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The Performance Standard

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



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Legal Disclaimer

The Performance Standard 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.



Chapter 1

Introduction to the Standard

1.1 About this Standard

The landscape of the social housing sector in Ireland is changing. The Government's 'Rebuilding Ireland Action Plan' envisages a significant role for Approved Housing Bodies (AHBs) in the delivery of social housing in the State.

The Performance Standard and Assessment Framework further develops the regulatory framework for the AHB sector and should support and assist in building the capacity of AHBs to deliver excellent tenant services and to manage stock efficiently and effectively. As well as building on the existing Voluntary Regulation Code (VRC), this Standard complements the Financial and Governance Standards, and draws upon a range of best practice and lessons from the work of housing regulators in other jurisdictions.

The Standard has been developed in consultation with the sector and a range of other key stakeholders. It is underpinned by the guiding principles of the VRC, including proportionality, accountability and transparency. The regulatory requirements for an AHB is dependent on size, scale and development plans. The requirements outlined in the appendices are specific to each Tier.

The Standard sets out the minimum regulatory requirements an AHB must meet. It is expected, however, that the large and growth AHBs will go beyond these expectations in fulfilling key objectives.

In gaining a full understanding of the regulatory requirements for each Tier, it is important to read the Standard, the Appendices and the Guidance.

AHBs are subject to existing legislative, statutory and compliance requirements. It is the primary responsibility of the Board and Executive to identify, understand and comply with these statutory obligations.

1.2 Proportionality

A 'one size fits all' approach to regulation is not appropriate, due to the range and diversity of the AHB sector. The assessment of AHBs against the Standard will be both proportionate and risk-based. This means that the Regulation Office will take into account the size, scale and level of risk of the organisation in applying the Standard.

AHBs are subject to existing legislative, statutory and compliance requirements. It is the primary responsibility of the Board and Executive to identify, understand and comply with these statutory obligations.

“The ‘comply or explain’ approach is widely used within regulation. This requires AHBs either to comply with the regulatory standard or to explain what alternative arrangements are in place where the organisation does not comply.”

AHB Tier Classification

Tier 1	0-50 units with no development plans or development plans that keep the total under 50 units.
Tier 2	50-300 units or development plans that keep the total under 300 units, or the use of loan finance for development.
Tier 3	>300 units or sizeable development plans, including the use of loan finance for development.

A departure from a requirement, therefore, does not necessarily constitute a breach of the Standard, if there is evidence that the organisation has given proper consideration to why such a departure is necessary and how the requirement is observed through other means.

In order for ‘comply or explain’ to be effective, AHBs must be open and transparent about their reasoning in areas where the organisation does not comply. The Regulation Office will exercise reasonable judgement about the validity of such an explanation, and whether failure to comply with a particular provision (or set of provisions) constitutes non-compliance with or an acceptable deviation from the Standard.

1.3 About ‘Comply or Explain’

The ‘comply or explain’ approach is widely used within regulation. This requires AHBs either to comply with the regulatory standard or to explain what alternative arrangements are in place where the organisation does not comply. It recognises and acknowledges that there may be reasons for non-compliance, such as the local context or individual circumstances in which the organisation is working.

1.4 Notifiable Events

AHBs are required to inform the Regulation Office of any significant breaches, sanctions, determinations, enforcements or fines imposed by a statutory body.

Chapter 2

Objectives

2.1 Performance Standard Background

The overall purpose of the Performance Standard is to define and set a standard for essential service performance from the AHB sector. This refers to the arrangements for the delivery of tenancy, housing management, asset management and other tenant-facing services by an AHB.

The Standard incorporates tenant management, operations, service delivery, asset management, and performance management.

The Performance Standard has been developed with the following in mind:

- People
- Property
- Performance



Chapter 3

The Performance Standard Requirements

The Performance Standard incorporates the most important aspects of the relationship between the AHB and the tenant. It captures: how properties are maintained, improved and repaired over time, how those works are paid for, how rents are set, charged, collected and debts recovered; how properties are allocated and let, and how tenancies are managed and terminated. It establishes a standard in relation to properties and services for the people who live in them, in addition to seeking assurance that all AHBs have sufficient policies and procedures in operation to deliver good quality and consistent services across all tenancies.

The Standard is broken down into three main sections: **People, Property and Performance**. Each section is then divided into specific service areas and sets out a series of requirements. For each service area, a description of its rationale and the specific regulatory requirements are included.

For the purposes of the Standard, references to 'tenants' also includes licensees, residents, users, clients etc, where appropriate.


3.1 General Principles and Requirements

Introduction

In the delivery of key objectives AHBs must be able to demonstrate to tenants, the Board and key stakeholders that they have considered all the matters that apply to the operation of an AHB. These are summarised below and within the three service areas of **People, Property and Performance**.

AHBs are expected to:

- Have measurable outcomes for key objectives and service delivery areas, which are assessed against time, value for money and tenant satisfaction
- Comply with all relevant statutory and regulatory requirements
- Inform the Regulation Office of any significant breaches, sanctions, determinations, enforcements or fines imposed by a statutory body
- Have appropriate document and housing management systems to provide good customer service and operate the organisation effectively and efficiently
- Demonstrate good quality and consistent communication with all tenants
- Demonstrate that services are fair, transparent and consistent
- Create sustainable and balanced communities and work in partnership with other relevant organisations

- 
- Ensure that rental activity complies with the original terms of funding requirements
 - Ensure clear reporting across key business activities
 - Ensure policies and procedures are clear, transparent, and fit for purpose
 - Regularly review all policies to ensure these remain relevant and up to date
 - Evidence continuous monitoring and improvement in service delivery

3.2 People

Introduction

Tenant and Housing management should be central to the work of the AHB, where the primary objective is to safeguard both the tenant and the social housing asset. This section is concerned with the services that impact tenants.

- Tenant Service Policies – AHBs should have key policies in place to ensure appropriate tenant management including those relating to complaints, repairs, rent arrears and voids
- Income Management – this refers to the management of rental income, rent setting, rent records, arrears management, bad debts and service charges
- Tenant Communication and Engagement – systems to engage and interact with tenants
- Allocations and Lettings – policies and procedures to ensure timely and efficient management of allocations and voids

3.2.1 Tenant Service Policies

Rationale

The relationship between landlords and tenants is governed by a written tenancy agreement. This must provide clarity about how the relationship works on a day-to-day basis and be supported by the general principles of good customer service.

