

# Performance Standard and Assessment Framework for the Regulation of Approved Housing Bodies in Ireland

## GUIDANCE FOR TIER 1 AHBS

This document provides guidance only for the series of performance standard requirements around which the Performance Standard is framed. This document is designed to help organisations understand how to comply with the Standard. While the requirements of best practice have relevance across many different types of organisations and sectors, the practical application of them will vary in organisations of different size and complexity, as reflected in the 'Tiered', proportionate approach of the Performance Standard.

The last section of the document provides a list of key glossary terms utilised throughout the document.

**Legal Disclaimer** *The Performance Standard Guidance is issued by the Regulation Office to further develop the regulatory framework for the AHB sector and to support and assist in building the capacity of AHBs to deliver excellent tenant services and to manage stock efficiently and effectively.*

*It is not, nor is it intended to be, a definitive statement of the law and it does not constitute legal advice. AHBs are recommended to obtain their own legal advice where necessary. The Regulation Office accepts no responsibility or liability for any errors, inaccuracies or omissions in the Performance Standard.*



## Guidance: Performance Standard – Tier 1 Organisations

3.1 General Principles			
What the Performance Standard expects (in summary)	Current Requirement	Year Required T1 AHB	Guidance
Measurable outcomes for key objectives and service delivery areas	✓		<p>It is important that an organisation's objectives are translated into measurable outcomes. For example, an objective to 'collect all rent due' might translate to an annual target to reduce rent arrears from X% to Y%.</p> <p>Measurable outcomes enable the organisation to see how their objectives are translated into day-to-day activities and identify where outcomes are not meeting to objectives.</p>
Comply with all relevant statutory and regulatory requirements	✓		<p>An AHB finances, builds, lets, maintains and improves buildings, and manages the tenancies of people living in those homes. This means that an AHB will fall under a wide range of laws and regulations about housing, asset management, tenant services, health and safety and other requirements.</p> <p>The AHB is responsible for keeping itself aware of all relevant requirements with which it must comply and making sure that it meets all its obligations. This will include monitoring for new statutory and regulatory requirements, and making changes to its policies, working practices, and compliance oversight where necessary.</p>
Inform the Regulation Office of any significant breaches, sanctions, determinations, enforcements or fines imposed by a statutory body		<b>2019</b>	<p>An AHB is required to inform the Regulation Office of any significant breach, sanction, determination, enforcement or fine imposed by a statutory body. 'Significant' means that there is a serious risk, either to the viability of the AHB or the health, safety or well-being of residents or others.</p> <p>AHBs are subject to existing legislative, statutory and compliance requirements. It is the primary responsibility of the Board to identify, understand and comply with these statutory obligations, e.g. Determination Orders issued by the RTB.</p>
Have appropriate document and housing management systems to provide good customer service and operate the organisation effectively and efficiently	✓		<p>An AHB must operate in an efficient way and have in place appropriate systems, policies and processes to enable it to manage its properties and the services it provides to tenants in an effective and efficient manner. Appropriate methods for recording, monitoring, managing and maintaining information could include handwritten books or electronic records (e.g. documents, spreadsheets, databases) in a method deemed appropriate by the organisation.</p>
Demonstrate good quality and consistent	✓		<p>An AHB may communicate with tenants in a range of ways, for example face-to-face, in writing by letter, email, text message, or by phone. Some communication is</p>

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communication with all tenants			<p>reactive (e.g. the tenant calls to report a repair), some is proactive (e.g. the AHB asks for tenant feedback).</p> <p>The AHB must ensure appropriate and consistent good quality communication across all methods used. In order to achieve consistency, AHBs should have clear systems, policies, procedures and record keeping in place.</p>
Demonstrate that services are fair, transparent and consistent		<b>2021</b>	<p>‘Services’ refer to any kind of activity that the AHB undertakes in relation to maintaining its homes and managing its tenants.</p> <p>Fairness and consistency can be achieved by having in place clear and concise written descriptions (policies) of how things are done, by making sure that the policies and procedures are followed for each tenant, and by monitoring performance to check for consistency of service.</p> <p>Transparency, in a service environment is about a tenant being able to understand their rights and responsibilities and if and when they may encounter an issue, how this will be dealt with by the AHB.</p>
Create sustainable and balanced communities and work in partnership with other relevant organisations		<b>2021</b>	<p>AHBs have a role to play in building and sustaining the communities in which they work. An AHB should develop close links and good relationships with relevant Local Authorities, local community groups and other partner organisations, such as the Health Service Executive (HSE).</p> <p>The aim is to sustain tenancies and keep people in their homes. Co-operating with other organisations will also enable communities to function better (for example by taking part in local community forums).</p>
Ensure that rental activity complies with the original terms of funding requirements	✓		<p>An AHB may own properties funded via several different methods. It is important that the AHB is aware of all its funding arrangements and any implications that these have on rent setting and rent chargeable. The Board must ensure that it complies fully with the original terms and conditions of funding to meet its obligations and use the property for its original purpose.</p> <p>If an AHB intends to sell or change the use of a property, it must seek permission from the Local Authority or the Department of Housing, Planning &amp; Local Government, as appropriate. Housing unit numbers that the AHB reports must accurately reflect the number of units funded and should remain the same each year, unless a disposal or acquisition has occurred.</p>
Ensure clear reporting across key business activities		<b>2021</b>	<p>The purpose of reporting is to ensure that the AHB has all the information it needs to monitor and manage all its key activities and services effectively. Reporting will usually consist of providing accurate information and analysis to provide accountability and appropriate oversight. Recommendations for actions may flow from this.</p> <p>An AHB must make sure it delivers reports which provide assurance to its Board that its finances and services are operating as planned.</p>

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			Reporting allows an AHB to see summary data (e.g. arrears total over time, number of repairs) and understand how well it is performing. An AHB should have regular reports, which set out key items, including frequency (e.g. monthly) and the content of the report(s) for example, properties, rent balances, arrears, voids, repairs and complaints.
Ensure policies and procedures are clear, transparent, and fit for purpose	✓		Clarity and transparency are about ensuring that all policies, procedures and supporting documents are written in plain English and in formats that are easy to comprehend. This will help all readers to understand the policies and procedures and any related documentation.  'Fit for purpose' means that the document reflects the law, good practice and effectively translates the AHB's objectives and the message of the policy or procedure into everyday language.
Regularly review all policies to ensure these remain relevant and up to date	✓		All key documents, protocols, policies and procedures which describe how things will be done, should be dated and should include a date when they are due to be reviewed.  The AHB should have a rolling programme of policy reviews. Each review will consider whether improvements or changes are needed (e.g. because the law or regulatory requirements have changed).  The AHB should at all times be aware of and monitor for changes in the law, regulation or other relevant matters. Where a change or external event is relevant, then the AHB should immediately consider whether changes to policies and existing documents are needed, e.g. changes to Health & Safety requirements.  The status of a policy should be noted (e.g. revised) on the cover page, with the date of approval by the Board or relevant Committee, the policy review date and details of how the policy will be publicised for staff/tenants. Policies should be reviewed at least every two years.
Evidence of continuous monitoring and improvement in service delivery	✓		An AHB must continually monitor and, where possible, improve its services. For example, this might involve changing practices as a result of lessons learnt from complaints received. The AHB should have a rolling programme of service reviews with the aim of improving service delivery.  An AHB must be able to provide evidence about how it is monitoring and improving its performance over time, such as the findings from service reviews, records of changes made to improve services and records of performance over time. Examples might include increased levels of tenant satisfaction from one year to the next or improvements in the time taken to relet a property.

