

Implementing the TSMs: Acuity's approach

Steve Smedley October 2022

Content

- Background
- General
- Detail
- Next Steps

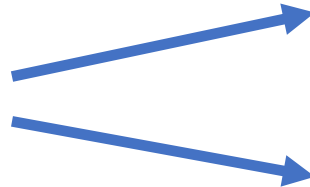
Background

- *The Charter for Social Housing Residents: Social Housing White Paper* - November 2020
 - suggests ways of improving social housing management inc beefed-up consumer regulation inc TSMs
 - TSMs aim to make RP performance more transparent & facilitate accountability:
 - to tenants
 - as a regulatory tool for RSH (identify outliers for further scrutiny)
 - transparency/accountability - incentive for board & executive to get a grip on service
- TSM consultation – December 2021
 - 1098 responses, largely positive
- [RSH decision statement](#) – September 2022
 - a new standard - [Annex 3: Tenant Satisfaction Measures Standard - from 1 April 2023](#)
 - 22 (26 really!) TSMs & detailed definitions - [Annex 4: Tenant Satisfaction Measures - Technical requirements](#)
 - 12 perception TSMs & 10 from management info
 - 2 complaints each split stage 1 & 2
 - ASB sliced: (1) total ASB & (2) hate ASB
 - repairs targets split: (1) non-emergencies & (2) emergencies
 - detailed survey requirements - [Annex 5: Tenant Satisfaction Measures - Tenant survey requirements](#)
- TSMs go live April 2023 for the year 23-24
- RSH will publish TSM results for >1000 stock RPs – autumn 2024

The TSMs

TSMs collected from tenant perception surveys	
TP01	Overall satisfaction
TP02	Satisfaction with repairs
TP03	Satisfaction with time taken to complete most recent repair
TP04	Satisfaction that the home is well maintained
TP05	Satisfaction that the home is safe
TP06	Satisfaction that the landlord listens to tenant views and acts upon them
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them
TP08	Agreement that the landlord treats tenants fairly and with respect
TP09	Satisfaction with the landlord's approach to handling complaints
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour
TSMs generated from management information	
CH01	Complaints relative to the size of the landlord
CH02	Complaints responded to within Complaint Handling Code timescales
NM01	Anti-social behaviour cases relative to the size of the landlord
RP01	Homes that do not meet the Decent Homes Standard
RP02	Repairs completed within target timescale
BS01	Gas safety checks
BS02	Fire safety checks
BS03	Asbestos safety checks
BS04	Water safety checks
BS05	Lift safety checks

Each of these 4
TSMs are split into 2



Main changes between consultation paper & decision statement

- Substantive changes relatively few:
 - **TSM deleted:** *Tenant knowledge of how to make a complaint*
 - **TSM becomes 2 metrics:** *'Safe & well-maintained home' is now : Satisfaction that the home is:*
 - *(1) safe (now including common areas where applicable) &*
 - *(2) well maintained*
 - **TSM narrower focus - removal of word 'safe' here:** *Satisfaction that the landlord keeps communal areas clean, ~~safe~~ and well maintained (safe communal areas bundled into above metric)*
- NB many of the 'TP' TSM code numbers have shifted due to these changes – not material but easy to talk at cross purposes with ref to consultation doc
- Minor changes more plentiful – tweaks/clarification of detail of definitions (decision statement page 3 provides summary) & survey method
- 2 further metrics might materialise when government work complete:
 - electrical safety checks
 - percentage of communal areas meeting the required standard.

TSM Standard: requirements

- All RPs must collect & provide info to support scrutiny by tenants
- All RPs must adhere to definitions & survey methodology requirements in:
 - [Annex 4: Tenant Satisfaction Measures - Technical requirements](#)
 - [Annex 5: Tenant Satisfaction Measures - Tenant survey requirements](#)
- All RPs annually publish their performance
 - including details of how they have met above requirements
 - must be timely, clear, easily accessible
- All RPs must ensure that info is accurate, reliable, valid, & transparent reflection of performance – board ultimately responsible
- >1000 **relevant stock** RPs must submit TSM data to RSH – ie where LCRA + LCHO = 1000+
- <1000 **relevant stock** RPs do not!
- Acuity will collect this data to facilitate <1000 comparisons

General points

- only data for **relevant homes** should be collected:
 - low-cost rental accommodation (**LCRA**) - includes GN, supported housing (inc HfOP), intermediate rent and temporary social housing
 - NB – RSH is clear that it wants LCRA reported as a consolidated figure **NOT** differentiated by GN, HfOP & support
 - underlines the importance of selecting similar peers when comparing LCRA metrics
 - **NB - 12 tenant perception TSMs - Acuity will collect GN, HfOP & support as useful LCRA sub-metrics in keeping with current satisfaction metrics practice – we will make it as simple as poss**
 - low-cost home-ownership accommodation (**LCHO**) – includes shared ownership homes (which have not been fully staircased)
 - full detail: [Annex 4: Tenant Satisfaction Measures - Technical requirements](#)
 - respective definitions of the above social housing draw on sections [69](#) and [70](#) of the Housing and Regeneration Act 2008
- the **landlord** reports on TSMs, not managing agent - all TSMs are based on **ownership** which for purpose of TSMs **includes a leasehold interest** (where RP leases from another & lets it as social housing)
 - if a RP leases the dwelling from another person/organisation and then lets it out to a tenant as social housing, then it must be included in the TSMs. It doesn't matter if this person/organisation is another provider or from the PRS. (see para 19 Annex 4)
- Leaseholders (where occupier has purchased leasehold interest) & non-social are **not included** in TSMs (they are not social housing!)
- TSMs based on **dwelling units (or homes)** ie:
 - a self-contained unit
 - a bedspace in non-self-contained housing (typically support)
- report on **Group** basis