Good quality tenant service policies allow the AHB to operate in an open, transparent and accountable manner, for the benefit of both the tenant and the AHB. AHBs should have corresponding procedures relating to individual policies, outlining the mechanism for addressing and resolving tenant service matters in line with best practice.

AHBs should continually review the operating environment and tenant service management capabilities to ensure the ability to maintain high standards. This is particularly important for AHBs in a growth environment.

Regulatory Requirement

AHB's are expected to have:

- Tenant service policies and management procedures establishing the roles and responsibilities of both the tenant and the landlord throughout the life of the tenancy agreement, from commencement to termination
- A published policy and procedure for dealing with complaints from tenants and service users. The AHB should seek early resolution to any matter raised and also advise tenants of the Residential Tenancies Board (RTB) Dispute Resolution service and their rights
- Procedures to ensure the organisation meets all legal and compliance obligations applicable to the services they provide
- Compliance procedures in place to ensure the organisation meets all applicable legal requirements relating to holding and using data and personal details
- Clear protocols to support tenants or permanent members of households who require property adaptations to meet disability requirements
- Clear protocols regarding how the AHB deals with requests from tenants for property improvements
- A policy and procedure for identifying and dealing with properties that have been abandoned by tenants
- A published estate management policy which refers to anti-social behaviour, and sets out the rules designed to create communities that are safe and secure
- House Rules that may apply within Owners Management Companies (OMC) and multi-unit developments incorporated into tenancy agreements, as appropriate
- All tenant service policies available and accessible for tenants and service users
- A process to ensure that all policies are regularly reviewed and remain relevant

3.2.2 Income Management

Rationale

Income management is a generic term to mean the management of rent, service charges and arrears. Rent is defined as a tenant's regular payment to a landlord for the use of the property. Service charges are additional charges for utility or support services.

It is important that the administration of rent is carried out in accordance with tenancy agreement, legislative and key stakeholder requirements. AHBs are expected to have in place policies, procedures and protocols outlining the approach to income management, including rent records, rent setting, rent reviews, arrears management, bad debt and service charges. The non-payment of rent should be dealt with fairly, transparently and in accordance with the AHB's arrears policy and relevant legislation.

AHBs are expected to manage rent arrears pro-actively with early intervention and methods to direct tenants towards debt management services, as required.

Rental income is used to pay for the management and maintenance of the housing stock and the delivery of services. It contributes to an AHB's capacity and capability to grow now and in the future. The accurate setting and charging of rent, in a fair and transparent manner, is important to the AHB's cashflow and the sustainment of tenancy agreements.

Regulatory Requirement

AHBs are expected to have:

- A fair and transparent policy and procedure for setting, reviewing and collecting rent and service charges, the management of rent arrears and any debt management services provided
- A policy and procedure regarding the issuing of rent records in line with the tenancy agreement and relevant legislation
- Appropriate reporting mechanisms with analysis of rental income due, rent collected and rent arrears. Rental income due should be reconciled against the rent collected by the AHB
- AHBs should demonstrate pro-active management of rental income and arrears and ensure tenants are aware of all rent payment options available
- Procedures to ensure the organisation meets all the legal and compliance obligations applicable to rental and service charges

3.2.3 Tenant Communication and Engagement

Rationale

The relationship between landlords and tenants is dependent on good quality, effective and timely communications.

It is important that tenant communication and engagement is undertaken by the AHB from the commencement of all tenancy agreements. Tenants have the right to be properly informed about their rights and responsibilities, the obligations of the landlord and their obligations as a tenant. It is essential to provide tenants with the necessary information in a straightforward and accessible manner.

AHBs need to have systems in place to enable tenants to make their views known and for the AHB to demonstrate accountability.

All tenant services delivered by the AHB should be monitored and measured to assess performance and tenant satisfaction. AHBs should strive to continuously improve and operate suitable mechanisms to assess tenant satisfaction.

Regulatory Requirement

AHBs are expected to have:

- A tenant communication and engagement policy, setting out how the AHB will engage and communicate with tenants
- A range of methods available by which tenants can easily communicate with the AHB, including out of office hours and in emergency situations
- All services and information accessible for tenants
- Pre-tenancy training and support for new tenants identifying what is expected of the tenant and the landlord
- A pro-active approach to tenant welfare to identify where tenants are experiencing difficulty in maintaining tenancy agreements
- Tenant feedback opportunities available to assess tenant satisfaction in relation to the management and maintenance of homes
- Evidence of how the AHB has consulted on all relevant matters
- Annual communication with tenants outlining the AHB's performance in delivering key services

- Timely communication in relation to any significant events, such as rent increases, notice periods and any new legislative requirements which may affect tenants
- Opportunities available to tenants to provide input on key services

3.2.4 Allocations and Lettings

Rationale

AHBs are expected to work in partnership with Local Authorities and others to prevent and relieve homelessness and offer vacant properties (voids) for nomination to people in housing need. It is vital that empty homes are made available to tenants in a timely and efficient manner to ensure the organisation is achieving the key objective of delivering homes and alleviating homelessness.

AHBs should aim to attain the highest levels of tenant occupancy and in turn avoid loss of rental income to the AHB. Close links and nomination agreements with Local Authorities can improve void turnaround times and AHBs are expected to take an outcome-focused approach to managing voids, allocations and lettings.

AHBs should ensure that working practices capture the beginning, middle and end of each tenancy and that all tenancy agreements are registered with the Residential Tenancies Board, as required.

Regulatory Requirement

AHBs are expected to have:

- An allocations policy and procedure which is fair and transparent and provides a consistent approach to letting properties
- All tenancy agreements registered with the Residential Tenancies Board, as required
- Pro-active engagement with Local Authorities to ensure a collaborative approach to housing people in need and creating sustainable communities
- Procedures for communicating current and potential vacant properties with Local Authorities
- Clearly documented tenancy and housing management procedures
- Pre-tenancy training, sign-up procedures and a tenant handbook outlining key policies and procedures relating to the tenancy agreement
- Comprehensive information about the tenant's new home, rent, service charges, and the services to be provided by the AHB
- Information available regarding vacant properties and the breakdown of accommodation available in each area
- Information for tenants regarding transfer options, if applicable

3.3 Property

Introduction

The main assets of an AHB are its homes. These assets allow the AHB to fulfil the objective of delivering homes for those in need and creating sustainable communities. AHBs should ensure that they have the appropriate mechanisms in place to protect and maintain these housing assets and provide homes that are fit for purpose to existing and future tenants.