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3.2. PEOPLE			
3.2.1 Tenant Service Policies			
What the Performance Standard expects (in summary)	Current Requirement	Year Required T1 AHB	Guidance
Tenant service policies and management procedures	✓		These are policies and procedures covering roles and responsibilities of both landlord and tenant at the start of a tenancy, changes to a tenancy, termination of a tenancy, sub-letting, anti-social behaviour and any other areas that AHB may see as appropriate.
Policy and procedures for dealing with complaints	✓		This is a policy and procedure describing how complaints will be addressed and resolved, with clear timescales for dealing with complaints, how a complaint will be escalated, and also advising tenants of dispute resolution services and their rights.
Meet all legal and compliance obligations	✓		See General Principles 3.1
Meet all applicable legal requirements relating to holding and using data and personal details	✓		The AHB must be aware of all relevant legal requirements in relation to holding and using personal data and details with which it must comply (e.g. GDPR) and ensure that it is compliant at all times. This will include monitoring for changes to requirements and making changes to working practices when necessary.
Support tenants who require property adaptations	✓		The AHB should have a procedure or document accessible by its tenants describing: <ul style="list-style-type: none"> <li>The circumstances in which a tenant can make a request for an adaptation to their home in order to make it more suitable to their needs or that of a family member. This could be as a result, for example, of aging or having a disability and the need for mobility aids to enable an individual to remain in their home.</li> </ul>
Protocols to deal with requests for property improvements	✓		The AHB must have a document describing how the tenant can request the AHB to undertake improvement works or where they may be able to undertake these works themselves. The policy should detail how a tenant can request changes and or permission for completing any works and the timescales for dealing with the request. This should be clearly documented with new and existing tenants and be included in the Tenants Handbook.
A document describing how the AHB will deal with an abandoned property		<b>2021</b>	An abandoned property is one where the tenant appears to have left without letting the AHB know or providing the necessary notice of their intention to terminate the tenancy.  AHBs must have a document describing how it will deal with an abandoned property and the issues/evidence it will consider in deciding whether a property has been abandoned. Examples of these will include:

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			<ul style="list-style-type: none"> <li>• The rent has not been paid</li> <li>• The tenant appears to have removed all or most of their personal belongings from the property</li> <li>• A large amount of post has accumulated</li> <li>• The property is unsecure, but this has not been reported by the tenant</li> <li>• The tenant has informed utility companies that they are no longer responsible for utilities</li> <li>• The gas, electric or water supply has been disconnected due to non-payment</li> <li>• The gas, electric or water consumption has ceased</li> </ul> <p>The document should also set out the steps required by the AHB to take the property back into its available stock, and the timescales and process to be followed. This will include informing the Local Authority and triggering void and relet work, if necessary.</p>
A document describing how the AHB manages its internal and external communal areas		<b>2021</b>	The AHB must have a document describing how it repairs and maintains internal and external communal spaces (e.g. cleaning, gardening, servicing play equipment). The document should include a description of the standard which the AHB seeks to achieve (e.g. all play equipment to be safe to use, internal hallways to be clean, free from graffiti and in reasonable decorative condition) and the methods by which these standards will be maintained (e.g. good estate management with annual schedules of work/inspections).
House Rules for OMC incorporated into tenancy agreements	✓		Where an AHB manages units in developments with an Owners Management Committee (OMC), they must ensure that house rules are included within their tenancy agreements and are highlighted to tenants as part of the tenancy sign-up procedure.
All tenant service policies available and accessible	✓		At a minimum, an AHB must advertise that its tenant service policies are available and must send these to a tenant on request. If the AHB has a website, it may choose to publish its policies and procedures there.  Tenant service policies should be accessible to all tenants.
Ensure policies are regularly reviewed	✓		See General Principles 3.1

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3.2.2 Income Management			
What the Performance Standard expects (in summary)	Current Requirement	Year Required T1 AHB	Guidance
A document describing how the AHB manages its rental income	✓		<p>The aim of this is to ensure efficient management of rent due, rent paid, and rent arrears.</p> <p>The rental income policy and procedure document needs to cover:</p> <ul style="list-style-type: none"> <li>• How rents are set and charged in line with the tenancy agreement, in accordance with the relevant funding scheme, and in consultation with the Local Authority</li> <li>• How rents are applied to rent accounts and rent reviews, e.g. on an annual basis</li> <li>• How rent payments are handled and rent payment options available, e.g. direct debit</li> <li>• How and how often rent accounts are reconciled</li> <li>• How rent arrears are managed, i.e. proactively with early intervention by the AHB and with tenants directed to debt management advice services as appropriate</li> </ul> <p>This information could include:</p> <ul style="list-style-type: none"> <li>• How, and how often, the AHB will check the balances of its rental accounts</li> <li>• The actions, and associated timescales, that the AHB takes in relation to arrears</li> </ul> <p>Examples of actions are:</p> <ul style="list-style-type: none"> <li>○ Speaking to the tenant</li> <li>○ Writing to the tenant</li> <li>○ Commencing appropriate legal action through the RTB</li> </ul> <p>Good quality record-keeping is vitally important, particularly if a legal case for non-payment of rent is taken.</p>
A policy and procedure regarding the issuing of rent records	✓		<p>This document will describe how rent records (rent book/statement/receipt) will be produced and sent to tenants either electronically, printed or mailed, and how often this will be done, e.g. on a quarterly basis.</p>
Mechanisms for rental income analysis		<b>2021</b>	<p>An AHB must be able to review the historical and current balances on individual rent accounts, and also be able to track total rent arrears over time in order to inform work on rent arrears collection.</p>
Proactive management of rental income and arrears	✓		<p>Collecting rent must be one of an AHB's top priorities. Accounts should be checked as soon as each accounting period closes (e.g. weekly/four-weekly/monthly) and early follow-up action taken. Rent arrears are a loss of income to the AHB. AHBs should ensure they are reporting to the</p>