General points

- Different slicing/dicing for different TSMs - **RSH requires** results for:
 - ASB & H&S TSMs - **LCRA and LCHO combined**
 - Satisfaction repairs; satisfaction time taken for repairs; DH; repairs target times - **LCRA alone**
 - 12 Perception metrics & 2 Complaints metrics - **LCRA & LCHO separately**
 - **But!** - flexibility for RPs with <1000 LCRA and <1000 LCHO
 - can report **tenant perception measures** for LCRA (only), LCHO (only), LCRA and LCHO separately, or LCRA and LCHO combined.
 - can report the **2 complaints metrics** as above but have to justify decision having regard to stock profile
 - NB if members are considering combining LCRA & LCHO for perception metrics, it's likely LCHO will disproportionately damage your score! (LCHO are generally more dissatisfied)
- Question for clubs ref 12 tenant perception measures:
 - is your Exec/Board minded to report LCRA only due to little/no LCHO? Which way will you jump?
 - do you agree with Acuity that GN, HfOP & Support sub-metrics will be a useful & transparent additional option to the obligatory consolidated LCRA metric?

General points

- <1000 **relevant stock** (where LCRA + LCHO = <1000) do not have to collect & report on an April-March basis if they already have different financial cycle/year end
- >1000 **relevant stock** run perception survey every year
- <1000 **relevant stock** have the option to run it every year or every two years
- allowed to run survey by post, by phone, face to face, online, or however is best for tenants
- have to report how carried out survey, including how many responses and any other issues that may affect the results

What Acuity plans to do with the
TSMs vis a vis existing metrics

TSMs collected from tenant perception surveys

Code	Description	Stock type	Similar to existing?	New, Modified or Dropped
TP01	Overall satisfaction	LCRA* & LCHO	STA 001 Overall satisfaction (collected by all)	M Rebadge STA 001; explain this in definition along with any effect on time series
TP02	Satisfaction with repairs	LCRA* only	STA 006 Satisfaction with repairs (perception) (collected by all) HMPI 102 Satisfaction with repairs (transactional) (collected by all)	M Rebadge STA 006; explain this in definition along with any effect on time series Retain HMPI 102 for those who want real time transaction data
TP03	Satisfaction with time taken to complete most recent repair	LCRA* only	No.	N Adopt new metric
TP04	Satisfaction that the home is well maintained	LCRA* only	No	N Adopt new metric
TP05	Satisfaction that the home is safe	LCRA* & LCHO	STA 008 Satisfied landlord provides safe and secure home (collected by all)	M Rebadge STA 008; explain this in definition along with any effect on time series
TP06	Satisfaction that the landlord listens to tenant views and acts upon them	LCRA* & LCHO	STA 007 Listens & acts (collected by all)	M Rebadge STA 007; explain this in definition along with any effect on time series
TP07	Satisfaction that the landlord keeps tenants informed about things that matter to them	LCRA* & LCHO	No	N Adopt new metric

* To meet RSH requirements LCRA (aggregate of GN, HfOP, Support, Intermediate & Temporary social housing) is required. Acuity to enable GN, HfOP, Support split as well.

TSMs collected from tenant perception surveys

Code	Description	Stock type	Similar to existing?	New, Modified or Dropped
TP08	Agreement that the landlord treats tenants fairly and with respect	LCRA* & LCHO	No	N Adopt new metric
TP09	Satisfaction with the landlord's approach to handling complaints	LCRA* & LCHO	SP 006 - % complaints handled to the satisfaction of the tenant/service user (Collected by London & Supported)	M Rebadge SP 006; explain this in definition along with any effect on time series NB due to low caseload with TP09, members should make judgement whether they need GN, HfOP, Support split or just collect aggregate LCRA
TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	LCRA* & LCHO	HMPI 200 - % residents satisfied with estate services (BM320)	M Rebadge HMPI 200 ; explain this in definition along with any effect on time series NB due to low caseload with TP10, members should make judgement whether they need GN, HfOP, Support split or just collect aggregate LCRA
TP11	Satisfaction that the landlord makes a positive contribution to neighbourhoods	LCRA* & LCHO	No	N Adopt new metric
TP12	Satisfaction with the landlord's approach to handling anti-social behaviour	LCRA* & LCHO	HMPI 190 - % closed ASB cases that were resolved (collected by London). Whilst this measures a different thing, is it time to ask if used & useful?	N Adopt new metric NB due to low caseload with TP12, members should make judgement whether they need GN, HfOP, Support split or just collect aggregate LCRA D Drop HMPI 190?

