



Local Authorities in England Summary of Benchmarking results

for:

Runnymede Borough Council

January 2010



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1. Introduction

1.1 Background and context to this report

HouseMark is pleased to present this report for local authorities in England based on 2008/09 data. There are three significant changes to the report this year:

- the structure of the report has been amended to reflect the new TSA Standards proposed in the statutory consultation document released on 12 November 2009¹.
- we have provided a cross-sector comparison, in addition to your sector-based club comparison, using information supplied by a broad range of HouseMark subscribers. This reflects the TSA expectation that, in future, landlords will benchmark on a cross-sectoral basis.
- the data is taken from our new improved benchmarking system, summarised in section 1.1.2 below.

We believe that this information will help local authorities in the following ways:

The **primary** purpose of benchmarking is as an internal performance management and self assessment tool for managers seeking to understand current levels of performance and costs in order to improve the quality and VFM of services delivered to tenants.

For ideas on how to make the best use of the data presented in this report – and please remember that it contains only a small proportion of the information available on-line via the HouseMark website – please see section 1.2 below.

However, benchmarking also has other **secondary** benefits.

At a time of increased pressure on local government revenues, this VFM analysis will enable you to identify service areas where costs can be reduced with minimum impact on service delivery standards. The data will be helpful in demonstrating to corporate local authority colleagues that the housing service is taking the issue of value for money seriously. It may also help to justify current levels of service resourcing in the context of increasing corporate scrutiny.

The benchmarking analysis will be invaluable in meeting the expectations of the Tenant Services Authority (TSA). In its proposals for the new regulatory framework, effective from April 2010, the TSA highlights the need for landlords to prepare an Annual Standards Report which demonstrates performance against the TSA standards, utilising (amongst other techniques) benchmarking performance and VFM. Further, it emphasises the need for organisations to have a rigorous and reliable self-assessment process, including the use of transparent performance information, effective benchmarking and a focus on learning from good practice.

Benchmarking is also an expectation of the Audit Commission housing inspectorate and the availability of this data – plus evidence that you have taken it into account in service planning – will be useful for demonstrating excellence in the context of the new short notice inspection regime.

¹ 'A new regulatory framework for social housing in England: A statutory consultation', TSA (November 2009)

This report contains results for the following 38 local authorities from across England.

Barrow-in-Furness Borough Council	London Borough of Southwark
Brighton & Hove City Council	Lincoln City Council
Cambridge City Council	Medway Council
Cannock Chase District Council	North Tyneside Metropolitan Borough Council
Canterbury City Council	North Warwickshire Borough Council
Caradon District Council	North West Leicestershire District Council
Chesterfield Borough Council	Northampton Borough Council
City of York Council	Norwich City Council
Corby Borough Council	Oadby & Wigston Borough Council
Crawley Borough Council	Oxford City Council
Dudley Metropolitan Borough Council	Rugby Borough Council
East Devon District Council	Runnymede Borough Council
Epping Forest District Council	Southampton City Council
Gosport Borough Council	Stroud District Council
Gravesham Borough Council	Swindon Borough Council
Kettering Borough Council	Waverley Borough Council
Kingston-upon-Hull City Council	Wiltshire Council
London Borough of Barking & Dagenham	Winchester City Council
London Borough of Greenwich	Wokingham Borough Council

However, data returns for a further 11 local authorities are expected soon and will be available via our website in the near future when the data is uploaded.

1.1.1 TSA proposed National Standards

In November 2009, the TSA published its statutory consultation paper setting out its proposals for the new regulatory framework and the national standards on which the framework will be built. The proposals build on the key priorities emerging from the National Conversation with tenants and landlords undertaken in early 2009 and the responses to the TSA's initial discussion paper on the new standards, published in June 2009.

The TSA document sets out six proposed national standards. We have organised the benchmarking data in this report to illustrate how your performance might be assessed in respect of these standards. With regard to the Value for Money standard we present the data in the form of a VFM overview - with the detail of costs and service outputs being subsumed under sections relating to TSA standards 1, 2, 3 and 4.

We will consult with members during the next few months, to determine whether any additional PIs are required to better capture performance and VFM against the TSA standards.

Table 1: TSA proposed Standards cross-referenced with HouseMark's Core Benchmarking System

TSA Proposed National Standards		HouseMark Core Benchmarking data
Proposed standard	Containing requirements in the following areas	
1. Tenant Involvement and Empowerment	<ul style="list-style-type: none"> • Involvement and empowerment • Customer service and choice • Equalities and diversity • Tenants with additional support needs • Complaints 	<ul style="list-style-type: none"> • Resident involvement • Customer service • Complaints
2. Home	<ul style="list-style-type: none"> • Repairs and maintenance • Quality of accommodation 	<ul style="list-style-type: none"> • Repairs and maintenance, including void costs • Quality of accommodation, including major works and planned maintenance
3. Tenancy	<ul style="list-style-type: none"> • Allocations • Rent • Tenure 	<ul style="list-style-type: none"> • Tenancy management, including voids and arrears performance, tenancy turnover
4. Neighbourhood and Community	<ul style="list-style-type: none"> • Neighbourhood management • Local area co-operation • Anti-social behaviour 	<ul style="list-style-type: none"> • Neighbourhood and estate management • Anti-social behaviour
5. Value for money	<ul style="list-style-type: none"> • Value for money 	<ul style="list-style-type: none"> • VFM overview
<i>NB Standard 6: Governance & Financial Viability is not applicable to local authorities/ALMOs.</i>		

This report therefore provides:

Your club comparison (section 2)

- Value for Money summary, plus overhead benchmarking
- Core benchmarking in terms of cost and performance in the following areas:
 - > Tenant involvement and empowerment
 - > Home
 - > Tenancy
 - > Neighbourhood and community

A cross sector comparison (section 3)

- Key cost and performance data

We will continue to review our system to ensure that new regulatory reporting requirements are considered and refinements made as appropriate, including the development of new measures.

1.1.2 HouseMark’s new benchmarking system

Our new, improved, benchmarking service went live in April 2009. The improvements have been made at the request of our members and include:

- simpler data collection process
- simpler and more transparent apportionment of overheads
- greater coverage of key business areas including new areas for benchmarking, eg estate services and development
- ability to benchmark separately service provision and management cost of all repairs activities
- benchmarking anti-social behaviour and resident involvement as separate categories
- improved website outputs including new features, eg saving your favourite comparator groups
- flexibility - we (and you) are able to tailor a wealth of data according to your specific information requirements

We believe the enhanced service achieves our shared goal of providing you with more knowledge about your organisation for less data input.

Our core benchmarking service has recently been evaluated and endorsed by TAROE – the national representative body for tenants in England – as covering the issues that matter to tenants in a manner that tenant representatives can understand.

The following is a brief summary of the new system.

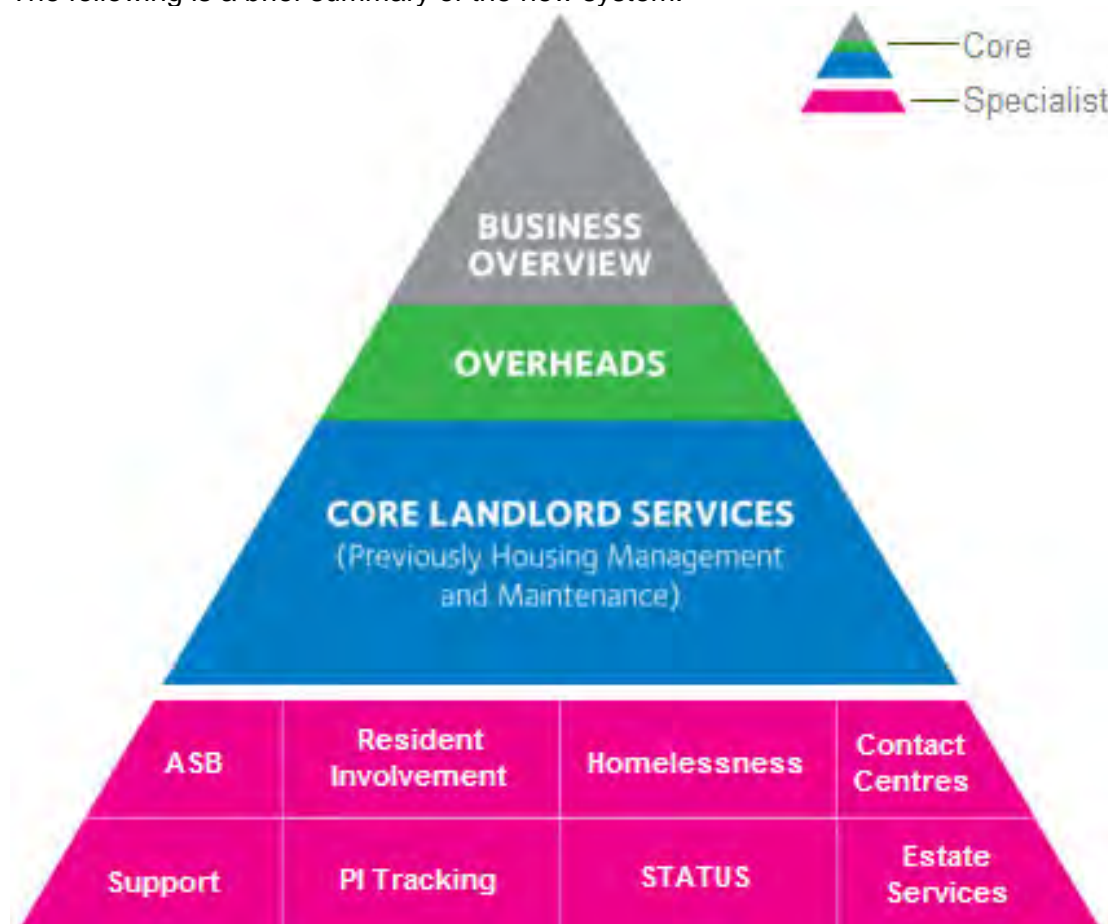


Figure 1: Summary of the HouseMark’ Benchmarking system

Business Overview

This new feature enables organisations to gain an understanding of the relative importance of different areas of their business through a high level analysis of key cost and quality indicators.

Core Landlord Services

To reflect customer feedback, and the focus of the Tenant Services Authority (see above), we have restructured our housing management and maintenance benchmarking into Core Landlord Services, covering a broader range of areas (eg including, for the first time, separate categories on ASB and Resident Involvement).

We have also widened the range of service categories. For example, it is now possible to benchmark separately:

- major works
- cyclical maintenance
- management costs for all repairs activities
- service provision costs for all repairs activities

Specialist Benchmarking

HouseMark offers a number of specialist benchmarking services (see Figure 1 above) to provide further analysis of topics that are covered at a higher level in the Business Overview and Core Landlord Services systems. In addition, Complaints Benchmarking went live in December 2009 and we are currently developing specialist benchmarking in the areas of Leasehold and Shared Ownership Housing and Gas Servicing. Separate reports related to specific Specialist benchmarking services are available, to participants, from HouseMark.

Local Standards Tracking Service

To help landlords meet the challenge of setting up, tracking and reporting on local standards, which are at the heart of the TSA's new approach to regulation, HouseMark is developing a new Local Standards Tracking Service (see section 4 for more information).

1.1.3 Feedback on the report

We would like to thank all of the organisations that participated in the data collection exercise.

If you have any questions concerning the interpretation of the findings in this report, please contact the HouseMark Benchmarking Team on (024) 7647 2707 or benchmarking@housemark.co.uk.

We welcome your feedback on both the data collection process and timing, and the content and style of this report. Please contact: Gurshran Lail with any comments at gurshran.lail@housemark.co.uk.

1.2 Making best use of benchmarking data

How can benchmark data be used?

Core benchmarking data has many applications, of which the following are merely a selection.

Scrutiny of VFM and service delivery

The benchmarking data contained in this report, and the greater detail available from our web site, provide an information source for Boards and tenants to monitor the performance of the local authority compared to peer organisations within the social housing sector.

Strategic overview of your business

Business overview benchmarking (BOB) provides a strategic overview of your organisation showing the relationship between costs, resources and performance across all your major business areas.

By taking these three key areas together, you are able to make a rounded and informed assessment of how well your organisation is performing to assist you in prioritising areas that require a service review. It can also be used to inform your board and other stakeholders.

Annual Standards Reports to the TSA

As noted above, the benchmarking data in this report will be a key component in meeting TSA expectations of the evidence base required to complete Annual Standards Reports.

Service reviews

Core landlord services (CLS) enables you to drill deeper into specific service areas which will allow you to

- See how you compare to other organisations in the sector
- Make an informed assessment of your strengths and weaknesses and identify areas for improvement
- See who the top performing organisations are across the range of activities and contact and learn from them.