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			Board on both expected rental income and actual rent collected.
Meet all the legal and compliance obligations applicable to rental and service charges	✓		See General Principles 3.1
<b>3.2.3 Tenant Communication and Engagement</b>			
<b>What the Performance Standard expects (in summary)</b>	<b>Current Requirement</b>	<b>Year Required T1 AHB</b>	<b>Guidance</b>
A document describing how the AHB communicates with tenants and how it engages with tenants		<b>2021</b>	<p>This document will describe how the AHB actively communicates with tenants. It will include:</p> <ul style="list-style-type: none"> <li>• The communication channels that the AHB will use to engage with tenants (e.g. face-to-face, phone, email, webchat, SMS), how to use those channels, office opening hours, contact names, email addresses, phone numbers, website addresses etc.</li> <li>• The approach taken to communication, i.e. the timescales for responses to queries.</li> <li>• Examples of when the AHB will engage with its tenants on matters of strategy (e.g. a merger with another AHB), key policy (e.g. tenants' views on a new rent arrears policy) or operational matters.</li> <li>• An explanation of engagement methods (e.g. one to one meeting, public meetings, visits, newsletters, tenants survey, email, website contact form).</li> </ul>
A range of methods available by which tenants can easily communicate with the AHB	✓		<p>An AHB should provide tenants with an appropriate range of ways to contact the organisation (e.g. face-to-face, phone, email, SMS).</p> <p>Making contact should be as easy and convenient as possible for tenants. As a minimum, tenants must be able to get in touch by phone, post, email and face-to-face. Arrangements must be in place so that tenants can report emergencies outside office hours.</p>
All services and information accessible for all tenants		<b>2021</b>	It is essential to provide tenants with the information they require in a straight forward and accessible way. An AHB must consider what it needs to do to make services and information accessible to all its tenants. The aim is to insure no tenant is excluded or disadvantaged in any way.
Pre-tenancy training and support for new tenants	✓		A positive relationship between landlords and tenants is dependent on good quality, effective and timely communications. The AHB must meet a prospective tenant to inform them of their rights and responsibilities, the



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			<p>obligations of the landlord and their obligations as the tenant.</p> <p>The AHB must satisfy itself that the prospective tenant fully understands the key responsibilities they have as a tenant, and at the same time that the tenant can sustain their tenancy. If the prospective tenant has never been responsible for a tenancy, or previously had a failed tenancy, then the AHB will need to be assured that the prospective tenant understands the rent responsibilities and has the budgeting skills and income required to maintain the tenancy.</p> <p>Where the AHB identifies that the prospective tenant has a training or support need, they should ensure this is taken into account and actioned in an appropriate manner.</p>
A proactive approach to tenant welfare		2021	<p>It is in the interest of the AHB to identify tenants who are finding it challenging to maintain their tenancy. This might get picked up in different ways, such as from rent arrears process, when a repair is carried out, when contact is made by a concerned neighbour or a report of anti-social behaviour is received. AHBs are expected to be able to detail their approach to identifying and managing tenant welfare issues.</p> <p>If a tenant is breaking the terms of their tenancy, then the AHB must consider what support is needed to help that tenant sustain their tenancy and must take reasonable steps to provide that support. In addition, enforcement action may be necessary.</p>
Tenant feedback opportunities	✓		<p>An AHB must have in place opportunities for tenants to provide feedback, so that it can assess tenant satisfaction. At minimum, the AHB must advise tenants how they can provide feedback or make a complaint. Additionally, AHBs should consider multiple opportunities to proactively seek feedback from tenants, i.e. After the completion of a repair.</p>
Evidence of how the AHB has consulted on all relevant matters		2021	<p>An AHB must be able to engage and communicate with its tenants on relevant matters and should be able to evidence this consultation.</p>
Annual communication with tenants outlining the AHB's performance in delivering key landlord services		2021	<p>Key landlord services include letting properties, collecting rents and carrying out repairs. All tenant services should be monitored and measured to assess performance and tenant satisfaction. An AHB must make available an annual summary of the organisation's performance on key landlord services.</p>
Timely communication in relation to any significant events	✓		<p>An AHB must ensure that it communicates with tenants about significant matters in a timely manner, for example when increasing rents or advising of new legislative requirements that may affect them.</p> <p>A <u>significant event</u> will be a substantial change in either the organisational structure (e.g. merger with another AHB), or methods of communication (e.g. opening or closing a local office), or a matter relating to health and safety.</p> <p>'Timely' means neither too early nor too late.</p>

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<p>Opportunities available to tenants to provide input on key services</p>		<p><b>2021</b></p>	<p>It is important that tenants have the opportunity to input into and influence how key services are delivered. This may be on an ‘as and when needed’ basis, or there may be a more structured approach (e.g. a rolling programme of service reviews with a role for residents in the service review).</p> <p>The key points are:</p> <ul style="list-style-type: none"> <li>• Tenants need to be able to make their views known, and the AHB needs to be able to demonstrate how it has taken those views in to account.</li> <li>• It should be clear that the requirement to consult, engage and communicate with tenants is important to the AHB.</li> <li>• There should be evidence that the views of tenants are being requested and recorded, where appropriate.</li> </ul>
<b>3.2.4 Allocations and Lettings</b>			
<b>What the Performance Standard expects (in summary)</b>	<b>Current Requirement</b>	<b>Year Required T1 AHB</b>	<b>Guidance</b>
<p>An allocations policy and procedure</p>	<p>✓</p>		<p>The allocations policy should set out:</p> <ul style="list-style-type: none"> <li>• The principles and rules that will govern how properties are allocated and provide a consistent approach</li> <li>• Relevant legal and regulatory matters</li> <li>• How allocations relate to the AHB’s objectives and are carried out in a fair and transparent way</li> <li>• The agencies involved in the allocation’s procedure and the relationships with those agencies, particularly the Local Authorities</li> <li>• Allocations to new tenants and the policy relating to transfers</li> </ul> <p>The allocations procedure should set out step-by-step instructions on the process to be followed to allocate a vacant property to a new tenant. The allocations procedure sits within a chain of procedures, documents or protocols capturing the beginning, middle and end of each tenancy, including:</p> <ul style="list-style-type: none"> <li>• Tenancy termination</li> <li>• Void works</li> <li>• Allocation</li> <li>• Pre-tenancy training</li> <li>• Tenancy management</li> </ul>
<p>All tenancy agreements registered with the RTB</p>	<p>✓</p>		<p>An AHB must ensure that all tenancies are registered with the RTB, as applicable.</p>