It is an essential function of an AHB to protect tenants, families, visitors and the AHB itself, by ensuring the ongoing safety and compliance of assets. In addition, the AHB plays a critical stewardship role in protecting the assets, often publicly funded, and maintaining them in good condition so that they can continue to meet the housing needs of future generations.

Understanding and planning for the current and future costs of repairs and maintenance is essential for ongoing business viability, identifying risk, determining future capacity for growth and for ensuring value for money.

AHBs must carry out a range of activities in order to maintain and enhance assets. These activities will include responsive, cyclical and planned maintenance, as well as developing a planned approach to asset management which will deliver on clearly identified investment priorities.

This section includes all key property related activities with a particular focus on:

- Health and Safety Compliance
- Repairs and Maintenance
- Void Management
- Stock Condition Surveys and Sinking Fund Provision
- Asset Registers
- Asset Management – planning and delivery

3.3.1 Health and Safety Compliance

Rationale

AHBs should ensure full compliance with all health and safety requirements and all aspects of housing asset management. There are many risks associated with the management of properties and homes. A number of these relate to the health and safety of tenants, families, visitors, contractors and AHB staff. The AHB has specific duties in relation to health and safety and should ensure that reasonable steps are taken so that tenants can enjoy their homes safely.

It is essential that health and safety is given priority within the organisation and that the various property-related risks are understood, and actively managed by the AHB. Creating a safe environment within which people live is fundamental to an AHB's daily operations.

AHBs must have policies and procedures in place to manage all health and safety matters arising from all relevant statutory and regulatory requirements.

Regulatory Requirement

AHBs are expected to have procedures which ensure:

- Full compliance with all relevant statutory and regulatory requirements regarding the safety of tenants in their homes and the protection of the AHB's assets
- All homes meet the current Minimum Standards for Rented Accommodation
- Records are kept demonstrating ongoing compliance with regulatory and statutory requirements
- Effective monitoring, reporting and management of the health and safety of tenants in their homes and demonstrate ongoing compliance to the Board
- Health and safety risks outside properties, in communal spaces and on other land owned by the AHB, are managed appropriately
- All urgent health and safety matters are addressed, including during out of office hours
- Appropriate insurance cover to protect the organisation in the event of personal injury or property damage
- All works and services are provided by appropriately qualified and/or competent persons
- Ongoing safety of tenants and visitors including whilst undertaking of any works

3.3.2 Repairs and Maintenance

Rationale

An AHB has a legal obligation to keep tenants' homes in good repair. In addition to ensuring tenant safety, wellbeing and satisfaction, AHBs must maintain and protect assets and minimise the long-term costs of maintenance. AHBs should ensure appropriate mechanisms are in place to protect and maintain housing assets and provide homes that are fit for purpose for existing and future tenants.

The repairs and maintenance management service is a core AHB activity and is generally the most commonly accessed by tenants, accounting for a significant level of expenditure. It is therefore essential that AHBs have a clear approach to repairs and maintenance that ensures services are effective, efficient and offer value for money.

As well as providing a 'day to day' responsive repairs service, AHBs will also carry out 'cyclical' and 'planned' maintenance.

- Cyclical maintenance includes maintenance that is carried out routinely according to an agreed timescale e.g. annual servicing of gas boilers or servicing of lifts
- Planned maintenance includes work that is programmed in advance and is often pre-emptive in nature e.g. kitchen and bathroom replacements

Planned and preventative maintenance can offer a cost-effective repairs service, improved value for money and less disruption for tenants. An Asset Management Strategy should ensure the appropriate structures are in place and that the housing stock of the organisation meets the needs of both existing and future tenants. The organisation should have a strong line of sight on existing and future asset costs and how they will be funded.

Regulatory Requirement

AHBs are expected to have policies and procedures:

- Detailing the AHBs approach to planned, cyclical and responsive repairs
- For the effective delivery of responsive repairs and maintenance service, including prioritising and addressing urgent repairs
- For an effective, proportionate system for recording all repair histories, including costs
- Ensuring an adequate annual budget to fund the delivery of the repairs service

- Ensuring competent, insured and suitably accredited contractors or direct employees completing all repairs
- For the pro-active management of repairs and contractor performance, by collecting data to assess the quality and cost of the repairs service against agreed performance indicators and budget
- To demonstrate an understanding of the cost and quality drivers in delivering repairs, maintenance services and value for money

3.3.3 Void Management

Rationale

A void is any property that is not tenanted.

It is vital that empty homes are made available to tenants in a timely and efficient manner to ensure the organisation is achieving the key objective of delivering homes and alleviating homelessness. AHBs should aim to attain the highest levels of tenant occupancy and in turn avoid loss of rental income to the AHB. Allowing homes to remain empty for unnecessarily long periods of time has a negative impact on the reputation of the AHB and the organisation's financial position.

Effective pro-active void and allocations management minimises rental income losses and reduces the risk of potential breaches of funding terms and conditions. Furthermore, it will limit the likelihood of vandalism and any negative impressions of schemes with empty homes.

Regulatory Requirement

AHBs are expected to have:

- A void policy and procedure detailing how empty properties are managed, made available for letting, how vacant periods are minimised and that all necessary void repair and safety works are completed
- An effective and proportionate system for managing voids capable of monitoring number of voids, length of voids, void repair costs and loss of income
- An adequate annual budget to fund the completion of all necessary void repair works
- Pro-active management of void properties and to collect data to assess the quality and cost of the repairs service against agreed performance indicators, budget and loss of income

3.3.4 Stock Condition Surveys and Sinking Fund Provisions

Rationale

A Stock Condition Survey (SCS) is the best practice method for an AHB to understand the condition of properties and to assess the immediate and long-term costs associated with maintaining stock. SCSs are essential to enable AHBs to satisfy themselves that they have sufficient financial resources and provisions to meet these short and long-term costs.

The approach an AHB will take in completing a SCS will depend on a number of factors, bespoke to the organisation and its stock. AHBs should ensure that a representative sample of surveys are undertaken on a regular basis.