Assessing the impact of overheads

The HouseMark model works by collecting all 'overhead' costs and automatically apportioning them across direct activities, using simple and consistent apportionment rules. Outputs from the system allow for overheads to be shown as a cost per user or per property. In this report we have provided outputs showing costs per user.

The 'optional' detailed overheads module provides further analysis of the normal in-house activities together with some supplementary IT and financial transaction processing indicators. The enhanced level of detail provided in this module will be particularly useful in understanding and challenging Service Level Agreements (SLA). We intend to provide local authorities with a further report based on the outputs from this module shortly.

Using the HouseMark website to understand your results

This report provides only a fraction of the information available from the HouseMark website. We have chosen to show the data in a format which would allow you to demonstrate how well you are delivering against the proposed TSA standards for your local authority peer group.

The value of the HouseMark website is that if you decide you want to present a different view of your organisation, it is flexible enough for you to produce your own reports showing the things that you consider to be most important².

You may wish to consider selecting different charts to display or changing your peer group. The system allows you to select your peer group by defined clubs, regions, organisation type and stock size. You can also select individual organisations from the dynamic list shown on the wizard if, like 88% of our customers, you have signed up to open share your data³.

As the TSA will be responsible for regulation across all sectors from April 2010 the ability to compare across sector has never been more important.

A User Guide to the website has been provided with this report (and is also available from the benchmarking home page). Should you require further assistance, please contact the HouseMark Benchmarking Team on (024) 7647 2707 or at benchmarking@housemark.co.uk.

² All charts and tables displayed on the HouseMark website can be downloaded into an appropriate format for use by subscribing organisations

³ If you would prefer HouseMark to run further reports for your organisation using a different peer group, this service is available at a small charge.

2. Your benchmarking results - Club comparison

2.1 Overview of your business

2.1.1 Value for money (VFM) summary

The following chart summarises the top level cost and quality indicators for the main areas of your business for which we have benchmarking data.

TSA Standard Summary for Runnymede BC				
TSA Standard	Cost KPI	Cost KPI Quartile	Quality KPI	Quality KPI Quartile
		Runnymede BC (2008/2009)		Runnymede BC (2008/2009)
Tenant Involvement and Empowerment	Direct cost per property of Resident Involvement		Percentage of tenants satisfied that views are being taken into account (GN)	
			Percentage of respondents who felt staff were able to deal with their problem (GN)	
			Percentage of tenants satisfied with complaints handling	
Home	Direct cost per property of Responsive Repairs & Void Works		Percentage of tenants satisfied with the repairs and maintenance service (GN)	
			Repairs completed 'right first time'	
	Direct cost per property of Major Works & Cyclical Maintenance		Percentage of tenants satisfied with overall quality of home (GN)	
			Percentage of dwellings failing to meet the Decent Homes Standard	
Tenancy (Including Allocations, Rents and Tenure)	Direct cost per property of Housing Management		Average time in days to re-let empty properties	
			Percentage of tenants satisfied with overall services provided (GN)	
			Current tenant rent arrears as % of rent due	
Neighbourhood and Community	Direct cost per property of Estate Services		Percentage of tenants satisfied with their neighbourhood as a place to live (GN)	
	Direct costs per case of Anti social behaviour		Percentage of respondents satisfied with anti-social behaviour case handling	

Quartile Key							
	Upper Quartile	Middle Upper	Median	Middle Lower	Lower Quartile	N/A	No Data
Valid dataset							
Small dataset							

The traffic light indicators use the convention that high performance and low cost are green (upper quartile). However, it is acknowledged that average or higher than average costs might be perfectly acceptable if they can be justified in terms of performance and/or user satisfaction.

For each indicator, a chart, with definitions, appears later in this report showing the full results for the club.

We have structured this summary based on the proposed TSA standards applicable to all landlords. However, as the standards are currently under statutory consultation, there is a possibility this format may change in future reports.

The VFM summary covers 1 – 4 of the TSA's proposed standards. Our Core benchmarking system does not currently collect data on how properties are allocated, rent setting and local area co-operation. We will consult with our members on the potential for adding relevant measures for the 2009/10 data collection round. Similarly, we will be considering how to deal with the cross cutting areas of equality & diversity and tenants with additional support needs, contained within standard 1, for next year's reporting.

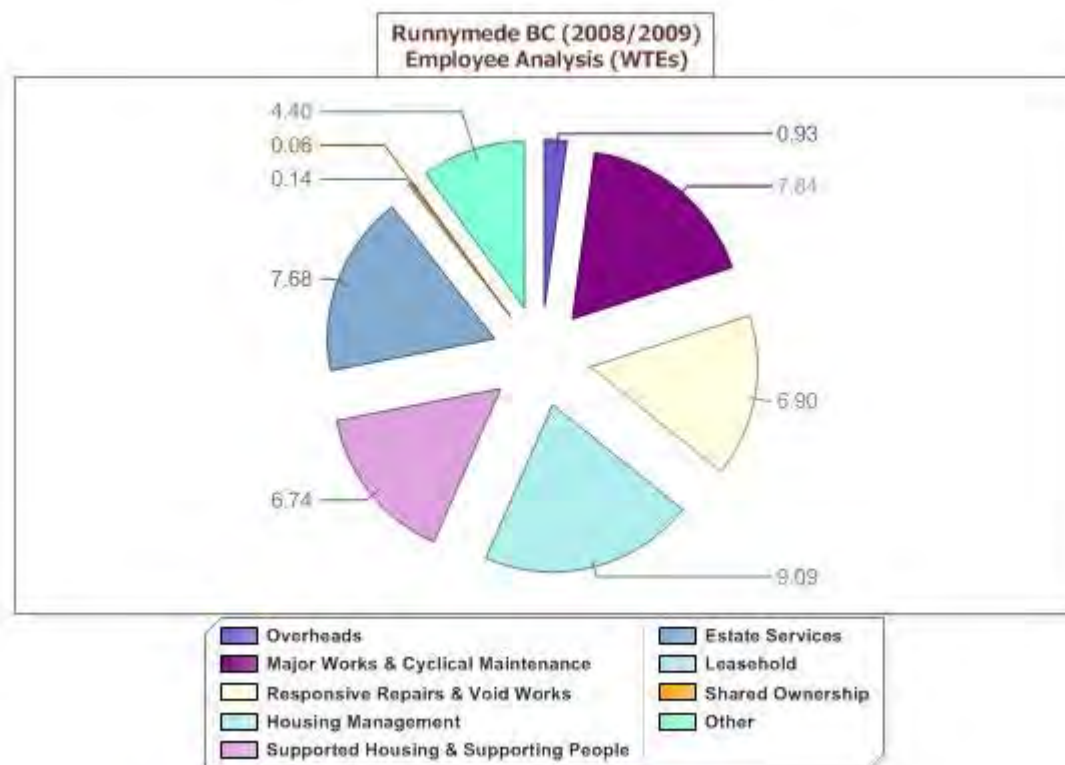
As noted above, standard 5 (Value for Money) is implicit throughout our Core benchmarking. We present the data in the form of a VFM overview with the detail of costs and performance subsumed under sections relating to TSA standards 1, 2, 3 and 4.

Note: For all satisfaction measures included in this report, the charts show the findings for tenants living in general needs accommodation only. In HouseMark's experience, most organisations are able to provide data at this level and, presenting the measure in this way, improves the effectiveness of cross-sector benchmarking.

Please note, however, that results obtained from a survey undertaken prior to the 2007 review of STATUS, may possibly include combined results for general needs and housing for older people accommodation, where the organisation has not been able to separate these.

2.1.2 Overview of activities

The following chart provides an overview of the activities carried out by your organisation. It shows the number of staff engaged in each activity and the number of support staff.



The staff numbers in the chart only include staff directly employed by the entity being benchmarked. This means that recharges for services provided by external staff, are treated as non-pay overheads.

This chart can help establish which business areas are important to you and it provides a framework to drill down into each area to assess its efficiency. You can compare this analysis of your staff activity to other members of the benchmarking peer group using schedule A4 in the Annex.

The remainder of this report provides benchmarking information on the main business areas.

Note: The charts and tables in the following sections, show your organisation's performance for 2008/9 (and 2007/8⁴ where available) in red.

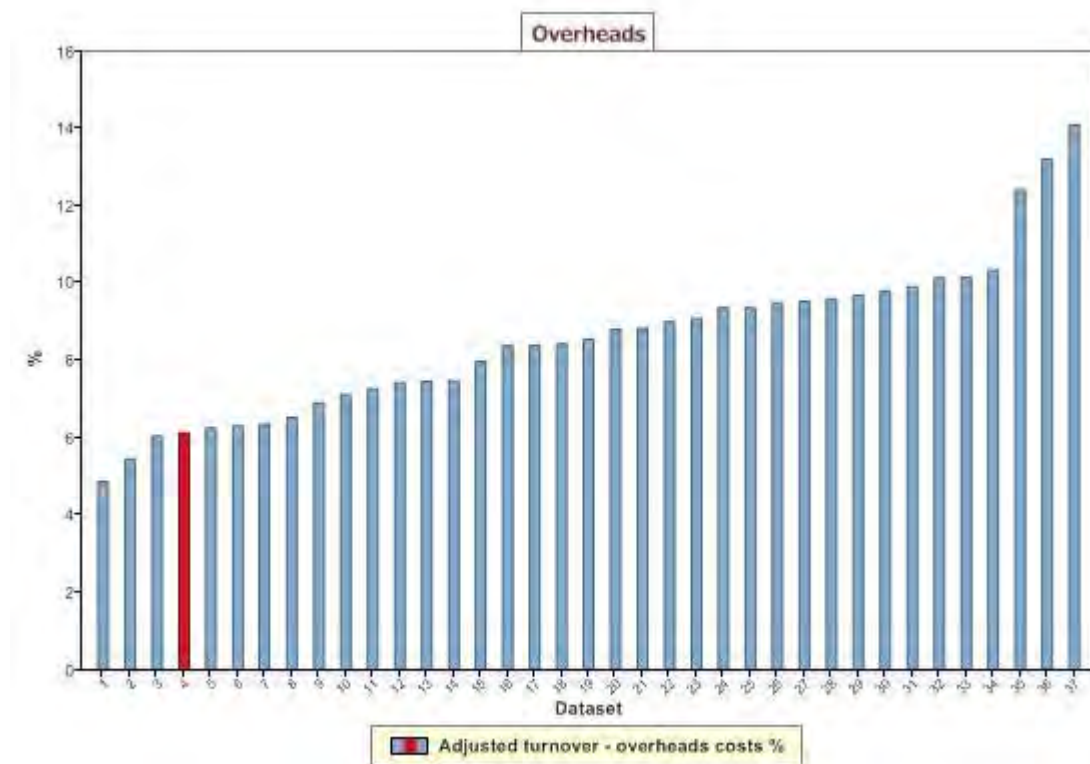
⁴ Data for 2007/08 was submitted on HouseMark's old methodology and has been converted to the new methodology at Business Overview level only. Where charts display data for Core Landlord services there is no 2007/08 comparison available and this will show as "no data" throughout this report.

2.1.3 Overheads

Overheads can be a key area for organisations to secure efficiencies. 'Back office' costs are generally the most controllable of an organisation's costs, and there is usually less risk in reducing overhead costs than in cutting front line service costs.

Overhead costs as percentage of adjusted turnover

The chart below shows your organisation's overhead costs as a percentage of adjusted turnover.



Organisations:

1 Stroud DC	14 Wokingham DC	27 Northampton BC
2 City of York Council	15 Canterbury City Council	28 Oxford CC
3 Chesterfield BC	16 Cambridge City Council	29 LB of Greenwich
4 Runnymede BC (2008/2009)	17 LB of Southwark	30 Dudley MBC
5 Lincoln City Council	18 Kettering BC	31 North Tyneside MBC
6 Waverley BC	19 Southampton City Council	32 Norwich City Council
7 East Devon DC	20 Caradon DC	33 Winchester City Council
8 Rugby BC	21 Wiltshire Council	34 Gosport BC
9 Gravesham BC	22 Brighton & Hove City Council	35 Swindon BC
10 Crawley BC	23 Epping Forest DC	36 Barrow-in-Furness BC
11 North West Leicestershire DC	24 Oadby and Wigston BC	37 Corby BC
12 North Warwickshire BC	25 LB of Barking and Dagenham	
13 Medway Council	26 Kingston-upon-Hull City Council	

Organisations with no data:

Cannock Chase DC		
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Turnover is generally accepted as a useful measure to benchmark the total overheads of the organisation. It provides a common measure of activity across the whole business and between different types of organisations.

The turnover included in this measure contains a number of adjustments which ensure that different organisational structures are broadly comparable. For example, if an organisation has a DLO, then we add an 'internal turnover' to reflect this because they effectively incur overheads in relation to the DLO.