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Proactive engagement with Local Authorities	✓		<p>Having close links and a good relationship with each relevant Local Authority can help to reduce the overall time taken to allocate a property. An AHB must be able to demonstrate efforts to develop working partnerships. AHBs are required to ensure that they meet the nominations and allocation requirements as set out in their funding arrangements.</p> <p>Some AHBs will go for long periods of time before they have a vacant property. The minimum expectation is to have annual contact with each Local Authority. To improve void turnaround times, AHBs should proactively manage voids, allocations and lettings.</p>
Procedures for communicating vacant properties with Local Authorities	✓		<p>The allocations and voids procedure must include steps for informing the Local Authority of vacant properties, as well as monitoring, following up and maintaining the relationship with Local Authorities. The specific aim is to achieve a successful nomination and allocation in the shortest possible time.</p>
A document which describes how the AHB manages its tenancies	✓		<p>See Tenant Service Policies and Management Procedures</p> <p>AHBs should aim to attain the highest levels of tenant occupancy, and in turn avoid loss of rental income. Tenancy and housing management procedures should be clearly documented.</p>
Pre-tenancy training, sign-up procedures and a tenant handbook	✓		<p>This requirement covers three specific and separate activities relating to the tenancy agreement.</p> <p><b>Pre-tenancy training</b></p> <p>See Pre-tenancy training and support section</p> <p><b>Sign-up procedures</b></p> <p>This is a checklist that sets out all the steps involved in a successful sign-up. The list must cover information that the AHB needs from the tenant (e.g. proof of identity), ensure the tenancy agreement is signed, record the items being provided to the new tenant (e.g. documents and keys), and record the specific issues that have been discussed with them.</p> <p><b>Tenant Handbook</b></p> <p>The purpose of the Tenant Handbook is to introduce and welcome the new tenant to their new home and provide a clear understanding of their responsibilities as well as those of the AHB. Examples of subjects to cover include:</p> <ul style="list-style-type: none"> <li>• Information about their responsibilities (how to pay the rent, when rent is due).</li> <li>• Information about how to contact the AHB in and outside of office hours.</li> <li>• Description of repairing responsibilities (tenants and AHB's, what constitutes an emergency out of hours etc).</li> </ul>

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Information about the tenant's new home and the services to be provided by the AHB	✓		In addition to the general information provided in the Tenant Handbook, the AHB must provide to new tenant's comprehensive information in writing specific to their new home, such as the location of stopcocks and meters, and how the heating works. Providing this document to the tenant should be included on the sign-up checklist.
Information regarding vacant properties and the breakdown of accommodation available		2021	The AHB must have available a document / register, updated annually, setting out a breakdown of their properties by size, accommodation and location. The document must also include the total number and length of voids for that year.  The purpose of the document is to enable stakeholders to understand where there are properties of each size and the likelihood of a property becoming void.
Information for tenants regarding transfer options		2021	An AHB must have a document or leaflet available which describes to tenants the circumstances under which they may apply for a transfer, and what the options are, if applicable.
<b>3.3 PROPERTY</b>			
<b>3.3.1 Health and Safety Compliance</b>			
What the Performance Standard expects (in summary)	Current Requirement	Year Required T1 AHB	Guidance
Compliance with all relevant statutory and regulatory requirements	✓		See Comply with all relevant statutory and regulatory requirements.  Ensuring the ongoing health and safety (H&S) of tenants, visitors, staff and contractors is essential. An AHB must be able to demonstrate that they have in place a structured approach to managing H&S, which covers all relevant H&S risks and manages/mitigates them appropriately.
Ensure all homes meet the current Minimum Standards for Rented Accommodation	✓		An AHB must ensure that all properties are compliant with the Minimum Standards. They will achieve this through having effective and prioritised responsive repairs, cyclical servicing and major works programmes and carrying out stock condition surveys.
Records demonstrating compliance with regulatory and statutory requirements		2019	An AHB will keep complete records of all relevant compliance-related paperwork such as certificates and service records for each property. An AHB must ensure that records are stored safely and that there is a disaster recovery plan in place.
Monitoring, reporting and management of the Health and Safety of tenants in their homes		2019	It is important not only that H&S is well managed, but also that the staff and Board are assured that H&S is being managed thoroughly and effectively.  Assurance is gained by regularly reporting on relevant key performance indicators and proactive monitoring.  Typical H&S monitoring may cover:

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			<ul style="list-style-type: none"> <li>• Gas safety</li> <li>• Legionella</li> <li>• Asbestos</li> <li>• Fire Safety</li> <li>• Electrical safety</li> </ul> <p>This list is not exhaustive and reporting should reflect the individual stock of the AHB.</p> <p>H&amp;S compliance should be monitored by staff and/or volunteers on a monthly basis (at least) and by the Board on a quarterly basis. All staff or volunteers undertaking such monitoring should ensure they have received appropriate training in how to undertake this.</p>
Procedures for managing Health and Safety risks outside properties		<b>2019</b>	An AHB must have procedures in place to manage risks in common areas. Examples include safety of communal areas in apartment blocks, communal gardens, play areas and equipment. The procedures need to manage risks appropriately, through a combination of servicing contracts, proactive scheme and property inspections, reports from residents etc.
Procedures for managing urgent Health and Safety matters		<b>2019</b>	<p>An AHB has to be able to respond to urgent H&amp;S situations 24 hours a day, e.g. flooding, domestic fire, loss of power, loss of heating for vulnerable residents. It is important that:</p> <ul style="list-style-type: none"> <li>• Repairs are prioritised to ensure emergencies are dealt with quickly (e.g. categorised as emergency, urgent, or routine)</li> <li>• Contractors are available to respond to emergency situations</li> <li>• Tenants can report emergencies immediately, and work can be undertaken outside office hours</li> </ul>
Appropriate insurance cover to protect the organisation in the event of personal injury or property damage	✓		<p>The AHB must make sure that it:</p> <ul style="list-style-type: none"> <li>• Has appropriate insurance in place</li> <li>• Maintains cover at all times and</li> <li>• Understands the appropriate scope and levels of cover required.</li> </ul>
All works, and services are provided by appropriately qualified and/or competent persons	✓		<p>The AHB must ensure that all persons delivering services on its behalf are appropriately qualified and competent.</p> <p>Typically, this will mean regular requests and proof of contractors' current accreditations, qualifications and memberships (e.g. copies of certificates), written assurance that all works, and services are provided by appropriately qualified and/or competent persons, and where judged necessary, requesting valid and current certificates of qualification/membership etc. for all tradespeople.</p> <p>Additionally, an AHB may spot-check the identity of persons delivering work to ensure that they are appropriately qualified.</p>
Ongoing safety of tenants and visitors including whilst	✓		As part of its procurement arrangements, an AHB must specify that all works are subject to adequate risk awareness assessments. The AHB may require tenderers