Typical Stock Condition Survey's will look at all parts of a building and capture information on the key building components, such as bathrooms, kitchens, heating, windows, roofs etc. In addition to assessing the current condition of components, the SCS should also estimate the future life of the components and anticipate the cost and timing of their replacement. By applying accurate lifecycle data, AHBs can develop financial plans for the long-term maintenance and refurbishment of housing stock. Regular SCSs will also keep AHBs informed of the ongoing condition of the housing stock. This enables organisations to align the sinking fund or 30-year financial projections to the most current SCS results.

SCS must be completed by all AHBs. Independent and external surveyors can be used to complete surveys. If an AHB has suitably qualified and/or experienced technical staff they may choose to complete surveys internally. Where this occurs these surveys must be externally validated.

A Sinking Fund Provision is required for the repair, long-term planned maintenance and refurbishment of housing stock. The AHB's Board must satisfy itself that this provision is adequate to meet future costs, as informed by the SCS results, and ensure value for money.

An AHB has 2 options in relation to their Sinking Fund Provision:

1. A Sinking Fund based on the results of a SCS

OR

2. 30-year financial projections which demonstrate that the AHB can meet the costs of future repairs and maintenance, based on the results of a SCS

The Regulation Office requires assurance that the SCS methodology is appropriate and that the SCS results are clearly evidenced and translated into a long-term financial plan.

Regulatory Requirement

AHBs are expected to have:

- An up-to-date, externally validated, Stock Condition Survey which details the condition of key components in a representative sample of properties, and which can be used to project repairs and maintenance costs over a period of 30 years
- A sinking fund provision that is informed by Stock Condition Survey results and is adequate to meet those projected costs over the 30 year period
- A clear method for managing and monitoring the adequacy of sinking fund provision
- A suitable system for collecting, maintaining and updating stock information which is proportionate to the size of the organisation
- A 3-5-year Asset Management Strategy outlining the planned and cyclical programmes to be completed
- An Annual Asset Management plan detailing the planned and cyclical maintenance work to be carried out each year, in addition to any other property improvement priorities

3.3.5 Asset Register

Rationale

An AHB needs a clear understanding and knowledge of its assets and liabilities. Holding a full list of properties with key supporting information is essential, along with access to legal and planning documentation, where required.

Core property data such as the address, accommodation, age, location of deeds etc. is central to the Asset Register, additional data should include liabilities, funding sources and mortgage expiry dates. For managed or leased properties, the register should record property owner details, tenancy agreement end dates and repair obligations.

AHBs need to have effective systems in place to allow the storage and retrieval of data as required. A structured approach to property information of this type is of particular importance for growing AHBs, as lenders require increasingly detailed information for each property to inform lending decisions.

Asset Registers should ensure efficient access to property information that should enable better oversight and property management.

Regulatory Requirement

AHBs are expected to have:

- An Asset Register recording relevant details of each property and the liabilities held against that property

3.3.6 Asset Management

Rationale

AHBs should have an Asset Management Strategy to ensure the housing stock of the organisation meets the needs of both existing and future tenants. Each AHB should have a tailored approach to asset management that reflects its individual size, vision and mission. Asset management is a core activity and accounts for one of the largest annual costs of an AHB.

A holistic approach should ensure that the appropriate structures and arrangements are in place. The organisation should have a strong line of sight on existing and future asset costs and how they will be funded. It is important that the organisation's Strategic, Financial and Asset Management Plans are integrated and inform each other and that the value for money principle is applied.

By adopting a long-term strategic approach to asset management, AHBs can develop a thorough understanding of the future property requirements utilising SCS results and plan accordingly. Additionally, AHBs can also use this knowledge to deliver significant value for money for the AHB.

The Asset Management Strategy adopted by an AHB will reflect both the investment needs of the organisation's housing stock, as well as the wider corporate objectives.

Regulatory Requirement

AHBs are expected to have:

- A long-term Asset Management Strategy with clear deliverables and priorities, and aligned to the organisation's objectives and financial plans
- A planned and informed approach to the long-term management of assets
- Sufficient knowledge and understanding of stock investment needs and the systems, processes and people required to manage assets effectively
- A detailed annual investment programme
- A clear and legally compliant approach to procuring contractors and specialist consultants that meets the short and medium-term investment needs of the AHB

3.4 Performance

Introduction

Managing organisational performance and tenant satisfaction is essential for ensuring the provision of continuously improving, high quality, cost-effective tenancy and property services. In order to do this, AHBs will need to have clear performance management frameworks that allow understanding of services in terms of cost and quality. AHBs should measure progress against key objectives and priorities.

A strong performance management culture needs to be in place across the organisation, with a shared understanding of objectives and goals.

This section deals with a number of different areas of performance covering:

- Performance Management Indicators
- Value for Money (VFM)
- Management and Maintenance Costs
- Planning and Oversight – for growth organisations

3.4.1 Performance Management Indicators

Rationale

AHBs must actively manage the level of performance achieved while delivering services to tenants. Performance management is concerned with delivering services to a defined standard in an effective, efficient and economical manner. By managing performance effectively, AHBs can maximise the value achieved for investment in homes and services. Each AHB must have in place a range of performance indicators which allow the effective management of operations and the monitoring of progress against key objectives.

Regulatory Requirement

AHBs are expected to have:

- A performance management framework that it uses to actively manage operational performance and to measure progress against key objectives
- A range of key performance indicators, which are actively used by staff, managers and the Board to understand the outputs and identify key risks to the organisation where performance indicators evidence variances

- Performance reports showing actual outcomes against an agreed set of criteria and targets and to understand the key variances and actions taken to address shortfalls
- Performance data that is accessible for tenants and any other stakeholders

3.4.2 Value for Money (VFM)

Rationale

Achieving VFM across all services is essential to ensure that tenants continue to receive good quality services and that properties are well maintained through best use of the AHB's finite resources. As customers, tenants deserve to receive the best possible level of services within the financial constraints of the organisation and expect the best use of any public monies. For an AHB this means operating effectively, efficiently and economically.

An AHB must continuously manage, monitor, challenge and improve the efficiency and effectiveness of services, and ensure that the costs of supplying these services are competitive and offer VFM. These considerations should be applied across all services, including the materials and services that the AHB procures, as well as those it provides directly.

The organisation should identify value for money objectives, indicate how it will achieve those aims while pursuing key objectives and report on achievements and delivery. This will involve understanding the performance it delivers and the quality of the outcomes it generates, while balancing these with the cost of achieving VFM.