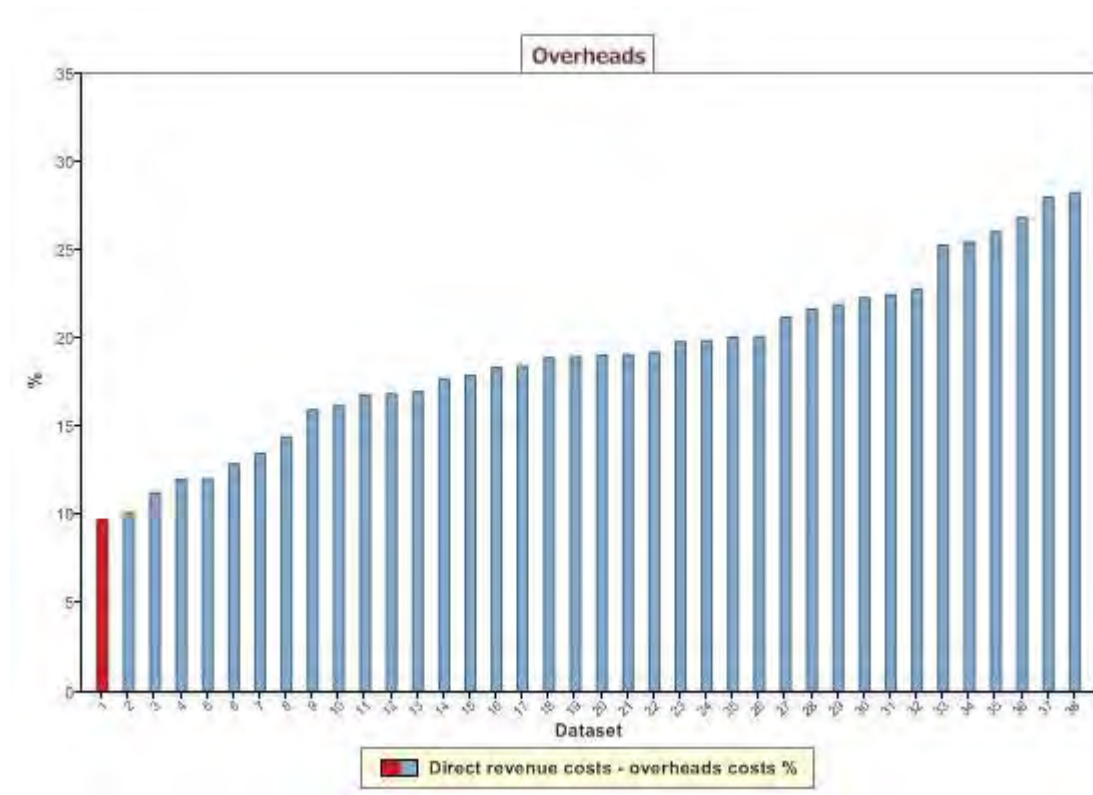
However, 'overheads as a percentage of (adjusted) turnover' is not a perfect measure. It does tend to vary with the types of activities undertaken. For example, it tends to be higher for supported housing than for general needs. In view of such differences, we believe, whilst it is a good broad indication of overhead cost efficiency, it is most useful when comparing organisations with a similar mix of business activities.

It is just one of a range of measures used to benchmark overheads, and, in particular, should be interpreted in conjunction with the following indicator – 'overheads as a percentage of direct revenue costs'.

Given the current emphasis on improving efficiency in the delivery of public services, we believe 'overheads as a percentage of adjusted turnover' is an extremely important indicator. We recommend that you set, and monitor performance against, a challenging target for this measure.

Overhead costs as percentage of direct costs

This chart shows overheads as a percentage of direct costs. This indicator can be reported consistently across all business areas and at summary level.



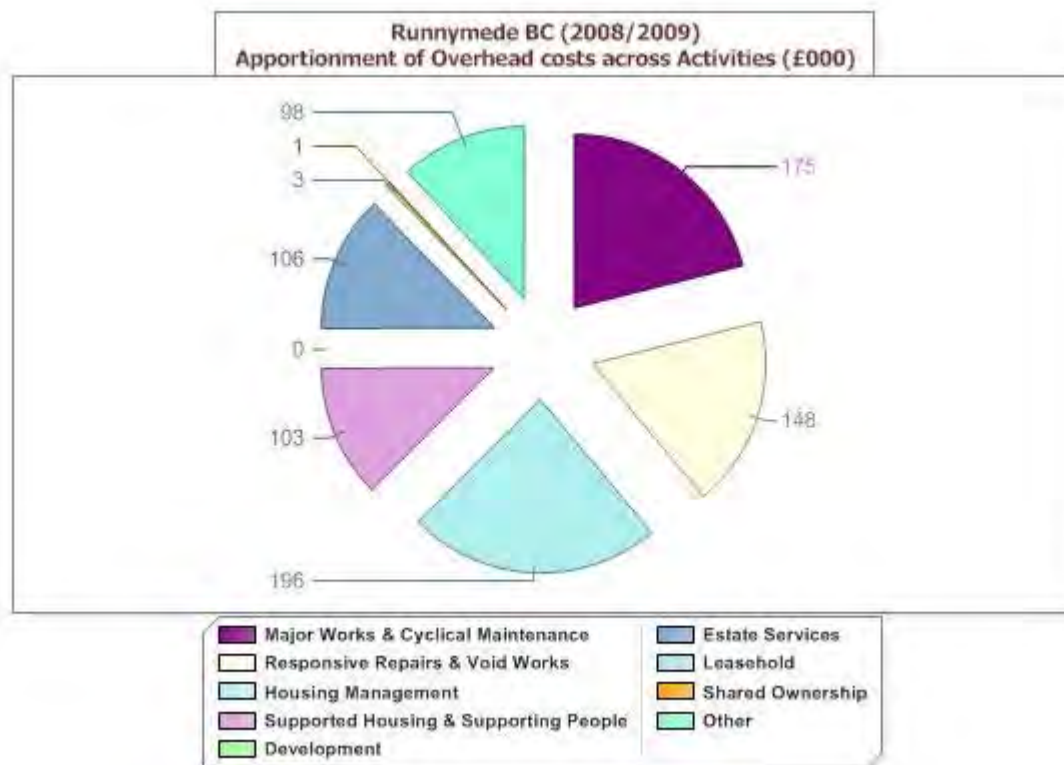
Organisations:

1	Runnymede BC (2008/2009)	14	Brighton & Hove City Council	27	Cambridge City Council
2	East Devon DC	15	Southampton City Council	28	Northampton BC
3	Chesterfield BC	16	Waverley BC	29	Epping Forest DC
4	City of York Council	17	Cannock Chase DC	30	Norwich City Council
5	LB of Southwark	18	North West Leicestershire DC	31	North Tyneside MBC
6	Lincoln City Council	19	Kettering BC	32	Wokingham DC
7	Stroud DC	20	Caradon DC	33	Barrow-in-Furness BC
8	Gravesham BC	21	Medway Council	34	Winchester City Council
9	Crawley BC	22	Kingston-upon-Hull City Council	35	Wiltshire Council
10	Canterbury City Council	23	Oxford CC	36	Corby BC
11	LB of Barking and Dagenham	24	North Warwickshire BC	37	Swindon BC
12	Rugby BC	25	Oadby and Wigston BC	38	Gosport BC
13	LB of Greenwich	26	Dudley MBC		

Breakdown of overheads by business activity

The following chart shows how HouseMark’s model has apportioned your overheads across the activities carried out by your organisation, identified in 2.1.2.

This analysis helps you understand what activities your overheads are supporting, and how much each activity is costing. These overheads have already been benchmarked in total as a percentage of direct costs - above.



Breakdown of overheads by cost category

The HouseMark system analyses overheads into four functions: Office Premises, IT & Communications, Finance and Central Overheads.

The ‘optional’ Overheads Detailed Benchmarking Module further analyses each of the four functions into more detailed cost categories. It also benchmarks a small number of additional indicators such as cost of financial transaction processing and user satisfaction. Unless otherwise stated the information in this section is provided from the core system.

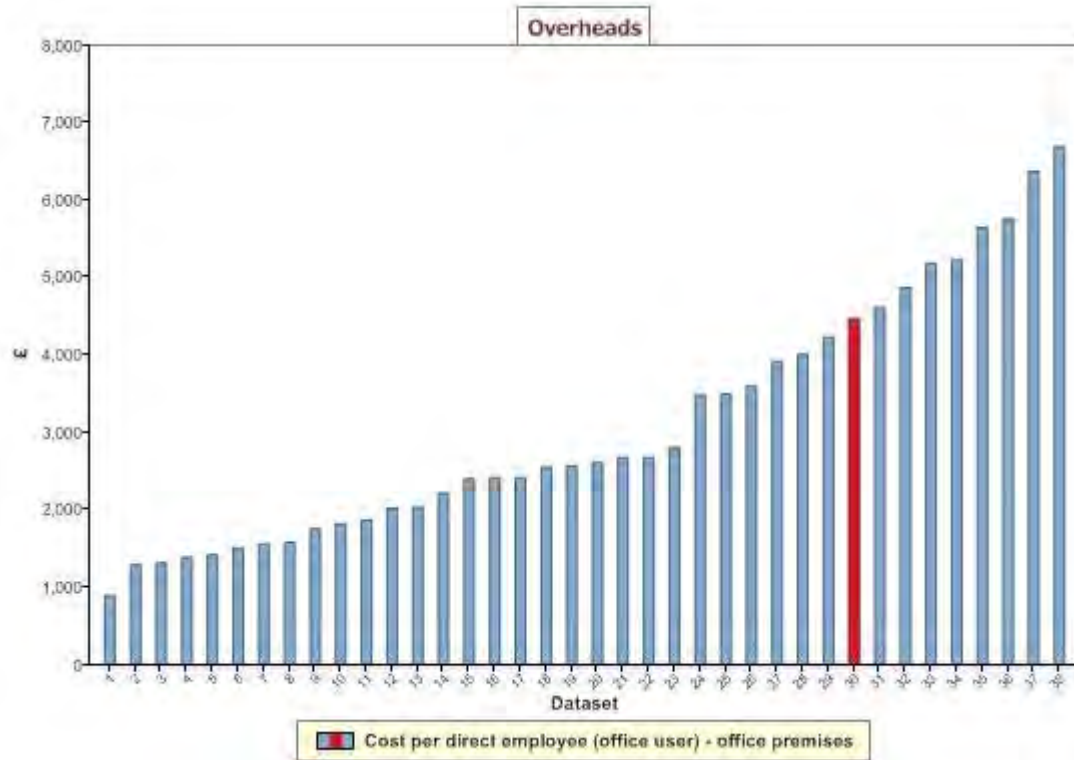
All the outputs of the detailed module are available in schedules L1 to L24 of the Annex and some of the information will be used as part of supplementary reports on overheads in the near future. For example, the HouseMark joint report with Tribal on use of IT within housing organisations.

The following charts benchmark your costs for each function with the other organisations in your peer group. Any categories where your costs are high compared to your peers are where you are most likely to be able to identify potential efficiency gains.

The costs for each function are shown per direct employee. Note: Employee numbers included in benchmarking outputs only include staff directly employed by the entity being benchmarked. Therefore, staff providing services external to the entity, which are recharged, are not included in this analysis.

Office costs

The chart below shows your organisation's spend on office premises per direct employee who is an office user. If you own your offices then your office premises costs include an adjustment for 'notional rent', so that your figures are comparable with those organisations that pay rent.