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undertaking of any works			<p>to submit method statements and risk assessments / method statements for specific tasks or areas of concern.</p> <p>Contracts must explicitly state that it is the responsibility of the contractor to consider and appropriately manage the H&amp;S of tenants and all other relevant people while delivering work or services.</p> <p>Contract management should give a high priority to H&amp;S matters to ensure that this issue remains and area of high importance.</p>
<b>3.3.2 Repairs and Maintenance</b>			
<b>What the Performance Standard expects (in summary)</b>	<b>Current Requirement</b>	<b>Year Required T1 AHB</b>	<b>Guidance</b>
A repairs policy and procedure	✓		<p>The AHB's repairs policy will detail the arrangements for completing repairs and set out why, when and how an AHB repairs its properties. Key parts of the policy will include how it:</p> <ul style="list-style-type: none"> <li>• Will ensure compliance with the various regulatory and statutory requirements</li> <li>• Prioritises its repairs</li> <li>• Appoints and manages contractors</li> <li>• Manages repairs out of hours</li> <li>• Manages performance</li> <li>• The relationship between repairs, cyclical and planned works</li> <li>• Will learn and improve its service to tenants</li> </ul> <p>The policy and procedures are important in achieving value for money, detailing how the AHB will use performance information, repairs history and tenants' feedback to improve services and reduce costs. For example, recent repair trends might show high levels of boiler breakdowns within a scheme and contractor issues repairing boilers as they cannot obtain spare parts. In such cases, completing a planned programme of boiler replacements may be more cost-effective.</p>
System for recording all repair histories, including costs	✓		<p>Good record-keeping is essential. An AHB needs to understand what is driving its repair costs, and whether there are any trends they need to be aware of and act upon. The following areas should be considered:</p> <ul style="list-style-type: none"> <li>• Repairs completed per property (e.g. which properties require the most repairs? Why?)</li> <li>• The type of repairs (e.g. why are the number of boiler repairs rising?)</li> <li>• The contractor employed (e.g. who completed the works and were they satisfactory)</li> <li>• The costs incurred (e.g. are average costs rising/falling?)</li> </ul>

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Annual budget for the delivery of the repairs		2021	<p>Setting an annual budget is the foundation of sound financial management.</p> <p>In setting a budget, is it important to consider spend in the previous year, as well as any reasons for likely changes in spend levels in the year ahead.</p> <p>Changes might be property related (e.g. if you have fitted new boilers, you would expect gas repair costs to go down), contractor related (e.g. if your repairs contracts specify that costs will increase year over year) or caused by other changes (e.g. additional homes coming into management).</p>
Ensuring competent, insured and suitably accredited contractors or direct employees completing all repairs	✓		See all works and services to be provided by appropriately qualified persons.
Proactive management of repairs		2021	<p>Proactively managing repairs will ensure that repairs work is delivered on time, and to the level of quality and cost agreed with the contractor.</p> <p>Proactively managing repairs means monitoring repairs undertaken and completed, the timescale for the works, the performance of the contractor and the satisfaction of the tenant and the AHB. Additionally, it means looking at the overall pattern of repairs requested and completed in several ways:</p> <ul style="list-style-type: none"> <li>• Repairs completed per property (e.g. which properties require the most repairs? Why?)</li> <li>• The type of repairs (e.g. why are the number of boiler repairs rising?)</li> <li>• The contractor employed (e.g. who completed the works and were they satisfactory)</li> <li>• The costs incurred (e.g. are average costs rising/falling?)</li> </ul>
Management of contractor performance			<p>There is a strong link between the monitoring and management of contractors and their performance. Good contractor management will involve:</p> <ul style="list-style-type: none"> <li>• Collecting data - How long to complete a repair? Completed within timescale? Fixed first time? Proportion of jobs that have variations? Average repair cost? Tenant satisfaction?</li> <li>• Analysing data - looking at data over time to identify patterns. Some patterns are to be expected, e.g. more boiler call-outs in the winter. Other patterns may require discussion with a contractor, e.g. high numbers of jobs where the</li> </ul>

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			<p>contractor has to be called back because the repair was not completed satisfactorily the first time</p> <ul style="list-style-type: none"> <li>Regular contract meetings with contractors to discuss performance - what is going well and any areas of concern. These discussions need to be supported by tenant feedback and AHB monitoring of works</li> </ul>
Demonstrate an understanding of the cost and quality drivers in delivering repairs, maintenance services and value for money		<b>2021</b>	<p>The cheapest repair is not necessarily the most cost-effective in the long-term. In principle, better performance and quality will cost more in the short-term than lower standards but may realise long-term savings. Good value means ensuring a balance between cost and quality.</p> <p>An AHB should be able to demonstrate that it understands the concept of value and shows how it is getting good value in relation to repairs.</p> <p>An AHB will need to ensure that it has a clear approach to getting best value from its contracts. This will require assessing quality as well as cost, by having clear work specifications where possible and by obtaining a number of quotations for larger works, if appropriate.</p> <p>Implementing good contract management practice will also assist. This will include regular reviews of actual costs compared to forecast costs and discussing these actual costs in contract management meetings with the contractor.</p>
<b>3.3.3 Void Management</b>			
<b>What the Performance Standard expects (in summary)</b>	<b>Current Requirement</b>	<b>Year Required T1 AHB</b>	<b>Guidance</b>
A void policy and procedure		<b>2021</b>	<p>A void policy is the AHB's approach to managing empty properties to ensure that they can be let in a safe and good condition as quickly as reasonably possible.</p> <p>The void policy and procedure fits with and must have close links to the other relevant tenant service policies, procedures and services, such as:</p> <ul style="list-style-type: none"> <li>Tenancy termination</li> <li>Void works</li> <li>Allocation</li> <li>Pre-tenancy training</li> <li>Tenancy management</li> </ul> <p>A void policy should cover:</p> <ul style="list-style-type: none"> <li>The approach taken to void properties</li> <li>The void standard, i.e. a description of the standard of the property (e.g. clear, clean, all safety checks carried out)</li> <li>Timescales</li> </ul> <p>The void procedure should describe:</p>