Regulatory Requirement

AHBs are expected to have a policy and procedures that include:

- How VFM is achieved across the business, with a particular emphasis upon the areas of highest spend
- The evaluation of both the cost and quality of services through the use of agreed measures
- An approach to procurement that delivers the greatest long-term benefits to the organisation and meets public procurement rules
- Regular monitoring and reporting of performance in achieving VFM objectives

3.4.3 Management and Maintenance Costs

Rationale

Management and maintenance costs account for a significant proportion of an AHB's expenditure. If not closely managed, this can lead to significantly increased costs, potentially limiting services or diverting resources away from other priorities. AHBs should have a framework to ensure that attention is paid to minimising spend while maximising value and enables the organisation to improve performance, outcomes and reduce costs.

Management costs are those costs incurred by the AHB in managing its social housing stock, but will exclude all costs associated with the repairs and maintenance of the homes. Management costs will include all the costs associated with managing the tenancies e.g. allocations, tenant engagement, estate management etc. as well as direct costs such as insurance, property tax, legal fees. In addition, overhead costs or a proportion of those costs, required to support the provision of the social housing stock will also be included; such services will include IT, HR, training and development, utilities, office rental costs etc.

Average management costs can be calculated by taking the total expenditure, as outlined above, and dividing it by the number of units.

Maintenance costs should only include costs relating to planned, cyclical and responsive repairs and maintenance. AHBs should be able to demonstrate an understanding of the cost and quality drivers in delivering repairs, maintenance services and value for money.

Average maintenance costs can be calculated by taking the total expenditure on maintenance and dividing it by the number of units.

Regulatory Requirement

Every AHB is expected to have:

- A system to ensure pro-active monitoring and supervision of management and maintenance costs
- The ability to analyse and report on various management and maintenance costs to develop a better understanding of cost drivers
- A system to ensure that management and maintenance cost forecasts are used when assessing the feasibility of new business and development opportunities
- A system to enable separate reporting of housing management and maintenance costs

3.4.4 Planning and Oversight for Larger and Developing Organisations

Rationale

Long term business and strategic planning is necessary to ensure that AHBs remain viable and that levels of income are sufficient to meet current and future costs of maintaining properties and delivering high quality tenancy services. Oversight is required to enable AHBs to understand how well they are performing against overall objectives and to take corrective action when needed. The degree of planning and level of oversight should be proportionate to the size of the AHB and the scale of growth ambitions.

It is important that where there are corporate objectives, business and strategic plans, that they are integrated and that delivery against these objectives is monitored. The vision and mission of the organisation needs to be translated into strategic objectives and from there into operational delivery, along with robust measures to assess ongoing progress.

It is essential that AHBs consider the impact of growth, not only on financial capacity, but also on organisational capacity and capability to continue to meet and enhance levels of service to existing tenants and assets.

All growth organisations should ensure they understand and are aligned to the respective requirements of both the Governance and Financial Standard proportionate to the size of the organisation.

Regulatory Requirement

Larger and developing AHBs are expected to have:

- A procedure to enable management of operational costs whilst ensuring consistent service standards
- A system that enables the organisation to demonstrate consideration of additional resource requirements in line with future growth targets
- The ability to maintain and improve service standards during any sustained growth
- Monitoring in place that enables action on service delivery areas which could impact growth and/or increase service costs
- IT and other support systems that are reviewed regularly to ensure they remain fit for purpose



Appendices

Appendix 1

Compliance with the Performance Standard – Tier 1 Organisations

3.1 General Principles		
What the Performance Standard expects (in summary)	Current Requirement	2021
Measurable outcomes for key objectives and service delivery areas	✓	
Comply with all relevant statutory and regulatory requirements	✓	
Inform the Regulation Office of any significant breaches, sanctions, determinations, enforcements or fines imposed by a statutory body		2019 ¹
Have appropriate document and housing management systems to provide good customer service and operate the organisation effectively and efficiently	✓	
Demonstrate good quality and consistent communication with all tenants	✓	
Demonstrate that services are fair, transparent and consistent		✓
Create sustainable and balanced communities and work in partnership with other relevant organisations		✓
Ensure that rental activity complies with the original terms of funding requirements	✓	
Ensure clear reporting across key business activities		✓
Ensure policies and procedures are clear, transparent, and fit for purpose	✓	
Regularly review all policies to ensure these remain relevant and up to date	✓	
Evidence continuous monitoring and improvement in service delivery	✓	

¹ This is a 2019 requirement for all AHBs

3.2 People

3.2.1 Tenant Service Policies

What the Performance Standard expects (in summary)	Current Requirement	2021
Tenant service policies and management procedures	✓	
Policy and procedures for dealing with complaints	✓	
Meet all legal and compliance obligations	✓	
Meet all applicable legal requirements relating to holding and using data and personal details	✓	
Support tenants who require property adaptations	✓	
Protocols to deal with requests for property improvements	✓	
A document describing how the AHB will deal with an abandoned property		✓
A document describing how the AHB manages its internal and external communal areas		✓
House rules for OMC incorporated into tenancy agreements	✓	
All tenant service policies available and accessible	✓	
Ensure policies are regularly reviewed	✓	

3.2.2 Income Management

What the Performance Standard expects (in summary)	Current Requirement	2021
A document describing how the AHB manages its rental income	✓	
A policy and procedure regarding the issuing of rent records	✓	
Mechanisms for rental income analysis		✓
Pro-active management of rental income and arrears	✓	
Meet all the legal and compliance obligations applicable to rental and service charges	✓	

3.2.3 Tenant Communication and Engagement

What the Performance Standard expects (in summary)	Current Requirements	2021
A document describing how the AHB communicates and engages with its tenants		✓
A range of methods available by which tenants can easily communicate with the AHB	✓	
All services and information accessible for all tenants	✓	
Pre-tenancy training and support for new tenants	✓	
A pro-active approach to tenant welfare		✓
Tenant feedback opportunities	✓	
Evidence of how the AHB has consulted on all relevant matters		✓
Annual communication with tenants outlining the AHB's performance in delivering key landlord services		✓
Timely communication in relation to any significant events	✓	
Opportunities available to tenants to provide input on key services		✓