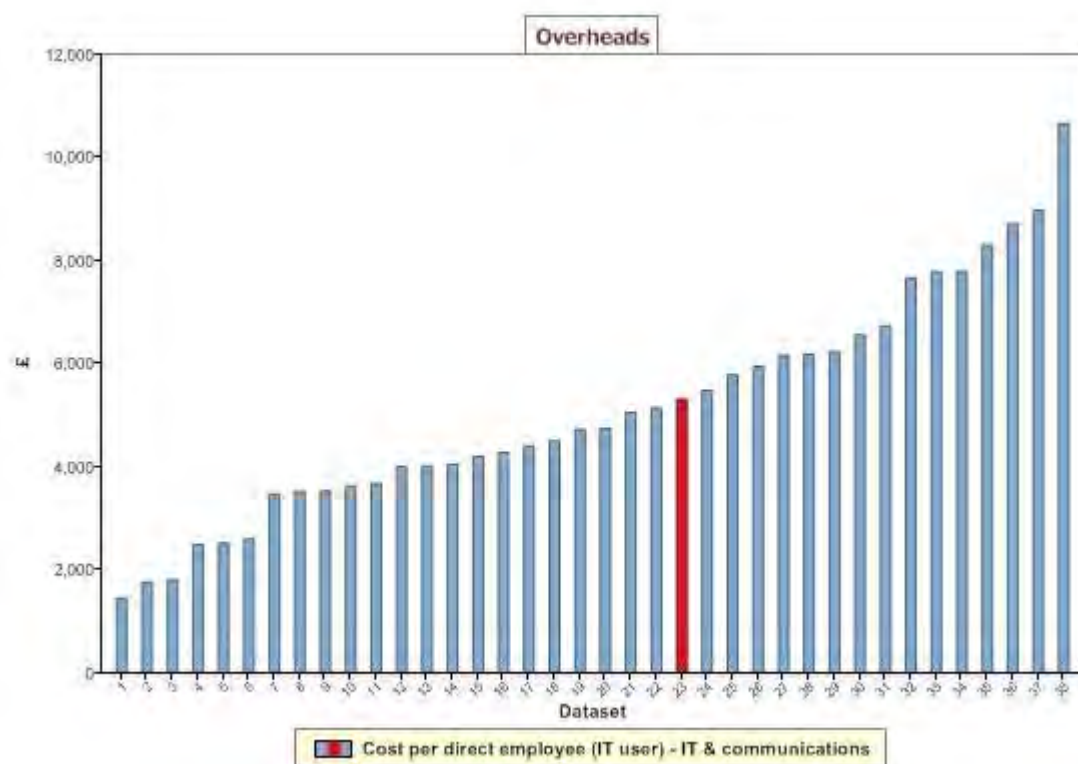
Organisations:

1	Medway Council	14	Kettering BC	27	Winchester City Council
2	Gravesham BC	15	Brighton & Hove City Council	28	Epping Forest DC
3	North Tyneside MBC	16	Waverley BC	29	Crawley BC
4	LB of Greenwich	17	Barrow-in-Furness BC	30	Runnymede BC (2008/2009)
5	City of York Council	18	North West Leicestershire DC	31	Northampton BC
6	Gosport BC	19	Corby BC	32	Swindon BC
7	North Warwickshire BC	20	Canterbury City Council	33	Wokingham DC
8	Stroud DC	21	Southampton City Council	34	Lincoln City Council
9	Caradon DC	22	Cambridge City Council	35	LB of Southwark
10	Cannock Chase DC	23	East Devon DC	36	Oxford CC
11	Wiltshire Council	24	Norwich City Council	37	LB of Barking and Dagenham
12	Chesterfield BC	25	Oadby and Wigston BC	38	Dudley MBC
13	Rugby BC	26	Kingston-upon-Hull City Council		

Further analysis of your office premises costs can be found in schedule B1 to B5 of the Annex.

IT spend

The chart below shows your organisation's IT spend per direct employee who uses IT.



Organisations:

1 East Devon DC	14 Caradon DC	27 Northampton BC
2 Cannock Chase DC	15 Winchester City Council	28 Swindon BC
3 Stroud DC	16 Medway Council	29 Barrow-in-Furness BC
4 North West Leicestershire DC	17 LB of Greenwich	30 Epping Forest DC
5 Lincoln City Council	18 Crawley BC	31 Oxford CC
6 City of York Council	19 Cambridge City Council	32 Gosport BC
7 Kingston-upon-Hull City Council	20 Corby BC	33 Canterbury City Council
8 North Tyneside MBC	21 LB of Southwark	34 Rugby BC
9 Kettering BC	22 North Warwickshire BC	35 Wiltshire Council
10 Gravesham BC	23 Runnymede BC (2008/2009)	36 LB of Barking and Dagenham
11 Chesterfield BC	24 Southampton City Council	37 Wokingham DC
12 Waverley BC	25 Oadby and Wigston BC	38 Norwich City Council
13 Brighton & Hove City Council	26 Dudley MBC	

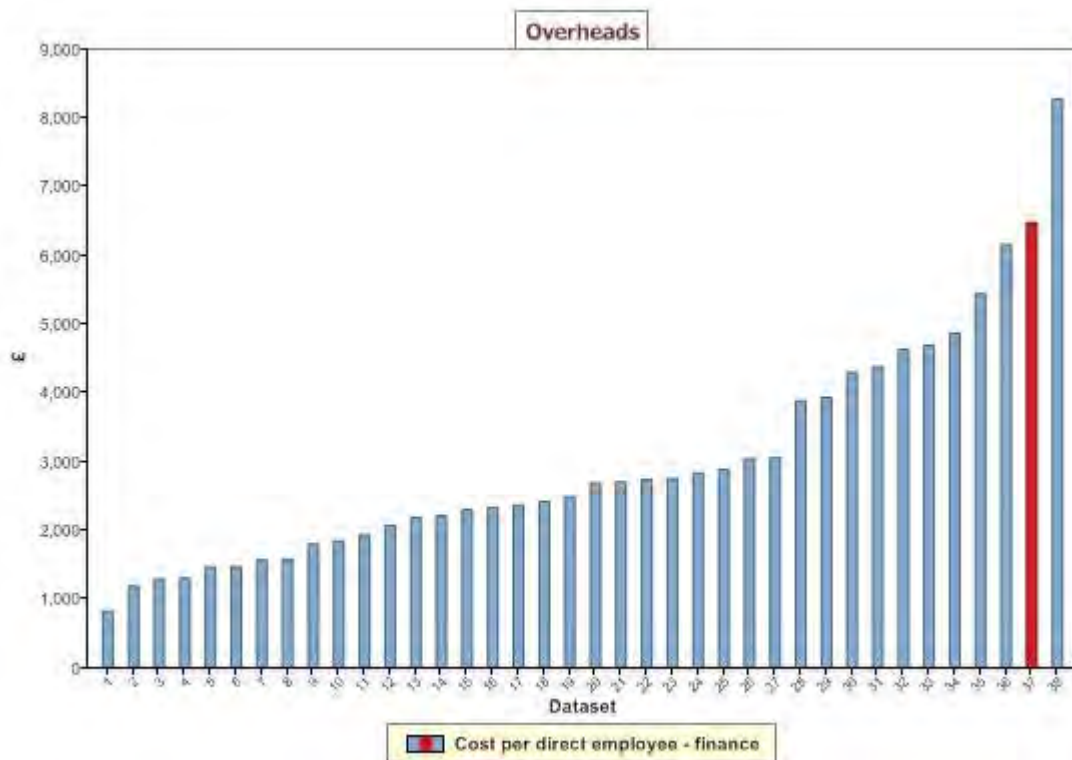
Further analysis of your IT costs can be found in schedule B1 to B5 of the Annex.

Finance costs

The following chart benchmarks your finance costs per direct employee, with your club members.

Your finance costs include both non-pay and employee costs / time spent on finance and accountancy functions. These functions include business planning and budgets, financial accounting and monitoring / reporting and payments.

The costs of rent and service charge accounting are also included. However, rent collection costs are now included together with rent arrears costs within Housing Management⁵.



Organisations:

1 Rugby BC	14 Gravesham BC	27 Cannock Chase DC
2 Oxford CC	15 Wiltshire Council	28 Wokingham DC
3 North Warwickshire BC	16 Dudley MBC	29 Waverley BC
4 Stroud DC	17 Cambridge City Council	30 Crawley BC
5 Chesterfield BC	18 LB of Greenwich	31 Canterbury City Council
6 Kingston-upon-Hull City Council	19 North Tyneside MBC	32 Caradon DC
7 Lincoln City Council	20 North West Leicestershire DC	33 Winchester City Council
8 Medway Council	21 Corby BC	34 LB of Southwark
9 Southampton City Council	22 Oadby and Wigston BC	35 LB of Barking and Dagenham
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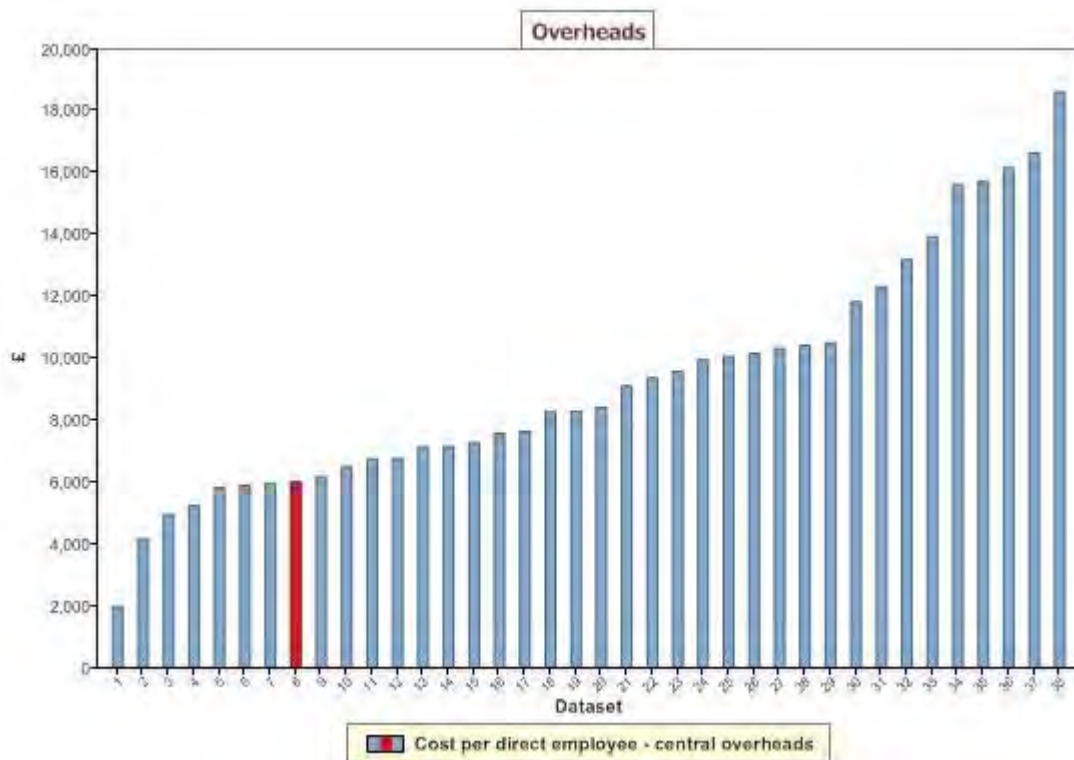
Our Detailed Overheads Module collects information on some additional financial transaction processing measures.

⁵ On the request of our subscribers, rent collection costs have been moved in the HouseMark model to come under housing management. Rent collection and arrears recovery action logically fit together and rent collection is a direct function which should not be classed as an overhead.

Central costs

The chart below shows your central costs per direct employee.

Central costs include both non-pay costs and employee costs of a corporate nature that cannot be attributed directly to a specific function. This includes the chief executive, central administrative employees, HR employees etc.



Organisations:

1 Chesterfield BC	14 Brighton & Hove City Council	27 Caradon DC
2 North West Leicestershire DC	15 Northampton BC	28 Barrow-in-Furness BC
3 North Warwickshire BC	16 Medway Council	29 Wokingham DC
4 Dudley MBC	17 Stroud DC	30 Canterbury City Council
5 Oxford CC	18 Waverley BC	31 Crawley BC
6 North Tyneside MBC	19 Gosport BC	32 Winchester City Council
7 City of York Council	20 Cambridge City Council	33 Epping Forest DC
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12 East Devon DC	25 LB of Greenwich	38 LB of Barking and Dagenham
13 Oadby and Wigston BC	26 Kingston-upon-Hull City Council	

2.2 Tenant Involvement and Empowerment

2.2.1 Tenant involvement & empowerment

The TSA will expect landlords to demonstrate how they embed within their work, a culture and set of processes which make sure they involve, and are accountable to, their tenants and how they support their tenants so they are more able to be effectively engaged.

Direct cost of resident involvement

The following chart shows the direct cost per property (direct employee costs and direct non-pay costs) of resident involvement and consultation. The employee costs cover activities such as informing residents about services and performance; managing surveys and other feedback; setting up and supporting residents groups; management of grants; agreeing / delivering resident involvement policy and publicity (eg newsletters, conferences etc.). Non-pay costs include resident involvement expenses and grants to resident organisations. Overheads are excluded from this measure.



Organisations:

1	Epping Forest DC	14	Barrow-in-Furness BC	27	Caradon DC
2	Cannock Chase DC	15	Norwich City Council	28	East Devon DC
3	Lincoln City Council	16	Southampton City Council	29	Brighton & Hove City Council
4	Wiltshire Council	17	Dudley MBC	30	Runnymede BC (2008/2009)
5	Corby BC	18	Kettering BC	31	Waverley BC
6	LB of Greenwich	19	Gosport BC	32	Wokingham DC
7	Chesterfield BC	20	North West Leicestershire DC	33	Kingston-upon-Hull City Council
8	Crawley BC	21	LB of Barking and Dagenham	34	Winchester City Council
9	North Warwickshire BC	22	Canterbury City Council	35	Cambridge City Council
10	Swindon BC	23	Rugby BC	36	Stroud DC
11	Oxford CC	24	Oadby and Wigston BC	37	City of York Council
12	Northampton BC	25	North Tyneside MBC	38	LB of Southwark
13	Gravesham BC	26	Medway Council		

A high cost per property may reflect inefficiencies in the service. However, in many cases it may also reflect greater investment in promoting and facilitating resident involvement.