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			<ul style="list-style-type: none"> <li>• A step-by-step process to be followed (e.g. meeting outgoing tenants, inspecting the property, issuing works orders, managing works, and signing off the works)</li> <li>• Timescales for each stage of the process</li> <li>• Forms and checklists to be used</li> <li>• How costs are recorded</li> </ul>
System for managing voids capable of monitoring costs, including loss of income		<b>2021</b>	<p>The void policy and procedure (see above) must set out how void costs must be recorded (i.e. costs of works and rent loss during the void period).</p> <p>As the void process can involve many steps with other parties involved (e.g. the local authority and the contractor), it is important that the AHB understands the time taken for each stage, to help improve the service.</p> <p>Measuring the time and rent loss from the tenancy end date to the start of the new tenancy is essential.</p>
Annual budget to fund void repair works		<b>2021</b>	<p>Setting an annual budget is the foundation of sound financial management. In setting a budget it is important to consider spend in the previous year, as well as reasons for spend and any likely changes in the year ahead. Changes may include property related change (e.g. if you have changed the void works specification) or contractor related changes.</p>
Proactive management of void properties	✓		<p>An AHB must have a void management checklist which sets out the stages of managing this process. It should use the checklist as a prompt to start activities, monitor and chase progress, so that the property is relet in as short a time as is possible.</p> <p>This may well involve chasing contractors to complete void works and chasing the local authority to obtain a nomination from their waiting list. Ensuring that the necessary H&amp;S checks have been completed before letting the property is essential.</p>
<b>3.3.4 Stock Condition Surveys and Sinking Fund Provision</b>			
<b>What the Performance Standard expects (in summary)</b>	<b>Current Requirement</b>	<b>Year Required T1 AHB</b>	<b>Guidance</b>
Externally validated, stock condition survey	✓		<p>A stock condition survey (SCS) document or spreadsheet will:</p> <ul style="list-style-type: none"> <li>• List every property surveyed</li> <li>• Record the key components of that property</li> <li>• Identify works that require immediate action / repair</li> <li>• Record the expected future replacement dates and costs of each component (roof, windows, kitchen, bathroom, boiler etc.) over a 30-year period</li> <li>• Be used to project future repairs and maintenance costs</li> </ul>

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			<ul style="list-style-type: none"> <li>• Inform the sinking fund provision required</li> </ul> <p>Survey data should be regularly reviewed, updated, and records should not be older than 10 years.</p> <p>A stock condition survey is usually completed by an external surveying company, but some AHBs with the right technical skills in their team might choose to do their own.</p> <p>If the AHB completes its own SCS, then the methodology will need to be externally validated to ensure that the approach adopted and the assumptions in the survey (e.g. costs, lifecycles) are reasonable and accurate. The external validation must be completed by a third-party surveying practice with the appropriate experience and skills.</p>
A sinking fund provision	✓		<p>A Sinking fund provision is required for the repair, long term planned maintenance and refurbishment of housing stock. The AHB must satisfy itself that this provision is adequate to meet the future costs, as informed by the stock condition survey, and ensures value for money.</p> <p>An AHB has 2 options relating to the sinking fund provision:</p> <ol style="list-style-type: none"> <li>1. A sinking fund based on the results of a stock condition survey.</li> <li>2. 30-year financial projection which demonstrates that the AHB can meet the costs of future repairs and maintenance, based on the results of a stock condition survey.</li> </ol> <p>An AHB should have a long-term financial forecast that takes account of all projected income and expenditure over time. The projected costs associated with the repair and maintenance of the AHBs housing stock will come, in part from historic data but should be fully informed and validated by an up-to-date, externally validated, stock condition survey.</p> <p>The AHB must ensure that the sinking fund provision is adequate to meet those projected costs, in the long term, and have in place a clear method for managing and monitoring the adequacy of this provision. In addition, it should have a suitable system for collecting, maintaining, and updating stock information which is proportionate to the size of the organisation.</p> <p>AHBs are expected to have an annual asset management plan detailing the planned and cyclical maintenance work to be carried out that year and also a document describing how it plans to look after its buildings in the long, medium and short term.</p>
Method for managing and monitoring the adequacy of sinking fund provision	✓		<p>The AHB must review its approach to sinking fund provision at least annually or following any significant event that might affect the AHB's financial position and could impact on sinking fund provision.</p> <p>The key variables that should be reviewed include the rental income and component replacement costs (e.g. the average cost of a kitchen or roof).</p> <p>Over time, component replacement costs are likely to increase and AHBs will need to regularly review the cost allowances made for key components, such as windows</p>

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			and doors, kitchens and boilers, to ensure that their sinking fund provision is still sufficient.
System for collecting, maintaining and updating stock information		2021	<p>The AHB's stock condition information should be updated for each property when changes happen. For example, when a property has a new boiler fitted, then the installation year and replacement dates must be updated in the stock condition data. The AHB should have a document which describes how changes will be identified and the stock data updated.</p> <p>The AHB should also have an approach in place for refreshing the SCS data. This could be a large-scale, periodic survey of a significant percentage (e.g. 20-50%) of properties possibly every five years or a rolling programme of a smaller number of surveys every year (e.g. 10% of all properties annually).</p>
A document describing how the AHB looks after its buildings in the long, medium and short-terms		2021	<p>An AHB must have a written plan which demonstrates that they have considered the following:</p> <ul style="list-style-type: none"> <li>• The work required over a 30-year period to keep each of their properties in good condition</li> <li>• The anticipated cost of doing that work</li> <li>• How the cost of doing that work will be met</li> </ul> <p>The document should describe:</p> <ul style="list-style-type: none"> <li>• Types of planned work – e.g. kitchen and bathroom replacement</li> <li>• Types of cyclical work – e.g. redecorating communal hallways every X years</li> <li>• The approach to day-to-day repairs (e.g. timescales to complete repairs)</li> </ul>
An Annual Asset Management plan		2021	<p>An AHB must produce an asset management plan that will detail the works to be undertaken within that financial year, based on the SCS data and the 30-year plan.</p> <p>The plan will list planned and cyclical work for the year ahead, and the respective budgets for planned, cyclical and day-to-day repairs.</p>
<b>3.3.5 Asset Register</b>			
<b>What the Performance Standard expects (in summary)</b>	<b>Current Requirement</b>	<b>Year Required T1 AHB</b>	<b>Guidance</b>
An Asset Register recording relevant details of each property and the liabilities held against that property	✓		<p>An asset register serves several purposes:</p> <ul style="list-style-type: none"> <li>• It makes sure that the AHB has identified and safely stored key data and documents about each property, such as deeds, planning permissions, plans, borrowing agreements</li> <li>• It helps the organisation understand its liabilities when thinking about further borrowing</li> <li>• It makes finding documents easier, particularly if these documents are needed quickly</li> </ul>

