of emergency, urgent and routine repairs completed in target</p>  <p>≥ Monthly Measure</p>	<p>The proportion of repairs that are completed for tenants within the target times of 24 hours (emergency), ≤ 7 days (urgent) and ≤ 28 days (routine). This is calculated using the number of repairs completed within target divided by the total number of repairs carried out for that category (year to date).</p>	<p>The target for this area is ambitiously set at 98% for emergency, urgent and routine repairs. This can sometimes be unfavorably affected if completion dates are not put onto the system (or wrong completion dates are inputted an admin error), jobs are not completed because further works are required (which have to be passed to central maintenance) or additional materials are required / we are awaiting payment (from a tenant recharge repair when a tenant has damaged the property themselves).</p>
<p>ii) Average cost of responsive repairs</p>  <p>≤ Monthly Measure</p>	<p>The average cost of the repairs we carry out to tenants homes. This is calculated using the total cost of repairs divided by the total number of day to day repairs carried out (year to date).</p>	<p>This is favorable as long as the average cost is equal to (or below) the target. Some may feel that the lower this value, the better. However, we have to make judgments based on the quality of workmanship and materials, obtaining the best value for money (i.e. the cheapest may not necessarily be the most cost effective and therefore a very low average cost may not always be better for the tenants and their homes).</p>



Continued...

<p>iii) % of repairs completed at first visit</p>  <p>≥ Monthly Measure</p>	<p>This is taken from the PDA service satisfaction questionnaires for day to day repairs. This is a simple 'yes' / 'no' question and is based on the number of tenants who wish to answer the question.</p>	<p>The target for this is 90%. Sometimes it is inevitable we cannot complete a repair at first visit (i.e. the operative finds a problem which can only be repaired by someone with different skills or with specific parts we need to order). Therefore, whilst we want this to be in target (as repeat visits increase tenant inconvenience/our costs), it is much better to complete them fully rather than leave a tenant with a job 'half done'.</p>
<p>iv) Average times to relet properties</p>  <p>≤ Monthly Measure</p>	<p>This is calculated based on the total number of days vacant properties are available to let (i.e. are not being refurbished/ repaired) divided by the total number of properties.</p>	<p>The target for this is 20 days. The longer properties are vacant, the more income (in the form of rent) we lose so clearly the lower this is, the better for us in terms of income collection. This can sometimes be affected by a number of schemes which are 'difficult to let' (due to their location/structure).</p>
<p>v) % of voids / void loss</p>  <p>≤ Monthly Measure</p>	<p>This is the amount of rent that we lose from having stock which is available to let but is not tenanted.</p>	<p>Void loss is affected by the amount of properties we have vacant, the time taken to relet them and their value (i.e. whether they are small bedsits with low rents or large family homes with high rents).</p>
<p>vi) % current arrears</p>  <p>≤ Monthly Measure</p>	<p>This is the proportion of arrears (tenant 'debt') as a proportion of all the rent that we could possibly collect (if all properties were tenanted and full rent was being collected/paid).</p>	<p>The introduction of 'income collection officers' (housing officers specialised in dealing with arrears) has led to a significant improvement. The lower this value the better as the more of our tenants who pay their rent in full, the less time we have to spend chasing bad debt and the more money we have to provide the quality services to you, the tenant.</p>

Our performance pledge

In reporting our performance to you, our tenants, we will pledge to provide figures that are:

- Accurate, relevant and up to date.
- Easily accessible for all (including simple 'plain English' explanations, symbols, arrows etc).

Presented in a variety of different formats (i.e. pie charts / bar charts etc) because a 'picture says a thousand words'.

When performance is poor, we will provide comment / further explanation for why targets haven't been met (and what we're doing to improve things) and we'll also make sure we don't just present you with numerical data but also show comments tenants have made about how service (and what we've done to respond to these – i.e. 'you said, we did').

If you have any questions about the realm of performance management or to request paper copies of performance documents please contact:

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ARABIC

هذه الوثيقة متاحة باللغة العربية
عند الطلب.

BENGALI

অনুরোধ করলে এই ডকুমেন্টটি
বাংলা তে ও উপলব্ধ

CANTONESE

本文件可以應要求，製作成中文
(繁體字) 版本。

FARSI

این مدرک در صورت درخواست به فارسی
موجود است.

FRENCH

Ce document est disponible en français
sur simple demande.

GUJARATI

આ દસ્તાવેજ વિનંતી કરવાથી ગુજરાતીમાં
મળી રહેશે.

HINDI

अनुरोध पर यह दस्तावेज़ हिन्दी में भी
उपलब्ध है

KURDISH

ئهم بەلگهیه به پیی داواکاری به زمانی
کوردی ش دەس دەکهویت

MANDARIN

本文件可以应要求，制作成
中文 (简体字) 版本。

POLISH

Dokument ten jest na życzenie udostępniany
w języku polskim.

PUNJABI

ਪੰਜਾਬੀ ਵਿਚ ਵੀ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ
ਇਹ ਦਸਤਾਵੇਜ਼ ਮੰਗ ਕੇ

SOMALI

Dokumentigaan waxaa lagu helaa Soomaali
haddii la codsado.

URDU

درخواست پر یہ دستاویز اردو میں بھی مل سکتی ہے۔

VIETNAMESE

Tài liệu này có sẵn bằng tiếng Việt khi
được yêu cầu.

 business for neighbourhoods

a member of
 adactus
housing group ltd.  INVESTOR IN PEOPLE  POSITIVE ABOUT
DISABLED PEOPLE