* To meet RSH requirements LCRA (aggregate of GN, HfOP, Support, Intermediate & Temporary social housing) is required. Acuity to enable GN, HfOP, Support split as well.

TSMs collected from management info

Code	Description	Stock type	Similar to existing?	New, Modified or Dropped
CH01 (1) & (2)	Complaints relative to the size of the landlord NB this is actually 2 metrics: 1) stage 1 complaints; 2) stage 2 complaints	LCRA* & LCHO	SOL 030 Complaints as a % of tenancies (London, Supported) – CH01 effectively splits SOL 030 into stage 1 & 2 whilst reflecting the Ombudsman’s Code – arguably rendering SOL 030 out of date. SP 007 Number of complaints (Supported)	N Adopt new metrics D Suggest SOL 030 is dropped to London, Supported D Ask Supported if still need SP007 as context
CH02 (1) & (2)	Complaints responded to within Complaint Handling Code timescales NB this is actually 2 metrics: 1) stage 1 complaints; 2) stage 2 complaints	LCRA* & LCHO	SP 005 - % complaints resolved within target timescale (London, Supported) – CH02 effectively splits SP 005 into stage 1 & 2 whilst reflecting the Ombudsman’s Code – arguably rendering SP 005 out of date. Minor overlap with SP 008 - Average end-to-end time to resolve a complaint (Supported)	N Adopt new metrics D Suggest drop SP005 to London, Supported D Ask Supported if still need SP008
NM01 (1) & (2)	Anti-social behaviour cases relative to the size of the landlord NB this is actually 2 metrics: 1) Total ASB; 2) Hate cases	LCRA* & LCHO combined	No	N Adopt new metrics
RP01	Homes that do not meet the Decent Homes Standard	LCRA* only	NI 158 - Percentage of homes that fail to meet the Decent Homes Standard (not currently in use by clubs)	M Rebadge NI 158 ; explain this in definition along with any effect on time series
RP02 (1) & (2)	Repairs completed within target timescale NB this is actually 2 metrics: 1) non-emergencies; 2) emergencies	LCRA* only	HMPI 70 Percentage of all reactive repairs completed within target time (collected by all bar Support, SHAPE, SWBM) plus its components GNPI 18 – 20. RP02 (1) aggregates GNPI 19 – ‘urgent’ and GNPI 20 – ‘routine’ (collected by all bar SHAPE, SWBM) which suggests dropping GNPI 19, GNPI 20 & probably HMPI 70 – ‘all reactive’ to avoid mess RP02 (2) roughly same as GNPI 18 – ‘emergencies’ (collected by all bar SHAPE, SWBM)	N Adopt new RP02 (1) metric M Rebadge GNPI 18 as RP02 (2) ; explain this in definition along with any effect on time series D suggest drop GNPI 19 ‘urgent’, GNPI 20 ‘routine’ & HMPI 70 – ‘all reactive’ to avoid confusion

* Given current practice with repairs metrics & the low numbers with complaints & ASB, no need for a GN, HfOP, Support split

TSMs collected from management info

Code	Description	Stock type	Similar to existing?	New, Modified or Dropped
BS01	Gas safety checks	LCRA* & LCHO combined	G15C1 Percentage of gas safety checks completed within target (NWBM, YHBM) G15C0 Percentage of dwellings with a valid gas safety certificate (BM320, NWBM, London)	M Rebadge G15C1; explain this in definition along with any effect on time series D Recommend drop G15C0
BS02	Fire safety checks	LCRA* & LCHO combined	No	N Adopt new metric
BS03	Asbestos safety checks	LCRA* & LCHO combined	No	N Adopt new metric
BS04	Water safety checks	LCRA* & LCHO combined	No	N Adopt new metric
BS05	Lift safety checks	LCRA* & LCHO combined	No	N Adopt new metric

* Given current practice with repairs metrics & the low numbers with complaints & ASB, no need for a GN, HfOP, Support split

Other metrics whose time may be nigh? Time to reconsider?
Are they used & useful? Club members' judgement

Metric	Collected by who
HMPI 101 - Repairs fixed on first visit	BM320, NWBM, Support, London, WMBM, YHBM
RC series	All
HMGN 50 - % tenants evicted for rent arrears	NWBM, SWBM
SWBM 600 - Number of mutual exchanges	SWBM
SWBM 700 - Possession orders gained during period - include adjournments	SWBM

These are just suggestions. NWBM, SWBM & Supported appear to be collecting the most metrics.

Reluctant to make a stab at what else might be a candidate here as I can see why say comparative rent levels might be useful; ditto the relatively recent UC metrics.

So very much a case of asking clubs what is used & useful –v- the effort of collection. Clubs make judgement

Acuity timeline

- set TSMs up on data collection sheets – October 2022
- gauge interest in piloting TSMs ahead of mandatory implementation – autumn 2022 (blog, email, club meetings)
- TSM data workshop – March/April 2023
- collect TSM data along with other benchmarking data – April/May 2023
- issue TSM pilot results alongside Acuity benchmarking report – June/July 2023