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			There should be a central record (for example a spreadsheet) which sets out the location of key documents and details the liabilities held against each property
<b>3.3.6 Asset Management</b>			
<b>What the Performance Standard expects (in summary)</b>	<b>Current Requirement</b>	<b>Year Required T1 AHB</b>	<b>Guidance</b>
Knowledge and understanding of stock investment needs		<b>2021</b>	To meet this requirement, an AHB will need a detailed and up to date Stock Condition Survey and a 30-year financial plan. Each of these is discussed in more detail in other sections of the Guidance.
Planned approach to the long-term management of assets with clear links to the AHB's objectives		<b>2021</b>	<p>Asset management is essential in ensuring that an AHB can continue to meet its objectives by providing suitable, good quality accommodation. Whilst most AHBs will share similar objectives in maintaining and improving their homes, some objectives may be specific to an individual AHB. For instance, AHBs that primarily house tenants with disabilities may have additional investment needs compared to those that are primarily general needs providers. It is important to link the asset management priorities with the AHB's objectives, its tenants and the supports and services it provides.</p> <p>The provision of good quality accommodation, kept in good condition over many years, is a key objective for every AHB.</p> <p>It is expected that:</p> <ul style="list-style-type: none"> <li>• The link is made between these objectives, the SCS and the long-term financial plan. For example, a Board report seeking approval of the SCS should make direct reference to the relevant corporate objective.</li> </ul>
A document describing how the AHB looks after its buildings in the long, medium and short-terms		<b>2021</b>	See sinking fund guidance note above
A detailed description, renewed annually, of the planned and cyclical work in the year ahead		<b>2021</b>	See Asset Management Plan
Legally compliant approach to procuring contractors and consultants	✓		An AHB must ensure that its procurement activity complies with public procurement guidance and the relevant legislation and regulations. The requirements will vary according to the value of the contract.

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3.4 Performance			
3.4.1 Performance Management Indicators			
What the Performance Standard expects (in summary)	Current Requirement	Year Required T1 AHB	Guidance
Performance management framework		<b>2021</b>	<p>A performance management framework provides an overall structure to how the AHB approaches and manages performance management. It enables the Board and staff to understand why performance matters and how performance management is carried out.</p> <p>It is important that the document describes the main principle as well as the detailed methods.</p> <p>For example, the framework could state: ‘We will manage performance proactively and make sure that performance management is built into our procedures, so that we identify key performance indicators, report on them regularly and take follow-up actions promptly.’</p>
A range of key performance indicators	✓		<p>An AHB must have in place a range of KPIs which enable it to understand how the organisation is performing.</p> <p>There should be clear links between the AHB’s corporate objectives and the KPIs. In this way, the AHB makes sure that the work it is doing contributes towards its objectives.</p> <p>For example, a corporate objective to ‘provide excellent customer repairs service’ might lead to a KPI of ‘percentage of repair jobs completed first time.’</p>
Performance Management Reports	✓		<p>A performance management report brings the KPIs together. Good practice is to report on each KPI over a relevant period of time. For instance, it will be particularly informative to report on arrears monthly and for the report to include monthly data for the prior three years. This enables the reader to see where ‘spikes’ are seasonal or where they are unusual, and therefore need further analysis.</p> <p>A good performance management report to a Board will also include a commentary on reasons for the current performance and, where necessary, the activity planned to address KPIs which are not being met.</p>
Performance data that is accessible for tenants and any other stakeholders on request		<b>2021</b>	<p>Having a standard performance report, described above, makes it easier to make information available to tenants, either via the AHB’s website, in correspondence or upon request.</p>

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3.4.2 Value for Money			
What the Performance Standard expects (in summary)	Current Requirement	Year Required T1 AHB	Guidance
A document describing how the AHB manages its Value for Money (VFM) objectives		<b>2021</b>	<p>An AHB must continuously manage, monitor, challenge and improve the efficiency and effectiveness of its services and ensure that the costs associated with supplying these services are competitive and offer value for money. Value for money is defined in its most simple terms as something that is well worth the money spent on it.</p> <p>An AHB must have a document that:</p> <ul style="list-style-type: none"> <li>• Sets out its approach to VFM</li> <li>• Sets VFM objectives for the organisation</li> <li>• Says what it will do to achieve those objectives</li> </ul>
Measures of cost and quality in place		<b>2021</b>	<p>Achieving value for money is about the relationship of cost, performance and quality. An AHB needs to have in place systems that enable it to understand the cost of services, the levels of performance achieved, and the customer satisfaction with the quality of service.</p> <p>For example, the cost of delivering a repair, the quality of performance and outcome achieved (e.g. length of time to complete the repair, quality of parts) and the tenant's view of the repair (satisfaction data and/or complaints data).</p>
An approach to procurement that delivers the greatest long-term benefits to the organisation		<b>2021</b>	<p>An AHB can deliver more cost-effective services over time if it takes care in the procurement of its contractors and services.</p> <p>Using stock condition information and historic repair trends and costs will help an AHB to consider different approaches to procurement.</p> <p>For example, an AHB may have a number of fire alarm systems across various schemes in the same town, which are all serviced by different contractors on annual contracts. It may be more cost-effective to procure a single contractor to cover all systems in the town over a longer time period.</p> <p>There may be cost savings from the contractor and time and cost savings for the AHB in not having to procure a number of contractors annually.</p>
Regular reporting of performance in achieving VFM objectives		<b>2021</b>	<p>The AHB Board must receive a regular report which sets out how the AHB is doing in fulfilling the VFM objectives it has set for itself. The report should detail progress towards achieving objectives, including reasons for underperformance against objectives.</p>