Tenant satisfaction that their views are being taken into account (GN only)

The following chart shows, in comparison to your club members, how satisfied your tenants are that their views are taken into account by you. With increasing emphasis on landlord accountability to their tenants, this is an important measure of whether your tenants feel they are able to have meaningful input and influence. This measure is sourced from STATUS and relates to general needs tenants⁶.



Organisations:

1 Barrow-in-Furness BC	13 Oadby and Wigston BC	25 Medway Council
2 North Warwickshire BC	14 Stroud DC	26 Waverley BC
3 Kingston-upon-Hull City Council	15 Rugby BC	27 Canterbury City Council
4 City of York Council	16 Dudley MBC	28 Cambridge City Council
5 Winchester City Council	17 Brighton & Hove City Council	29 Gravesham BC
6 Oxford CC	18 East Devon DC	30 LB of Barking and Dagenham
7 Kettering BC	19 Lincoln City Council	31 Swindon BC
8 Caradon DC	20 North West Leicestershire DC	32 Chesterfield BC
9 Cannock Chase DC	21 Northampton BC	33 Wokingham DC
10 Epping Forest DC	22 Crawley BC	34 LB of Southwark
11 North Tyneside MBC	23 Southampton City Council	35 Norwich City Council
12 Runnymede BC (2008/2009)	24 LB of Greenwich	

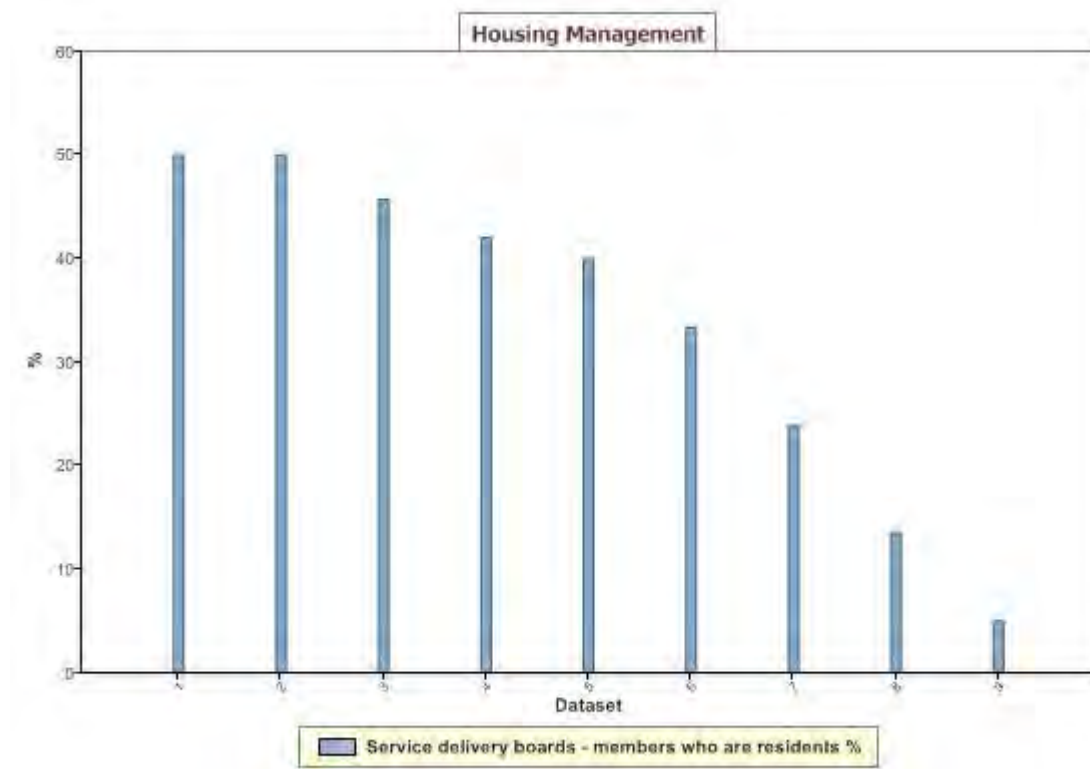
Organisations with no data:

Gosport BC	Corby BC	Wiltshire Council
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⁶ Results obtained from a survey undertaken prior to the 2007 review of STATUS, may include combined results for general needs and housing for older people accommodation, where the organisation has not been able to separate these.

Resident members of service delivery boards

The following chart shows what proportion of the total number of service delivery board members are residents. This measure indicates the number of residents involved at this level and able to make / influence decisions.



Organisations:

1 Swindon BC	4 East Devon DC	7 Chesterfield BC
2 Barrow-in-Furness BC	5 Cambridge City Council	8 Crawley BC
3 Kingston-upon-Hull City Council	6 Wokingham DC	9 Oadby and Wigston BC

Organisations with no data:

Brighton & Hove City Council	Dudley MBC	Wiltshire Council
LB of Greenwich	Gosport BC	Canterbury City Council
Medway Council	LB of Barking and Dagenham	Norwich City Council
LB of Southwark	Corby BC	Lincoln City Council
Waverley BC	Northampton BC	Rugby BC
Stroud DC	Cannock Chase DC	Gravesham BC
Southampton City Council	North Tyneside MBC	Runnymede BC (2008/2009)
Caradon DC	North Warwickshire BC	Epping Forest DC
City of York Council	Oxford CC	North West Leicestershire DC
Kettering BC	Winchester City Council	

DID YOU KNOW?

For organisations seeking more in-depth benchmarking on Resident Involvement, HouseMark and the Tenant Participation Advisory Service (TPAS) have jointly developed a specialist benchmarking service.

The RIB service measures 22 indicators covering cost and resources, communication, consultation, decision making and training.

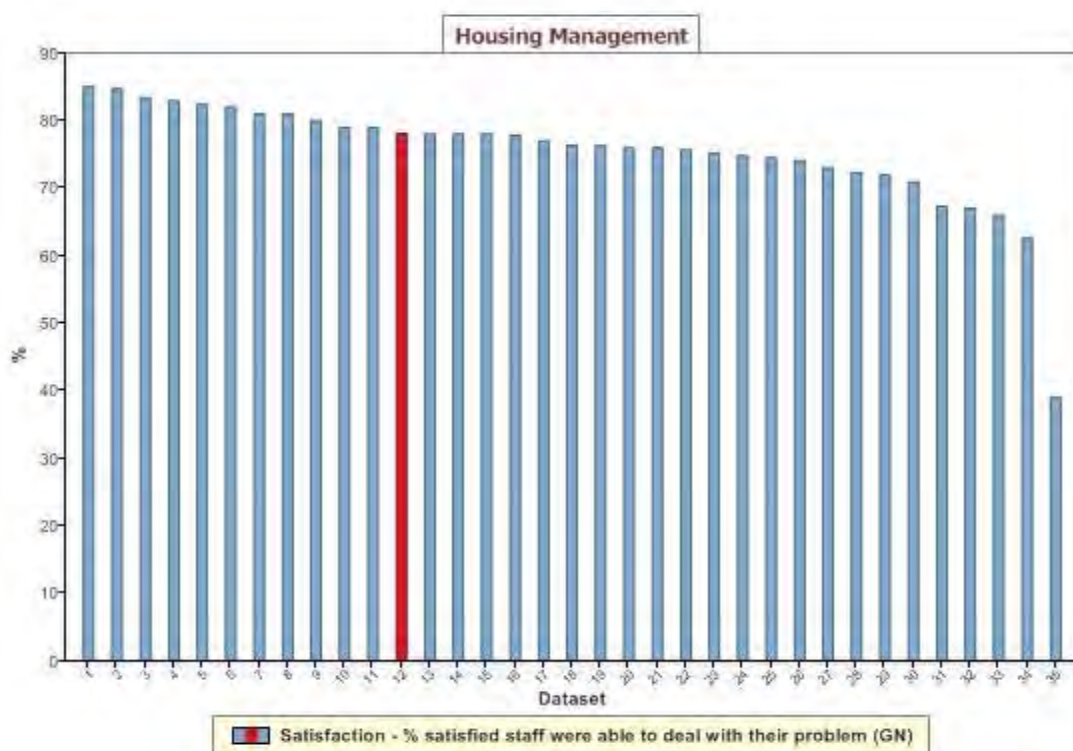
A summary report of findings for 2008/9 is available from the HouseMark website at: <http://tinyurl.com/RIBsummary>. The full report is being made available to those organisations who submitted data for 2008/09.

2.2.2 Tenant choice, customer service and complaints

Tenants fed back clearly during the TSA's consultation that they expected landlords to offer a quality customer service where they are treated with respect and courtesy. The TSA will expect landlords to understand their tenants' needs and use this information to design and deliver housing services and communicate with their tenants.

Ability of the landlord to deal with the tenant's problem (GN only) (where tenants have contacted their landlord in the last 12 months)

This indicator, sourced from STATUS, focuses on customer service. In the STATUS survey, tenants who report they have contacted their landlord in the last 12 months are asked whether the landlord was able or unable to deal with their problem⁷.



Organisations:

1 North Warwickshire BC	13 Waverley BC	25 Brighton & Hove City Council
2 Wiltshire Council	14 Barrow-in-Furness BC	26 Lincoln City Council
3 Winchester City Council	15 Gravesham BC	27 Northampton BC
4 Cannock Chase DC	16 Oadby and Wigston BC	28 Canterbury City Council
5 Epping Forest DC	17 North West Leicestershire DC	29 Medway Council
6 East Devon DC	18 North Tyneside MBC	30 LB of Barking and Dagenham
7 Stroud DC	19 City of York Council	31 Norwich City Council
8 Rugby BC	20 Cambridge City Council	32 Wokingham DC
9 Kingston-upon-Hull City Council	21 Crawley BC	33 Swindon BC
10 Caradon DC	22 Southampton City Council	34 LB of Southwark
11 Oxford CC	23 Chesterfield BC	35 LB of Greenwich
12 Runnymede BC (2008/2009)	24 Dudley MBC	

Organisations with no data:

Kettering BC	Gosport BC	Corby BC
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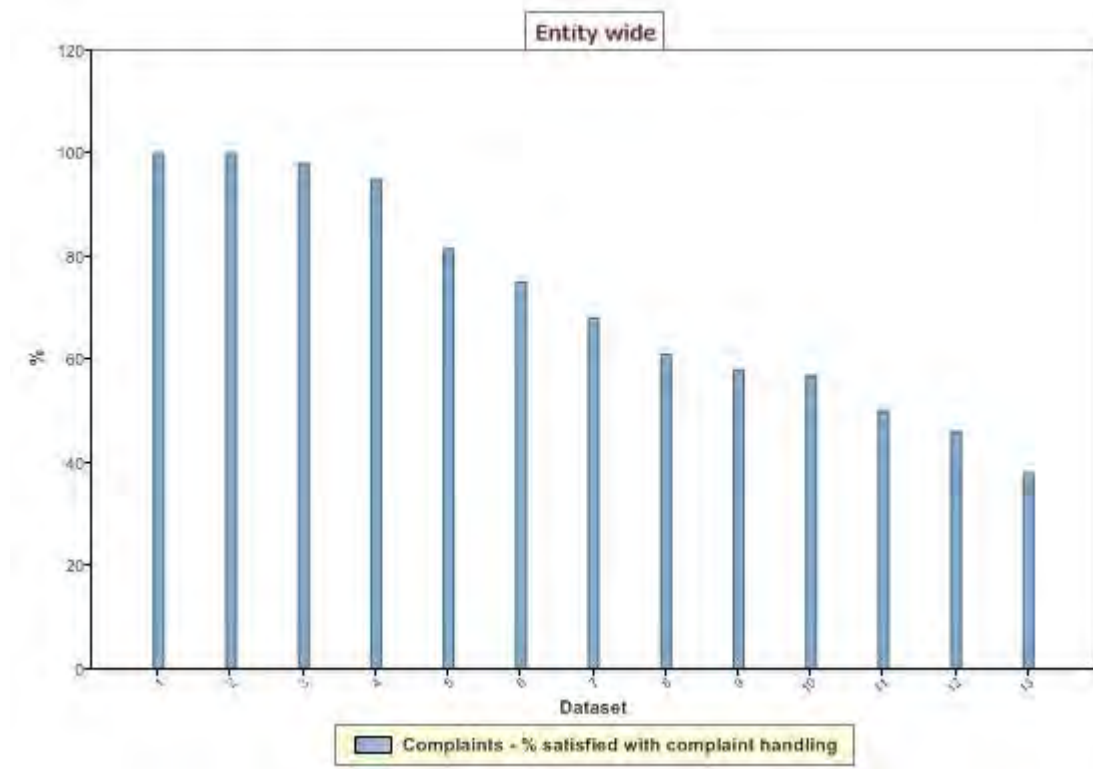
⁷ Results obtained from a survey undertaken prior to the 2007 review of STATUS, may include combined results for general needs and housing for older people accommodation, where the organisation has not been able to separate these.