3.2.4 Allocations and Lettings

What the Performance Standard expects (in summary)	Current Requirement	2021
An allocations policy and procedure	✓	
All tenancy agreements registered with the RTB	✓	
Pro-active engagement with Local Authorities	✓	
Procedures for communicating vacant properties with Local Authorities	✓	
A document which describes how the AHB manages its tenancies	✓	
Pre-tenancy training, sign-up procedures and a tenant handbook	✓	
Information about the tenant's new home and the services to be provided by the AHB	✓	
Information regarding vacant properties and the breakdown of accommodation available		✓
Information for tenants regarding transfer options		✓

3.3 Property

3.3.1 Health and Safety Compliance

What the Performance Standard expects (in summary)	Current Requirement	2021
Compliance with all relevant statutory and regulatory requirements	✓	
Ensure all homes meet the current Minimum Standards for Rented Accommodation	✓	
Records demonstrating compliance with regulatory and statutory requirements		2019 ²
Monitoring, reporting and management of the Health and Safety of tenants in their homes		2019
Procedures for managing Health and Safety risks outside properties		2019
Procedures for managing urgent Health and Safety matters		2019
Appropriate insurance cover to protect the organisation in the event of personal injury or property damage	✓	
All works and services are provided by appropriately qualified and/or competent persons	✓	
Ongoing safety of tenants and visitors including whilst undertaking of any works	✓	

3.3.2 Repairs and Maintenance

What the Performance Standard expects (in summary)	Current Requirements	2021
A repairs policy and procedure	✓	
System for recording all repair histories, including costs	✓	
Annual budget for the delivery of the repairs		✓
Ensuring competent, insured and suitably accredited contractors or direct employees completing all repairs	✓	
Pro-active management of repairs	✓	
Management of contractor performance		✓
Demonstrate an understanding of the cost and quality drivers in delivering repairs, maintenance services and value for money		✓

² This is a 2019 requirement for all AHBs, ensuring Health & Safety is given priority.

3.3.3 Void Management

What the Performance Standard expects (in summary)	Current Requirement	2021
A void policy and procedure		✓
System for managing voids capable of monitoring costs, including loss of income		✓
Annual budget to fund void repair works		✓
Pro-active management of void properties	✓	

3.3.4 Stock Condition Surveys and Sinking Fund Provision

What the Performance Standard expects (in summary)	Current Requirement	2021
Externally validated Stock Condition Survey	✓	
A sinking fund provision	✓	
Method for managing and monitoring the adequacy of sinking fund provision	✓	
System for collecting, maintaining and updating stock information		✓
A document describing how the AHB looks after its buildings in the long, medium and short-term		✓
An Annual Asset Management plan		✓

3.3.5 Asset Register

What the Performance Standard expects (in summary)	Current Requirement	2021
An Asset Register recording relevant details of each property and the liabilities held against that property	✓	

3.3.6 Asset Management

What the Performance Standard expects (in summary)	Current Requirement	2021
Knowledge and understanding of stock investment needs		✓
Planned approach to the long-term management of assets with clear links to the AHB's objectives		✓
A document describing how the AHB looks after its buildings in the long, medium and short-term		✓
A detailed description, which is reviewed annually, of the planned and cyclical work in the year ahead		✓
Legally compliant approach to procuring contractors and consultants	✓	

3.4 Performance

3.4.1 Performance Management Indicators

What the Performance Standard expects (in summary)	Current Requirement	2021
Performance management framework		✓
A range of key performance indicators	✓	
Performance Management Reports	✓	
Performance data that is accessible for tenants and any other stakeholders, on request		✓

3.4.2 Value for Money

What the Performance Standard expects (in summary)	Current Requirement	2021
A document describing how the AHB manages its Value for Money (VFM) objectives		✓
Measures of cost and quality in place		✓
An approach to procurement that delivers the greatest long-term benefits to the organisation		✓
Regular reporting of performance in achieving VFM objectives		✓

3.4.3 Management and Maintenance Costs

What the Performance Standard expects (in summary)	Current Requirement	2021
Pro-active monitoring of management and maintenance costs	✓	
Regular reporting of management and maintenance costs	✓	
System to ensure that management and maintenance cost forecasts are used when assessing the feasibility of new business and development opportunities		✓
A system to enable separate reporting of housing management and maintenance costs		✓

Appendix 2

Compliance with the Performance Standard – Tier 2 Organisations

3.1 General Principles		
What the Performance Standard expects (in summary)	Current Requirement	2020
Measurable outcomes for key objectives and service delivery areas	✓	
Comply with all relevant statutory and regulatory requirements	✓	
Inform the Regulation Office of any significant breaches, sanctions, determinations, enforcements or fines imposed by a statutory body		2019 ³
Have appropriate document and housing management systems to provide good customer service and operate the organisation effectively and efficiently	✓	
Demonstrate good quality and consistent communication with all tenants	✓	
Demonstrate that services are fair, transparent and consistent		✓
Create sustainable and balanced communities and work in partnership with other relevant organisations		✓
Ensure that rental activity complies with the original terms of funding requirements	✓	
Ensure clear reporting across key business activities		✓
Ensure policies and procedures are clear, transparent, and fit for purpose	✓	
Regularly review all policies to ensure these remain relevant and up to date	✓	
Evidence continuous monitoring and improvement in service delivery	✓	

³ This is a 2019 requirement for all AHBs

3.2 People

3.2.1 Tenant Service Policies

What the Performance Standard expects (in summary)	Current Requirement	2020
Tenant service policies and management procedures	✓	
Policy and procedures for dealing with complaints	✓	
Meet all legal and compliance obligations	✓	
Meet all applicable legal requirements relating to holding and using data and personal details	✓	
Support tenants who require property adaptations	✓	
Protocols to deal with requests for property improvements	✓	
Abandonment Policy		✓
Estate management policy		✓
House Rules for OMC incorporated into tenancy agreements	✓	
All tenant service policies available and accessible	✓	
Ensure policies are regularly reviewed	✓	

3.2.2 Income Management

What the Performance Standard expects (in summary)	Current Requirement	2020
Policy and procedure for income management	✓	
A policy and procedure regarding the issuing of rent records	✓	
Mechanisms for Rental Income Analysis	✓	
Pro-active management of rental income and arrears	✓	
Meet all the legal and compliance obligations applicable to rental and service charges	✓	