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3.4.3 Management and Maintenance Costs			
What the Performance Standard expects (in summary)	Current Requirement	Year Required T1 AHB	Guidance
Proactive monitoring of management and maintenance costs	✓		<p>Managing costs is particularly important to ensuring that the AHB manages its homes within its agreed annual budgets. Priority should be given to the largest cost items or those which can vary significantly and have the biggest impact on the organisation.</p> <p>Significant management costs might include staffing and office costs. Maintenance costs will include planned, cyclical and day-to-day repairs and maintenance costs.</p> <p>An AHB should be setting monthly cost forecasts and monitoring performance against those forecasts.</p> <p>For example, day-to-day repairs costs should follow a similar pattern year-on-year, with perhaps higher spend in winter than in summer. Forecasting based on previous years' month-on-month actual costs will make it easier to identify any variations from the usual pattern and enable the AHB to take action if necessary.</p>
Regularly report on management and maintenance costs	✓		<p>An AHB must have identified those management and maintenance costs which have the greatest impact on the AHB.</p> <ul style="list-style-type: none"> <li>• The AHB must be able to extract data on these costs</li> <li>• The AHB must report regularly on these costs</li> <li>• Operational staff should be reviewing cost data at a minimum quarterly</li> <li>• The Board should be reviewing these costs at a minimum six-monthly</li> </ul>
System to ensure that management and maintenance cost forecasts are used when assessing the feasibility of new business and development opportunities		<b>2021</b>	<p>It is important that the financial model the AHB uses to assess the viability of proposed new developments includes estimates of management and maintenance costs that reflect the actual costs of units that it already has in management.</p>
A system to enable separate reporting of housing management and maintenance costs		<b>2021</b>	<p>It is important to be able to separate housing management and maintenance costs in order to monitor and manage each separately. This is usually achieved using different budget headings, so that costs are allocated accurately to headings that support good financial management.</p>

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### Key Glossary Terms

Item	Description
Cyclical works	Cyclical works are works that are carried out periodically. They would typically include regular safety driven compliance programmes such as gas servicing or fire alarm servicing. Cyclical work would also include general maintenance programmes, such as external painting or painting of internal communal areas, which may be repeated after a number of years.
Maintenance costs	Maintenance costs are all the costs associated with planned, cyclical and responsive repairs carried out on the AHBs homes.
Management costs	<p>Management costs are those costs incurred by the AHB in managing its social housing stock. These exclude all costs associated with the repairs and maintenance of the homes. Management costs will include all the costs associated with managing the tenancies, such as allocations, tenant engagement, and estate management. They also include direct costs such as insurance, property tax, and legal fees.</p> <p>In addition, overhead costs or the proportion of total overhead costs required to support the provision of the social housing, will also be included under management costs. These overheads will include IT, HR, training and development, utilities, office rental costs etc.</p>
Planned works	<p>Planned works are works that are completed on a planned rather than a reactive basis. For example, replacing a gas boiler only after it had failed and was either uneconomic or not possible to repair would be seen as 'reactive'. However, the decision to plan the replacement of a number of boilers due to their age, inefficiency or escalating cost to maintain would be classed as planned works.</p> <p>A planned approach can save costs for the AHB and inconvenience for the tenants. Typical planned programmes include the replacement of kitchens, bathrooms, boilers, windows and roofs.</p>
Policy and Procedure	<p>A <b>policy</b> describes the principles, rules, and guidelines formulated or adopted by an organisation to reach its long-term goals.</p> <p>A <b>procedure</b> is a description of the process to be followed together with a list of exact instructions on how to accomplish the task. It will cover details such as timescales for each step, contact methods and contact details (e.g. the local authority must be notified of a void property within one working day of receiving notice on the property).</p> <p>A good way to understand the difference between policy and procedure is to use the example of a housing allocation. An AHB's Allocations Policy will describe the rules that will be used to decide who is being allocated an empty property. The Allocations Procedure will describe the individual steps required to allocate an empty property to a person or family, and how they will be identified using the rules set out in the Allocations Policy.</p> <p>It is important to make sure that the procedure is clear about who is responsible for each step, for example, which steps are the responsibility of the AHB and which are the responsibility of the tenant.</p> <p>A <b>policy</b> should:</p> <ul style="list-style-type: none"> <li>• Set out the legal and regulatory context</li> <li>• Describe how the policy relates to the AHB's objectives</li> <li>• Set out the principles and rules that the AHB is applying so that they meet their objectives and satisfy all relevant legal and regulatory requirements</li> </ul>



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Item	Description
	<p>The status of a policy should be noted on the cover page, with the date of approval by the Board or relevant Committee, the policy review date and details of how the policy will be publicised for staff/tenants.</p> <p>Policies should be reviewed at least every two years.</p>
Proactive monitoring	<p>Proactive monitoring means that the AHB monitors and manages issues so as to ensure that targets are met, or timely corrective measures are taken to ensure the best outcomes for the organisation and its tenants. For example, if rent payments are due on the last Friday of the month, then a necessary activity will be to check the rent balances the following Monday and take prompt action, if necessary. Another example would be if works to a void property are scheduled to take two weeks, then proactive monitoring will mean regular contact with the contractor to ensure that works will be completed by that deadline.</p> <p>The first stage of proactive monitoring is to describe the requirement in policies, procedures and checklists. The second stage is to plan work to make sure that activity is scheduled. The third stage is to deliver the activity. The last stage is to review performance and apply lessons learnt to improve future performance.</p>
Record keeping	<p>Record keeping means recording relevant information relating to residents and properties in ways that are useful and legally compliant. Examples will include correspondence with residents and details of any other contact with residents such as file notes from phone conversations or interviews/meetings. The level of detail in any file note needs to be sufficient to provide an understanding at a later date of what happened. It will also include property related records such as property repair information, invoices and certificates.</p> <p>Consideration should also be given to the security of records and to disaster recovery (e.g. if the office in which paper records are stored was burned down, how would the service be affected and what steps would be taken to restore service and missing records?).</p>
Responsive repairs	<p>Also known as ‘reactive’ or ‘day-to-day’ repairs, these are generally low cost and commonly carried out in response to a tenant notifying the AHB of the problem. Common responsive repairs include plumbing leaks, minor electrical faults and faults to a heating system. They are generally prioritised depending on the severity of the fault and the risk to the tenant or protection of the building. This prioritisation would commonly be (a) emergency, (b) urgent and (c) routine.</p>
Stock Condition Survey	<p>A stock condition survey (SCS) is a record of important data about a property. It will include for instance the property’s size, accommodation, type, date of construction and similar details. It will include the type and estimated lifespan of key building components, such as heating type and the estimated date for replacement of the boiler. The stock condition data is used as the basis for forecasting future replacement dates and costs.</p> <p>A SCS will generally be completed by an external specialist surveying company, but it could be completed internally if the organisation has the relevant skills and validates these surveys externally. Some AHBs will carry out regular sample surveys of a number of its properties, rather than a complete survey of all its homes. If sample surveys undertaken the AHB will need to ensure the sample is representative of its housing stock (e.g. age, size, property type and location). The findings from the sample survey can then be used to extrapolate costs across the whole stock.</p> <p>When working from a sample of the AHB’s properties, it is important to identify all of those that are identical. For instance, if a scheme has 20 identical two-bed houses, then the asset register should highlight this. Working from a survey of a sample of these identical properties, the stock data can be applied across all the properties (i.e. including those which have not been surveyed).</p>

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