Complaints

Whilst the emphasis should be on landlords 'getting it right first time', the TSA highlights the need for excellent complaint handling processes to be in place for when failures occur.

The following two charts show complainant satisfaction with the 'handling' and the 'outcome' of their complaint, respectively.

Satisfaction with complaint handling



Organisations:

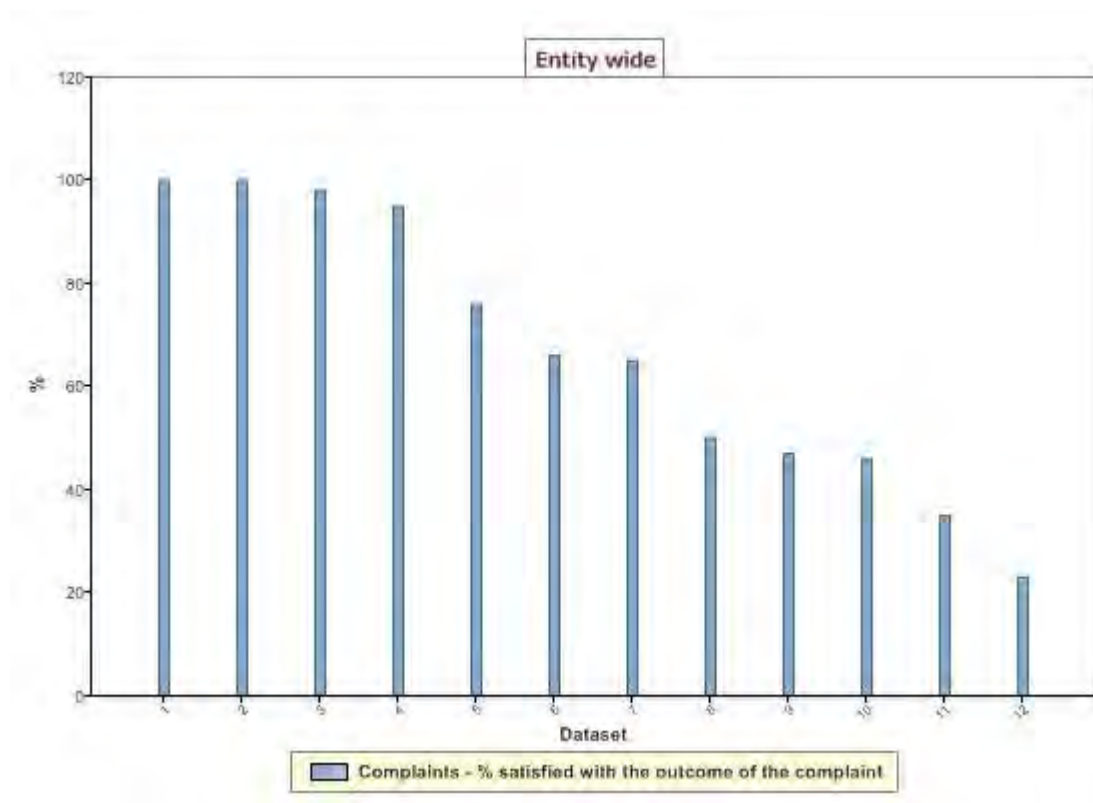
1 Cannock Chase DC	6 LB of Greenwich	11 Canterbury City Council
2 Wiltshire Council	7 City of York Council	12 LB of Barking and Dagenham
3 North Warwickshire BC	8 Crawley BC	13 North West Leicestershire DC
4 Rugby BC	9 Brighton & Hove City Council	
5 East Devon DC	10 Wokingham DC	

Organisations with no data:

Chesterfield BC	Caradon DC	Winchester City Council
Oadby and Wigston BC	Kettering BC	Barrow-in-Furness BC
Medway Council	Dudley MBC	Norwich City Council
LB of Southwark	Gosport BC	Lincoln City Council
Waverley BC	Corby BC	Gravesham BC
Cambridge City Council	Swindon BC	Runnymede BC (2008/2009)
Stroud DC	Northampton BC	Epping Forest DC
Kingston-upon-Hull City Council	North Tyneside MBC	
Southampton City Council	Oxford CC	

A low satisfaction rate may suggest poor customer service. It may also reflect poor communication of the complaints process and / or the standard of service the tenant may expect.

Satisfaction with outcome of the complaint



Organisations:

1 Cannock Chase DC	5 East Devon DC	9 North West Leicestershire DC
2 Wiltshire Council	6 City of York Council	10 Wokingham DC
3 North Warwickshire BC	7 Crawley BC	11 Brighton & Hove City Council
4 Rugby BC	8 Canterbury City Council	12 LB of Barking and Dagenham

Organisations with no data:

Chesterfield BC	Southampton City Council	Oxford CC
LB of Greenwich	Caradon DC	Winchester City Council
Oadby and Wigston BC	Kettering BC	Barrow-in-Furness BC
Medway Council	Dudley MBC	Norwich City Council
LB of Southwark	Gosport BC	Lincoln City Council
Waverley BC	Corby BC	Gravesham BC
Cambridge City Council	Swindon BC	Runnymede BC (2008/2009)
Stroud DC	Northampton BC	Epping Forest DC
Kingston-upon-Hull City Council	North Tyneside MBC	

A low satisfaction rate may suggest an ineffective complaints service. It may also result from the unrealistic expectations of complainants.

Both of the above measures are sourced from an organisation’s internal survey of complainants, carried out following closure of the complaint.

Note: A low number of organisations were able to input this information and the findings in the above charts should therefore be treated with some caution.

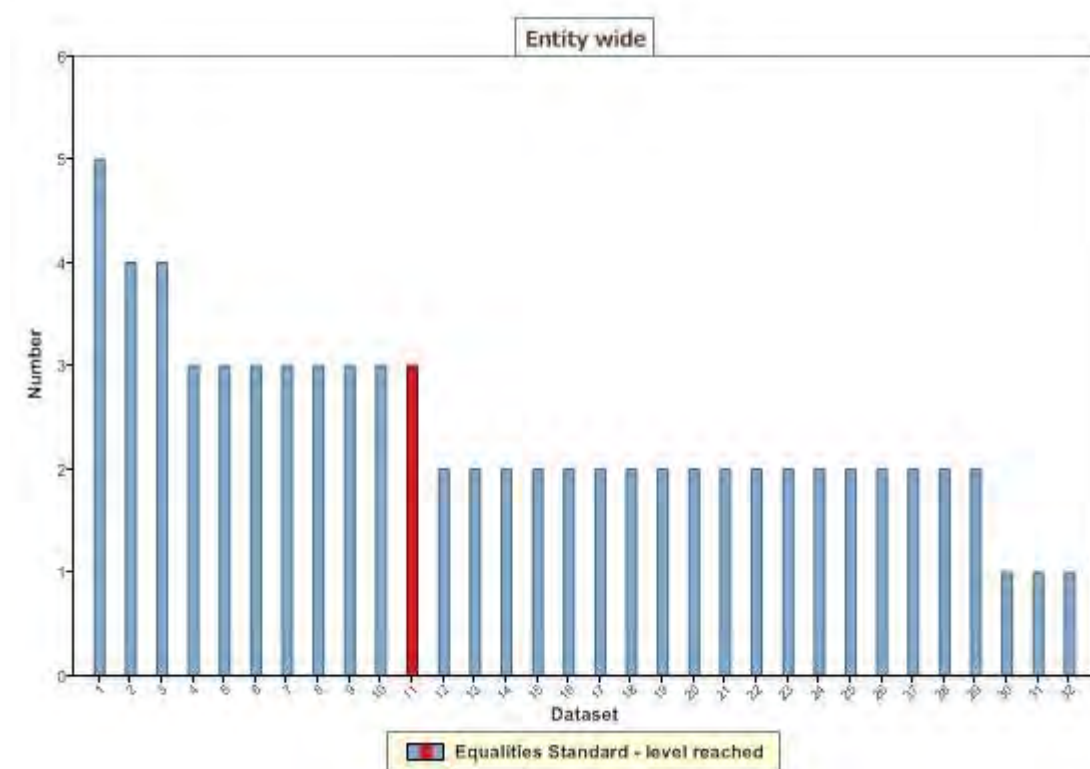
DID YOU KNOW?

HouseMark's new Complaints Benchmarking System went live in December 2009. The new system benchmarks volume and nature of complaints, response times, outcomes, compensation payments and complainant satisfaction. The service is available at no extra charge for full HouseMark subscribers. For more information on the service, e-mail Benchmarking@housemark.co.uk

Level of Equalities Standard reached

The chart below shows the level (between 0 – 5) of the Equalities Standard reached by landlords.

The Equalities Standard⁸ is a self-assessment tool, which recognises the extent to which organisations have mainstreamed equality on the basis of age, disability, gender, race, religion / belief and sexual orientation into their policies and practices. It was developed for local government but can be implemented by other landlords.



Organisations:

1	LB of Barking and Dagenham	12	Chesterfield BC	23	North Warwickshire BC
2	Southampton City Council	13	Brighton & Hove City Council	24	Crawley BC
3	Gravesham BC	14	Oadby and Wigston BC	25	Wiltshire Council
4	LB of Greenwich	15	Waverley BC	26	Norwich City Council
5	LB of Southwark	16	Stroud DC	27	Rugby BC
6	Cambridge City Council	17	Kingston-upon-Hull City Council	28	Epping Forest DC
7	Dudley MBC	18	Caradon DC	29	North West Leicestershire DC
8	Swindon BC	19	City of York Council	30	Winchester City Council
9	North Tyneside MBC	20	Gosport BC	31	Barrow-in-Furness BC
10	Canterbury City Council	21	Corby BC	32	Lincoln City Council
11	Runnymede BC (2008/2009)	22	Northampton BC		

Organisations with no data:

Medway Council	Cannock Chase DC	East Devon DC
Kettering BC	Oxford CC	Wokingham DC

⁸ The Equality Framework for Local Government has now replaced the Equality Standard and HouseMark's Data Collection Form (DCF) and Guidance will be updated accordingly for 2009/10.

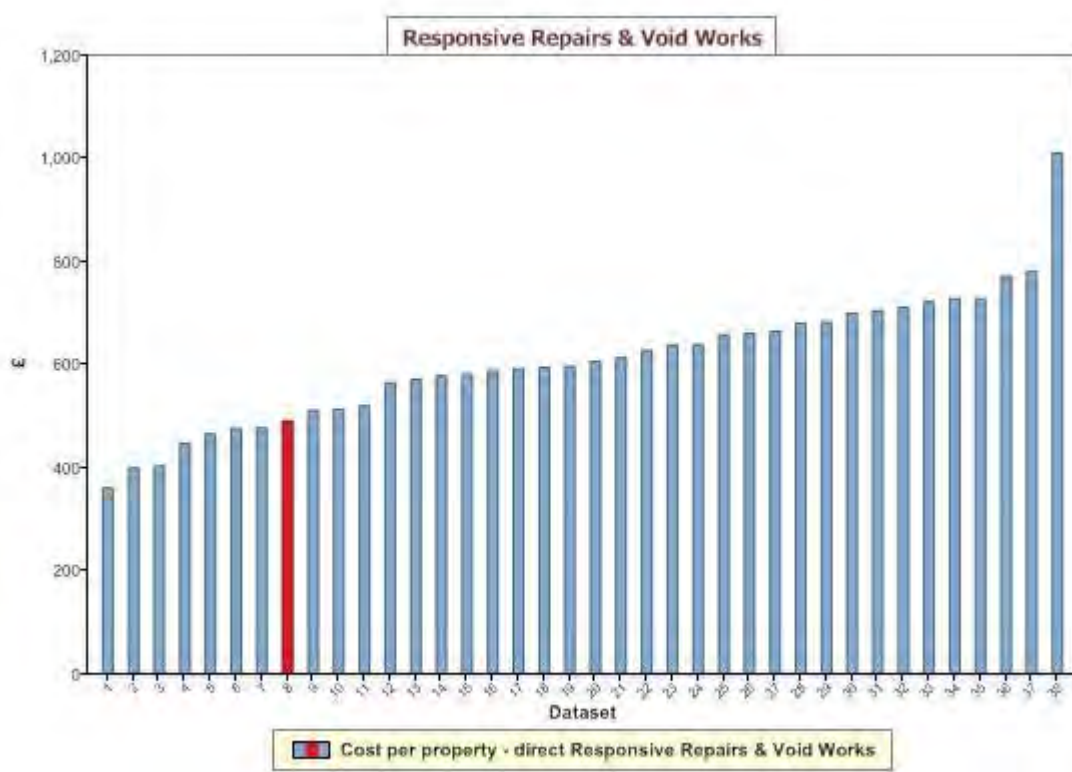
2.3 Home

2.3.1 Repairs and maintenance

The repairs and maintenance service was the most significant area for tenants and landlords emerging from the TSA's consultation – both in terms of the cost of providing, and the challenges of delivering, a quality service. Under the TSA standard, landlords must provide a repairs and maintenance service that is cost-effective, responds to the needs of tenants and offers choice.

