# Data quality: getting H&P definitions right

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# Agenda

Benchmarking basics – reminder

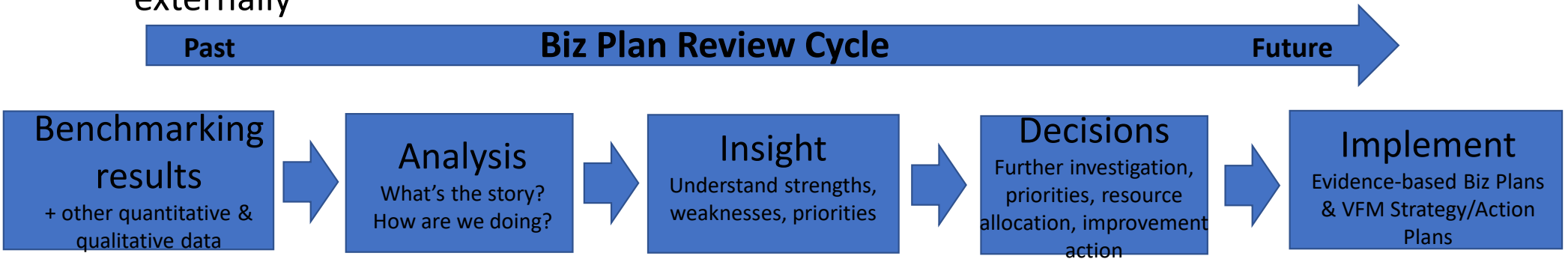
The definitions

# Benchmarking basics

- benchmarking = comparisons
- not everything that is performance managed needs to be benchmarked
- so the question is: will comparisons provide additional insight on a key issue?
- less is more: best focus on getting a small number of key metrics right
- how?: stick to the definition - might be different to how you traditionally count something
- alternative?: undermines credibility of data & ultimately the sector – trust issues, corrosion, anarchy
- unless otherwise stated, we are focused on benchmarking the primary forms of **managed** social housing
  - general needs, housing for older people & support
  - limited exceptions in financial metrics (eg overall margin, EBITDA)

# Benchmarking basics

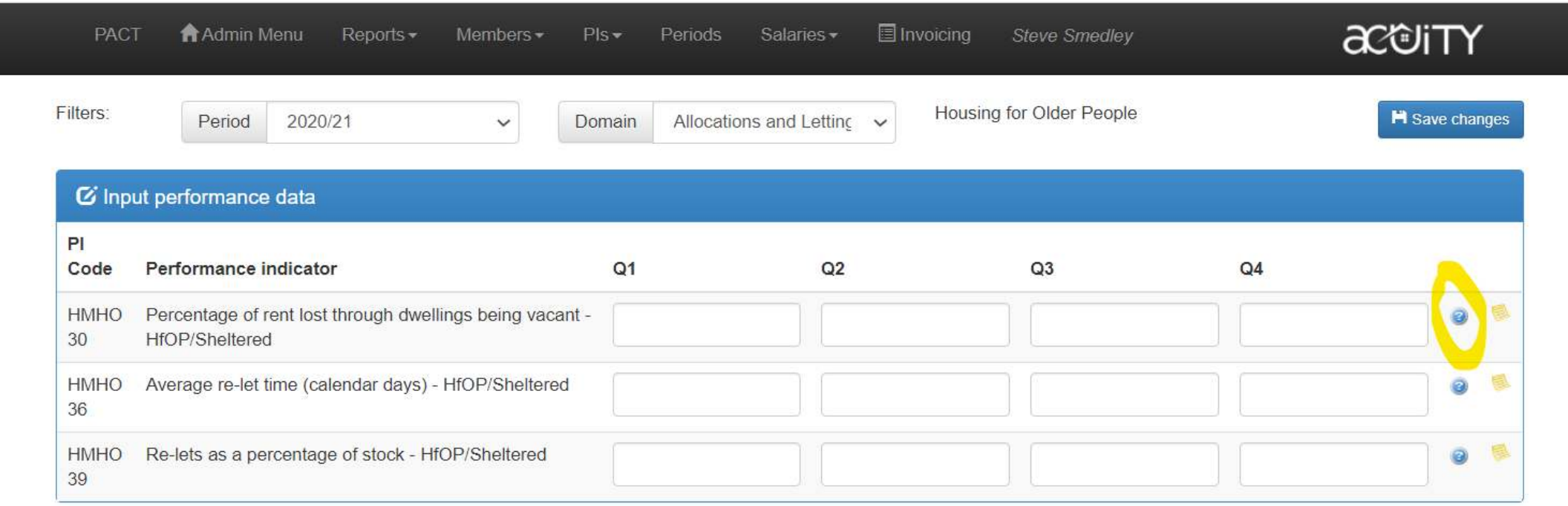
- benchmarking is the start of a journey not the last word
  - biz analysis tool (internal)
    - evidence-based resource allocation & focused improvement work
    - achieve ambition
      - deliver your corporate plan, create headroom
      - maximise social goals at the heart of your mission
    - mitigate risks – preserve value (& reputation) in the face of challenging operating environment, political/economic uncertainty, etc
  - transparency/accountability/political management tool (external)
  - provide assurance of sound grasp of cost and performance, in context, internally & externally