3.2.3 Tenant Communication and Engagement

What the Performance Standard expects (in summary)	Current Requirements	2020
Tenant communication and engagement policy		✓
A range of methods available by which tenants can easily communicate with the AHB	✓	
All services and information accessible for all tenants	✓	
Pre-tenancy training and support for new tenants	✓	
A pro-active approach to tenant welfare		✓
Tenant feedback opportunities	✓	
Evidence of how the AHB has consulted on all relevant matters		✓
Annual communication with tenants outlining the AHB's performance in delivering key landlord services		✓
Timely communication in relation to any significant events	✓	
Opportunities available to tenants to provide input on key services		✓

3.2.4 Allocations and Lettings

What the Performance Standard expects (in summary)	Current Requirement	2020
An allocations policy and procedure	✓	
All tenancy agreements registered with the RTB	✓	
Pro-active engagement with Local Authorities	✓	
Procedures for communicating vacant properties with Local Authorities	✓	
Tenancy and housing management procedures	✓	
Pre-tenancy training, sign-up procedures and a tenant handbook	✓	
Information about the tenant's new home and the services to be provided by the AHB	✓	
Information regarding vacant properties and the breakdown of accommodation available		✓
Information for tenants regarding transfer options		✓

3.3 Property

3.3.1 Health and Safety Compliance

What the Performance Standard expects (in summary)	Current Requirement	2020
Compliance with all relevant statutory and regulatory requirements	✓	
Ensure all homes meet the current Minimum Standards for Rented Accommodation	✓	
Records demonstrating compliance with regulatory and statutory requirements		2019 ⁴
Monitoring, reporting and management of the Health and Safety of tenants in their homes		2019
Procedures for managing Health and Safety risks outside properties		2019
Procedures for managing urgent Health and Safety matters		2019
Appropriate insurance cover to protect the organisation in the event of personal injury or property damage	✓	
All works and services are provided by appropriately qualified and/or competent persons	✓	
Ongoing safety of tenants and visitors including whilst undertaking of any works	✓	

3.3.2 Repairs and Maintenance

What the Performance Standard expects (in summary)	Current Requirements	2020
A repairs policy and procedure	✓	
System for recording all repair histories, including costs	✓	
Annual budget for the delivery of the repairs		✓
Ensuring competent, insured and suitably accredited contractors or direct employees completing all repairs	✓	
Pro-active management of repairs and contractor performance	✓	
Demonstrate an understanding of the cost and quality drivers in delivering repairs, maintenance services and value for money		✓

⁴ This is a 2019 requirement for all AHBs, ensuring Health & Safety is given priority.

3.3.3 Void Management

What the Performance Standard expects (in summary)	Current Requirement	2020
A void policy and procedure		✓
System for managing voids capable of monitoring costs, including loss of income		✓
Annual budget to fund void repair works		✓
Pro-active management of void properties	✓	

3.3.4 Stock Condition Surveys and Sinking Fund Provision

What the Performance Standard expects (in summary)	Current Requirement	2020
Externally validated Stock Condition Survey	✓	
A sinking fund provision that is informed by Stock Condition Survey results and is adequate to meet projected costs over a 30-year period	✓	
Method for managing and monitoring the adequacy of sinking fund provision	✓	
System for collecting, maintaining and updating stock information		✓
Asset Management Strategy		✓
An Annual Asset Management plan		✓

3.3.5 Asset Register

What the Performance Standard expects (in summary)	Current Requirement	2020
An Asset Register recording relevant details of each property and the liabilities held against that property	✓	

3.3.6 Asset Management

What the Performance Standard expects (in summary)	Current Requirement	2020
Knowledge and understanding of stock investment needs		✓
Planned approach to the long-term management of assets with clear links to the AHB's objectives		✓
A long-term Asset Management Strategy		✓
A detailed annual investment programme		✓
Legally compliant approach to procuring contractors and consultants	✓	

3.4 Performance

3.4.1 Performance Management Indicators

What the Performance Standard expects (in summary)	Current Requirement	2020
Performance management framework	✓	
A range of key performance indicators	✓	
Performance Management reports	✓	
Performance data that is accessible for tenants and any other stakeholders, as requested		✓

3.4.2 Value for Money

What the Performance Standard expects (in summary)	Current Requirement	2020
Value for money policy		✓
Evaluation of both the cost and quality of services through the use of agreed measures		✓
An approach to procurement that delivers the greatest long-term benefits to the organisation		✓
Regular monitoring and reporting of performance in achieving VFM objectives		✓

3.4.3 Management and Maintenance Costs

What the Performance Standard expects (in summary)	Current Requirement	2020
System to ensure pro-active monitoring of management and maintenance costs	✓	
Ability to analyse and report on various management and maintenance costs	✓	
System to ensure that management and maintenance cost forecasts are used when assessing the feasibility of new business and development opportunities		✓
A system to enable separate reporting of housing management and maintenance costs		✓

3.4.4 Planning and Oversight for Larger and Developing Organisations⁵

What the Performance Standard expects (in summary)	Current Requirement	2020
Management of operational costs whilst ensuring consistent service standards		✓
System to demonstrate consideration of additional resource requirements in line with future growth targets		✓
The ability to maintain and improve service standards during any sustained growth		✓
Monitoring that enables action on service delivery areas		✓
IT and other support systems that are reviewed regularly to ensure they remain fit for purpose		✓

⁵ This section refers specifically to Tier 2 AHBs who have programs of development.

Appendix 3

Compliance with the Performance Standard – Tier 3 Organisations

3.1 General Principles		
What the Performance Standard expects (in summary)	Current Requirement	2019
Measurable outcomes for key objectives and service delivery areas	✓	
Comply with all relevant statutory and regulatory requirements	✓	
Inform the Regulation Office of any significant breaches, sanctions, determinations, enforcements or fines imposed by a statutory body		✓
Have appropriate document and housing management systems to provide good customer service and operate the organisation effectively and efficiently	✓	
Demonstrate good quality and consistent communication with all tenants	✓	
Demonstrate that services are fair, transparent and consistent		✓
Create sustainable and balanced communities and work in partnership with other relevant organisations		✓
Ensure that rental activity complies with the original terms of funding requirements	✓	
Ensure clear reporting across key business activities		✓
Ensure policies and procedures are clear, transparent, and fit for purpose	✓	
Regularly review all policies to ensure these remain relevant and up to date	✓	
Evidence continuous monitoring and improvement in service delivery	✓	