Direct responsive repairs and voids re-servicing cost per property

The chart below shows the direct costs (including direct works costs, direct non-pay costs and direct employee costs) per property of responsive repairs and voids re-servicing compared to your peers. It includes both the 'client side' management and administration functions and the 'contractor side' direct spend. Overhead costs are excluded.



Organisations:

1	Canterbury City Council	14	Oadby and Wigston BC	27	City of York Council
2	Gosport BC	15	Stroud DC	28	Gravesham BC
3	Winchester City Council	16	North Warwickshire BC	29	LB of Greenwich
4	Rugby BC	17	North Tyneside MBC	30	Barrow-in-Furness BC
5	Cannock Chase DC	18	Caradon DC	31	Brighton & Hove City Council
6	Epping Forest DC	19	Dudley MBC	32	Corby BC
7	East Devon DC	20	Medway Council	33	Northampton BC
8	Runnymede BC (2008/2009)	21	Swindon BC	34	LB of Barking and Dagenham
9	Chesterfield BC	22	Norwich City Council	35	Lincoln City Council
10	Waverley BC	23	Southampton City Council	36	Kingston-upon-Hull City Council
11	Cambridge City Council	24	Wokingham DC	37	Crawley BC
12	Wiltshire Council	25	Kettering BC	38	LB of Southwark
13	North West Leicestershire DC	26	Oxford CC		

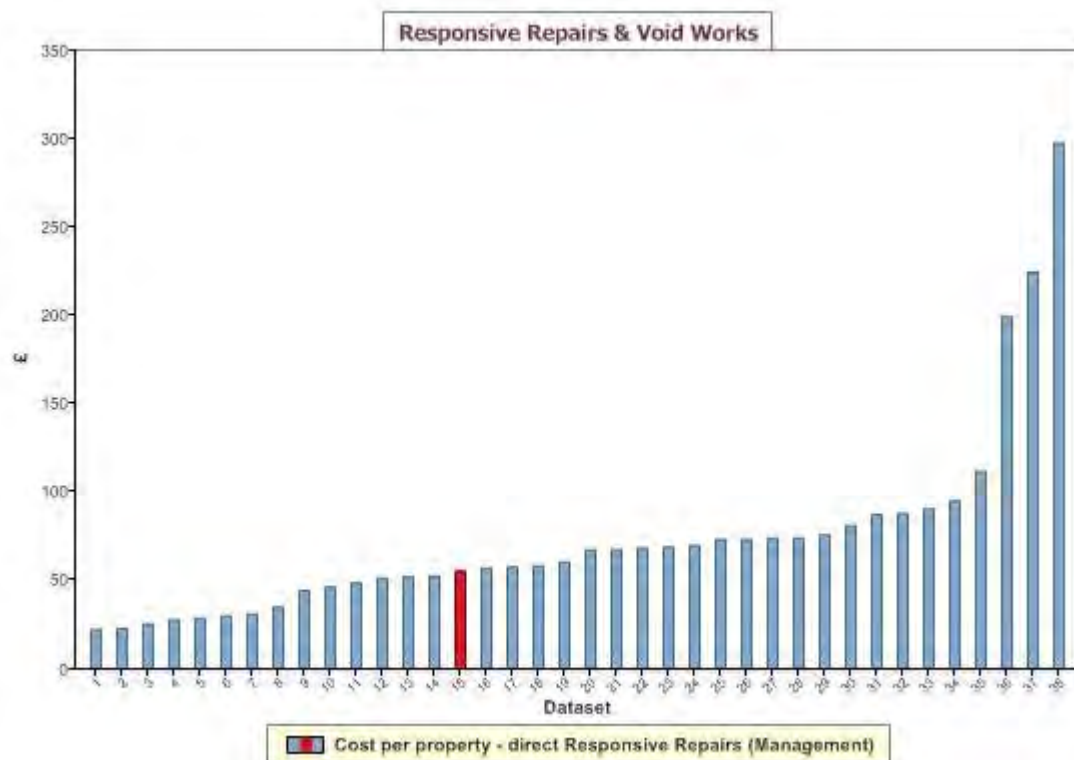
We have separated out, in the following charts, the costs relating to responsive repairs and voids re-servicing to allow you to hone in on each discrete area as required.

Responsive Repairs Costs

In the following two charts we have distinguished between the 'client side' costs and the 'contractor side' direct spend of responsive repairs. However, the separation of these costs is not always easy to achieve, especially where 'partnering' arrangements are in place or where 'client side' functions are outsourced. These two indicators should therefore be treated with some degree of caution.

Direct costs of responsive repairs management ('client side')

The first chart shows the direct costs (per property) of staff involved in managing / administering the responsive repairs service. Overhead costs are excluded.



Organisations:

1	Epping Forest DC	14	Norwich City Council	27	Barrow-in-Furness BC
2	Lincoln City Council	15	Runnymede BC (2008/2009)	28	North West Leicestershire DC
3	Kettering BC	16	Swindon BC	29	Oxford CC
4	North Tyneside MBC	17	East Devon DC	30	Gravesham BC
5	LB of Greenwich	18	Southampton City Council	31	North Warwickshire BC
6	Canterbury City Council	19	Corby BC	32	Medway Council
7	Gosport BC	20	Wokingham DC	33	Brighton & Hove City Council
8	Rugby BC	21	Stroud DC	34	Northampton BC
9	Chesterfield BC	22	Caradon DC	35	Cannock Chase DC
10	City of York Council	23	Wiltshire Council	36	Crawley BC
11	Winchester City Council	24	Oadby and Wigston BC	37	LB of Barking and Dagenham
12	Kingston-upon-Hull City Council	25	Dudley MBC	38	LB of Southwark
13	Cambridge City Council	26	Waverley BC		

A high cost per property may indicate inefficiency in the management / administration of the responsive repairs service. A low cost may reflect an efficiently run service. However, it might also be an indication that more resources are required in this area.

Total cost of responsive repairs service provision ('contractor side')

The following chart shows the total cost (per property) of providing the repairs service for each member of the club. This measure includes overheads, so enabling a more useful comparison between organisations that outsource to a contractor and those that have an internal DLO.



Organisations:

1 Winchester City Council	14 Medway Council	27 LB of Barking and Dagenham
2 Epping Forest DC	15 Stroud DC	28 Wiltshire Council
3 Canterbury City Council	16 Oadby and Wigston BC	29 North Warwickshire BC
4 Cambridge City Council	17 Caradon DC	30 Wokingham DC
5 Dudley MBC	18 Norwich City Council	31 Kingston-upon-Hull City Council
6 Cannock Chase DC	19 Southampton City Council	32 City of York Council
7 Runnymede BC (2008/2009)	20 Swindon BC	33 Oxford CC
8 Rugby BC	21 North Tyneside MBC	34 Lincoln City Council
9 Waverley BC	22 Gravesham BC	35 Barrow-in-Furness BC
10 Gosport BC	23 Northampton BC	36 Kettering BC
11 North West Leicestershire DC	24 Brighton & Hove City Council	37 LB of Southwark
12 Chesterfield BC	25 LB of Greenwich	38 Corby BC
13 East Devon DC	26 Crawley BC	

A low cost per property may be the result of effective planned work programmes, so reducing the number of responsive repairs. It may also indicate that the organisation has negotiated efficient procurement arrangements so bringing down the cost of labour and materials.

However, it may also reflect a lack of investment in the service and it is important to view this indicator in conjunction with the performance and satisfaction indicators provided below and in the detailed appendices.

Tenant satisfaction with repairs and maintenance service (GN only)

This is a key measure of whether a good service is being delivered from the tenant's perspective. This information is sourced from the most recent STATUS satisfaction survey⁹ data submitted and relates to tenants living in general needs accommodation.



Organisations:

1	Barrow-in-Furness BC	14	Kettering BC	27	North Tyneside MBC
2	Runnymede BC (2008/2009)	15	Rugby BC	28	Caradon DC
3	Epping Forest DC	16	Canterbury City Council	29	Lincoln City Council
4	Winchester City Council	17	Brighton & Hove City Council	30	Medway Council
5	East Devon DC	18	Waverley BC	31	LB of Barking and Dagenham
6	Oxford CC	19	Corby BC	32	Norwich City Council
7	Cannock Chase DC	20	Cambridge City Council	33	Swindon BC
8	City of York Council	21	Chesterfield BC	34	Northampton BC
9	North Warwickshire BC	22	Southampton City Council	35	North West Leicestershire DC
10	Oadby and Wigston BC	23	Stroud DC	36	Wokingham DC
11	Kingston-upon-Hull City Council	24	Crawley BC	37	LB of Southwark
12	Gravesham BC	25	LB of Greenwich		
13	Wiltshire Council	26	Dudley MBC		

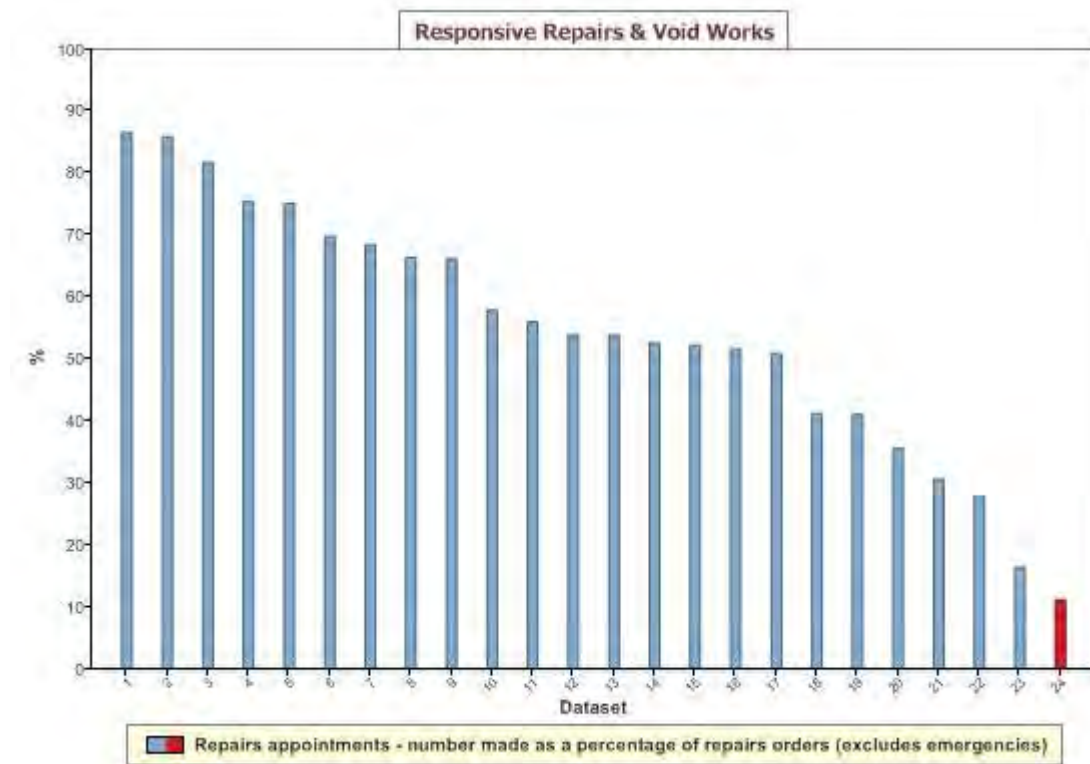
Organisations with no data:

Gosport BC		
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⁹ Results obtained from a STATUS survey undertaken prior to the 2007 review of STATUS, may include combined results for general needs and housing for older people accommodation, where the organisation has not been able to separate these.

Repairs appointments as a percentage of repair orders

The following chart shows the number of appointments made as a percentage of repair orders. Providing appointments for repairs is an important means of offering choice to tenants and is one aspect of a quality repairs and maintenance service.