# Benchmarking basics

- it is not ‘the answer’ or last word on VFM – ‘computer says no’
  - data means nothing without the story of ‘why it is so’
  - often as much about context as it is about performance
  - cost & performance/quality in the round, complemented with other info (eg qualitative), taken in context
  - not a finely calibrated tool for league tabling, getting hung up on immaterial/minor apportionment, exposing individuals

# All definitions available on data entry page by clicking on the blue '?'



# Human Resources

| | |
|---|---|
| **AHBV 12** | **Average working days lost due to sickness absence - per FTE** |
| **HMPI 360** | **Total staff turnover** |

# Growth

- Overall growth in **social** stock owned, leased and managed (AHB 206)
  - New **social** housing units delivered % (AHB 204)
  - Growth in **social** leased & managed stock (AHB 207)
- Rationale
  - captures overall **social** growth (broken down into new units delivered & new leased & managed) by considering all social growth that has come into ownership or management over the year.
  - reflects that not all social growth (AHB 206) is predicated on new social owned stock (AHB 204) and that new social leased and managed (AHB 207) should be included too

# Growth

- Definition & calculation of **overall growth** (AHB 206):
  - new social housing owned, leased and managed units during the period January - December / all social stock owned, leased and managed **at period end (December)**
- breakdown (AHB 204 & 207) same basis:
    - new social housing owned/all social housing owned
    - new leased and managed/all leased and managed
- NB! because denominator is at year end, your results won't look as good as if it were taken year start BUT facilitates English comparisons
- 'Owned, leased and managed' as per Annual Regulatory Return - means no double-counting stock that is both owned and managed
- Should not pick up private/commercial
    - not everybody does it, not that material?
    - private should feature on your profile (for context)

# Lettings

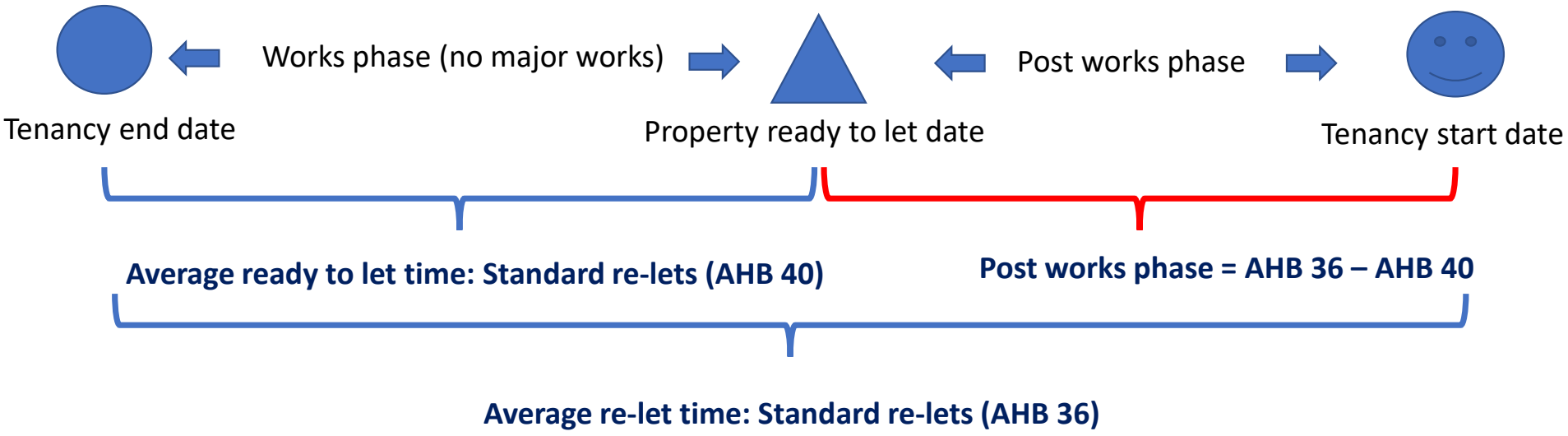
Rationale

- 4 lettings metrics measure efficiency of key biz process
- 3 groups
  - 2 look at **standard/routine relets**
  - 1 looks at **major works relets**
  - 1 looks at **new lets**
- no migration across groups
  - eg a MW void is a MW void until its let