3.2 People

3.2.1 Tenant Service Policies

What the Performance Standard expects (in summary)	Current Requirement	2019
Tenant service policies and management procedures	✓	
Policy and procedures for dealing with complaints	✓	
Meet all legal and compliance obligations	✓	
Meet all applicable legal requirements relating to holding and using data and personal details	✓	
Support tenants who require property adaptations	✓	
Protocols to deal with requests for property improvements	✓	
Abandonment Policy		✓
Estate management policy		✓
House Rules for OMC incorporated into tenancy agreements	✓	
All tenant service policies available and accessible	✓	
Ensure policies are regularly reviewed	✓	

3.2.2 Income Management

What the Performance Standard expects (in summary)	Current Requirement	2019
Policy and procedure for income management	✓	
A policy and procedure regarding the issuing of rent records	✓	
Mechanisms for Rental Income Analysis	✓	
Pro-active management of rental income and arrears	✓	
Meet all the legal and compliance obligations applicable to rental and service charges	✓	

3.2.3 Tenant Communication and Engagement

What the Performance Standard expects (in summary)	Current Requirements	2019
Tenant communication and engagement policy		✓
A range of methods available by which tenants can easily communicate with the AHB	✓	
All services and information accessible for all tenants	✓	
Pre-tenancy training and support for new tenants	✓	
A pro-active approach to tenant welfare		✓
Tenant feedback opportunities	✓	
Evidence of how the AHB has consulted on all relevant matters		✓
Annual communication with tenants outlining the AHB's performance in delivering key landlord services		✓
Timely communication in relation to any significant events	✓	
Opportunities available to tenants to provide input on key services		✓

3.2.4 Allocations and Lettings

What the Performance Standard expects (in summary)	Current Requirement	2019
An allocations policy and procedure	✓	
All tenancy agreements registered with the RTB	✓	
Pro-active engagement with Local Authorities	✓	
Procedures for communicating vacant properties with Local Authorities	✓	
Tenancy and housing management procedures	✓	
Pre-tenancy training, sign-up procedures and a tenant handbook	✓	
Information about the tenant's new home and the services to be provided by the AHB	✓	
Information regarding vacant properties and the breakdown of accommodation available		✓
Information for tenants regarding transfer options		✓

3.3 Property

3.3.1 Health and Safety Compliance

What the Performance Standard expects (in summary)	Current Requirement	2019
Compliance with all relevant statutory and regulatory requirements	✓	
Ensure all homes meet the current Minimum Standards for Rented Accommodation	✓	
Records demonstrating compliance with regulatory and statutory requirements		✓
Monitoring, reporting and management of the Health and Safety of tenants in their homes		✓
Procedures for managing Health and Safety risks outside properties		✓
Procedures for managing urgent Health and Safety matters		✓
Appropriate insurance cover to protect the organisation in the event of personal injury or property damage	✓	
All works and services are provided by appropriately qualified and/or competent persons	✓	
Ongoing safety of tenants and visitors including whilst undertaking of any works	✓	

3.3.2 Repairs and Maintenance

What the Performance Standard expects (in summary)	Current Requirements	2019
A repairs policy and procedure	✓	
System for recording all repair histories, including costs	✓	
Annual budget for the delivery of the repairs	✓	
Ensuring competent, insured and suitably accredited contractors or direct employees completing all repairs	✓	
Pro-active management of repairs and contractor performance	✓	
Demonstrate an understanding of the cost and quality drivers in delivering repairs, maintenance services and value for money		✓

3.3.3 Void Management

What the Performance Standard expects (in summary)	Current Requirement	2019
A void policy and procedure		✓
System for managing voids capable of monitoring costs, including loss of income	✓	
Annual budget to fund void repair works		✓
Pro-active management of void properties	✓	

3.3.4 Stock Condition Surveys and Sinking Fund Provision

What the Performance Standard expects (in summary)	Current Requirement	2019
Externally validated Stock Condition Survey	✓	
A sinking fund provision that is informed by Stock Condition Survey results and is adequate to meet projected costs over a 30-year period	✓	
Method for managing and monitoring the adequacy of sinking fund provision	✓	
System for collecting, maintaining and updating stock information		✓
Asset Management Strategy		✓
An Annual Asset Management plan		✓

3.3.5 Asset Register

What the Performance Standard expects (in summary)	Current Requirement	2019
An Asset Register recording relevant details of each property and the liabilities held against that property	✓	

3.3.6 Asset Management

What the Performance Standard expects (in summary)	Current Requirement	2019
Knowledge and understanding of stock investment needs		✓
Planned approach to the long-term management of assets with clear links to the AHB's objectives		✓
A long-term Asset Management Strategy		✓
A detailed annual investment programme		✓
Legally compliant approach to procuring contractors and consultants	✓	

3.4 Performance

3.4.1 Performance Management Indicators

What the Performance Standard expects (in summary)	Current Requirement	2019
Performance management framework	✓	
A range of key performance indicators	✓	
Performance Management reports	✓	
Performance data that is accessible for tenants and any other stakeholders		✓

3.4.2 Value for Money

What the Performance Standard expects (in summary)	Current Requirement	2019
Value for money policy		✓
Evaluation of both the cost and quality of services through the use of agreed measures		✓
An approach to procurement that delivers the greatest long-term benefits to the organisation		✓
Regular monitoring and reporting of performance in achieving VFM objectives		✓

3.4.3 Management and Maintenance Costs

What the Performance Standard expects (in summary)	Current Requirement	2019
System to ensure pro-active monitoring of management and maintenance costs	✓	
Ability to analyse and report on various management and maintenance costs	✓	
System to ensure that management and maintenance cost forecasts are used when assessing the feasibility of new business and development opportunities		✓
A system to enable separate reporting of housing management and maintenance costs		✓

3.4.4 Planning and Oversight for Larger and Developing Organisations

What the Performance Standard expects (in summary)	Current Requirement	2019
Management of operational costs whilst ensuring consistent service standards		✓
System to demonstrate consideration of additional resource requirements in line with future growth targets		✓
The ability to maintain and improve service standards during any sustained growth		✓
Monitoring that enables action on service delivery areas		✓
IT and other support systems that are reviewed regularly to ensure they remain fit for purpose		✓

Appendix 4

Timeframe for Implementation

Tier Level	Applicable
Tier 3 Organisations	2019
Tier 2 Organisations	2020
Tier 1 Organisations	2021

A guidance document to accompany the Performance Standard will be launched in early 2019. The Regulation Office will be working with organisations in providing and facilitating training throughout 2019.



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