# Lettings

## Isolates the majority of voids - standard/routine re-lets

- Average **re-let** time: Standard re-lets (AHB 36) – end to end process
- Average ready to let time: Standard **re-lets** (AHB 40)
  - isolates works phase - landlord has total? control
  - post works phase often associated with nom issues



# Lettings

- Don’t include major works, new lets, successions, exchanges – standard voids only!
- calculation - total # days relet properties are vacant in period/# of lettings in period
- ‘# of days vacant’ = # days between tenancy end date and
  - tenancy start date – *Average re-let time: Standard re-lets (AHB 36)*
  - property accepted as ready to let - *Average ready to let time: Standard re-lets (AHB 40)*
- calendar days – 7 days in a week
- day property goes vacant does not count
- can get 0 days, can’t get negative
- only include voids in this calc once let & include whole time, eg it may have become void the previous reporting period
- finally letting that long void has sting in tail

# Lettings

Ave re-let time: Major Works (AHB 37)

- calculation - total # days MW properties are vacant in period/# of MW lettings in period
- MW never 'convert' to standard/routine once work phase finished – always stay separate
- differentiating from standard/routine voids comes down to definition of MW:
  - **couldn't reasonably be carried out with tenant in-situ – decant test**
  - typically work necessary for property to remain habitable, eg
    - structural - essential to stability and weather resistance eg floors, walls and roofs.
    - site works to area around (typically safety & security)
    - services installations – gas, electric, water, heating, ventilation, lifts
    - work that significantly improves dwelling
- if you routinely upgrade/improve as dwellings become void, you should treat it as MW

# Lettings

Ave letting time for new lets (AHB 41)

- calculation - total # days new let properties are vacant in period/# of new lettings in period
  - # of days vacant = # days between property being accepted into housing management & tenancy start date
  - day property accepted does not count
- New lets can’t magically become standard/routine let

# Satisfaction

- if data has been collected as part of a methodologically sound STAR survey your results are good to go
  - questions phrased specifically
  - appropriate sample size
  - 5 response categories (with neutral middle)
  - only count the very or fairly satisfied

# Rent

- 2 Metrics

| | |
|---|---|
| **AHB 210** | **Percentage of rent collected** |
| **AHB 220** | **Current tenant arrears** |

## AHB 210 Percentage of Rent Collected

$$\frac{\text{Actual Rent \& Service Charge Collected}}{\text{Actual Rent \& Service Charge Due}} \times 100 = \%$$

**Rent Collected** : All rent and service charge collected at month end
**Rent Due** : Rent due year to date for all tenanted properties (excludes void loss and arrears b/f from previous year)

Hence, may be more than 100%

**AHB 220 Current Tenant Arrears %**

$$\frac{\text{€ Current Tenant Arrears}}{\text{Annual Rent \& Service Charge Due}} \times 100 = \text{\% Arrears}$$

**Current Tenant Arrears** : All arrears (excludes former tenant arrears. Credits should be deducted)

**Annual Rent & SC Due** : Rent due year to date (excludes void loss)

# Repairs & Maintenance

- 4 Metrics

| | |
|---|---|
| **HMPI 90** | **Average end-to-end time for all reactive repairs** |
| **SWBM 201** | **Average number of responsive repairs per unit** |
| **AHB 403** | **Ratio of responsive repairs to planned maintenance** |
| **AHB GC1** | **Percentage of gas safety checks completed within target** |

## HMPI 90 - Average end-to-end time for all reactive repairs

Average number of days between the responsive repair being requested and its satisfactory completion including the day of request and the day of completion.
Include all responsive repairs completed during the period

$$\frac{\text{Sum of Total Days taken to complete all responsive repairs in period}}{\text{Total Number of responsive repairs completed in period}} = \text{Average}$$

Day to day single jobs, grouped non-urgent repairs, minor works to rectify flood or fire damage. Excludes, planned cyclical & void works.

## SWBM 201: Average No of Response Repairs Per Unit

Total number of responsive repairs completed during the period

÷

The total number of properties where HA undertakes responsive repairs

= Average

## AHB 403: Ratio of Response to Planned

Reactive Maintenance Spend

÷

Planned maintenance Spend

= Ratio.

# AHB GC1 - Percentage of gas safety checks completed within target

The number of dwellings (where a gas safety check was completed within its anniversary date)

÷

The total number of dwellings (for which AHB is responsible for gas safety checks)

x 100

= %

- The number of rented dwellings in ownership which were due an annual gas safety check during the benchmarking period.
- Exclude disconnected units
- Tenanted properties with disconnected gas pipework should only be excluded if there is a record of annual checks to verify the gas supply is still disconnected.