Organisations:

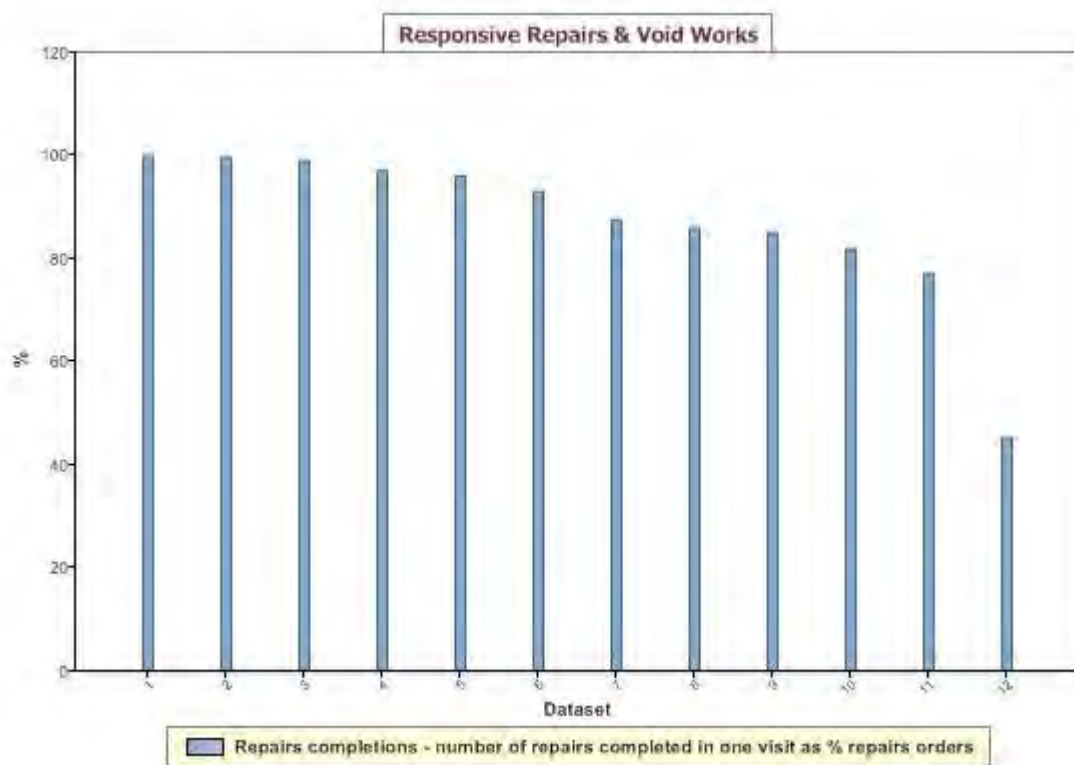
1 North West Leicestershire DC	9 Canterbury City Council	17 Gravesham BC
2 LB of Barking and Dagenham	10 North Tyneside MBC	18 Northampton BC
3 Swindon BC	11 LB of Greenwich	19 Cambridge City Council
4 Winchester City Council	12 Kingston-upon-Hull City Council	20 Epping Forest DC
5 Cannock Chase DC	13 Wokingham DC	21 North Warwickshire BC
6 Dudley MBC	14 Chesterfield BC	22 Stroud DC
7 Oxford CC	15 LB of Southwark	23 Wiltshire Council
8 Norwich City Council	16 Southampton City Council	24 Runnymede BC (2008/2009)

Organisations with no data:

Brighton & Hove City Council	City of York Council	East Devon DC
Oadby and Wigston BC	Kettering BC	Barrow-in-Furness BC
Medway Council	Gosport BC	Lincoln City Council
Waverley BC	Corby BC	Rugby BC
Caradon DC	Crawley BC	

Repairs completed 'right first time'

The 'right first time' approach is a specific requirement contained in the TSA's Home standard. Completing a repair 'right first time' is an important measure in terms of both service efficiency and effectiveness and minimising inconvenience for tenants. It is a fairly complex PI, requiring the landlord to distinguish between works that can be completed in a single visit and those that need a series of pre-planned visits.



Organisations:

1 Gravesham BC	5 LB of Barking and Dagenham	9 Dudley MBC
2 Southampton City Council	6 Gosport BC	10 LB of Southwark
3 Canterbury City Council	7 Wokingham DC	11 Cannock Chase DC
4 LB of Greenwich	8 Waverley BC	12 Norwich City Council

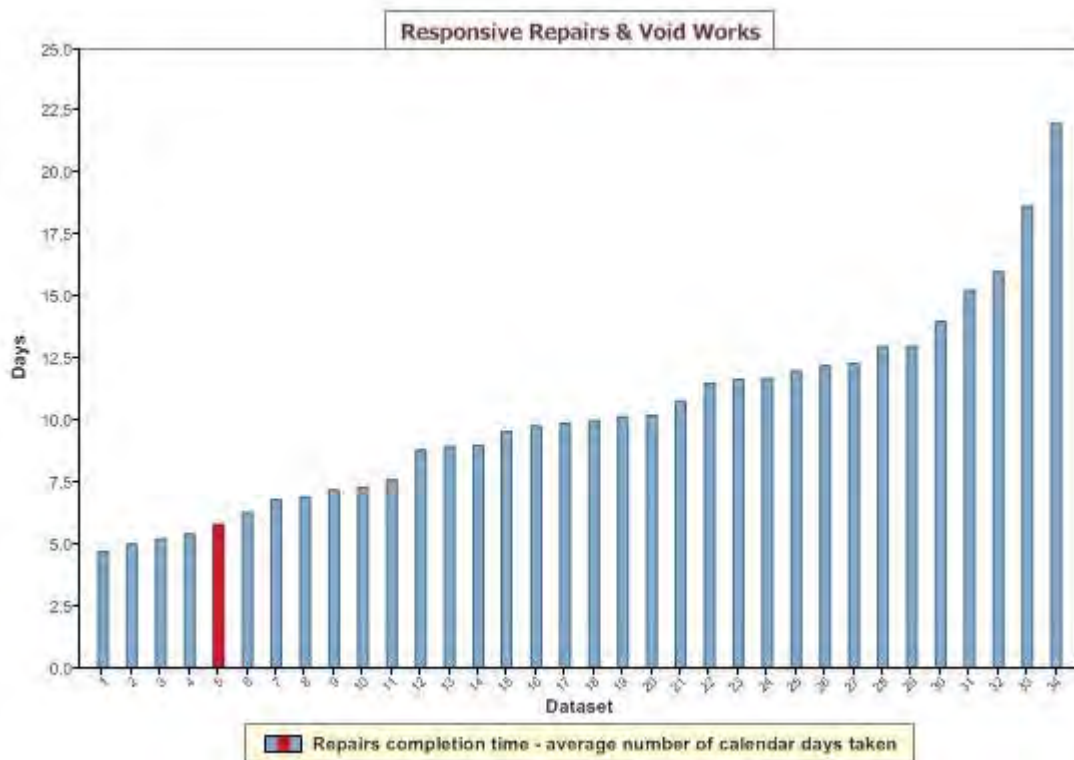
Organisations with no data:

Chesterfield BC	Kettering BC	Wiltshire Council
Brighton & Hove City Council	Corby BC	East Devon DC
Oadby and Wigston BC	Swindon BC	Barrow-in-Furness BC
Medway Council	Northampton BC	Lincoln City Council
Cambridge City Council	North Tyneside MBC	Rugby BC
Stroud DC	North Warwickshire BC	Runnymede BC (2008/2009)
Kingston-upon-Hull City Council	Crawley BC	Epping Forest DC
Caradon DC	Oxford CC	North West Leicestershire DC
City of York Council	Winchester City Council	

A high percentage score suggests that the landlord is effectively diagnosing repair problems and planning for their rectification.

Average time to complete a repair

The average repair completion time reflects the actual time the tenant has waited and is more tenant-focused than reporting the landlord's performance in achieving its own target response times (as in the traditional measure 'percentage of emergency/urgent/routine repairs completed within target').



Organisations:

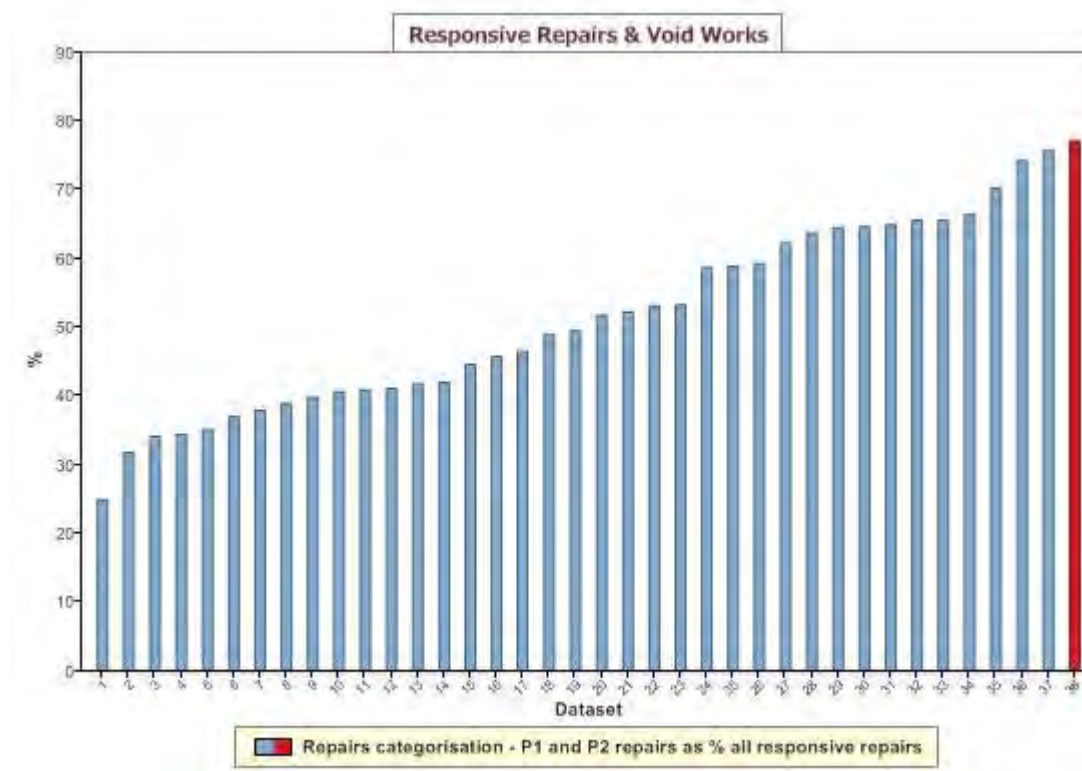
1	Gravesham BC	13	LB of Southwark	25	Rugby BC
2	Gosport BC	14	Canterbury City Council	26	Lincoln City Council
3	Chesterfield BC	15	Cannock Chase DC	27	Winchester City Council
4	City of York Council	16	Wiltshire Council	28	Northampton BC
5	Runnymede BC (2008/2009)	17	North Tyneside MBC	29	North Warwickshire BC
6	Wokingham DC	18	Brighton & Hove City Council	30	Oxford CC
7	Kingston-upon-Hull City Council	19	Corby BC	31	Medway Council
8	Caradon DC	20	Crawley BC	32	Stroud DC
9	Barrow-in-Furness BC	21	East Devon DC	33	Epping Forest DC
10	Swindon BC	22	Southampton City Council	34	Waverley BC
11	LB of Barking and Dagenham	23	Kettering BC		
12	Dudley MBC	24	Norwich City Council		

Organisations with no data:

LB of Greenwich	Cambridge City Council	
Oadby and Wigston BC	North West Leicestershire DC	

Priority repairs as percentage of all responsive repairs

The following chart shows the number of emergency and urgent repairs as a percentage of all responsive repairs for your organisation compared to other landlords in your club. Responding to a repair as a priority is more expensive than treating the same repair as routine. Reducing the number of emergency and urgent repairs undertaken can bring important financial savings.



Organisations:

1 LB of Greenwich	14 Swindon BC	27 North Tyneside MBC
2 North Warwickshire BC	15 LB of Barking and Dagenham	28 Oadby and Wigston BC
3 Southampton City Council	16 Cannock Chase DC	29 Stroud DC
4 Crawley BC	17 Barrow-in-Furness BC	30 Corby BC
5 Gosport BC	18 Kingston-upon-Hull City Council	31 Rugby BC
6 LB of Southwark	19 City of York Council	32 Epping Forest DC
7 Brighton & Hove City Council	20 Norwich City Council	33 Gravesham BC
8 Medway Council	21 Winchester City Council	34 Wokingham DC
9 Oxford CC	22 North West Leicestershire DC	35 Northampton BC
10 Chesterfield BC	23 Dudley MBC	36 Kettering BC
11 Canterbury City Council	24 Lincoln City Council	37 East Devon DC
12 Cambridge City Council	25 Caradon DC	38 Runnymede BC (2008/2009)
13 Waverley BC	26 Wiltshire Council	

The proportion of priority work undertaken will be influenced by several factors, including nature of stock and tenant profile. However, a high percentage of emergency and urgent repairs may indicate that work is being over-prioritised and highlight training needs around the accurate diagnosis and prioritisation of repairs.

DID YOU KNOW?

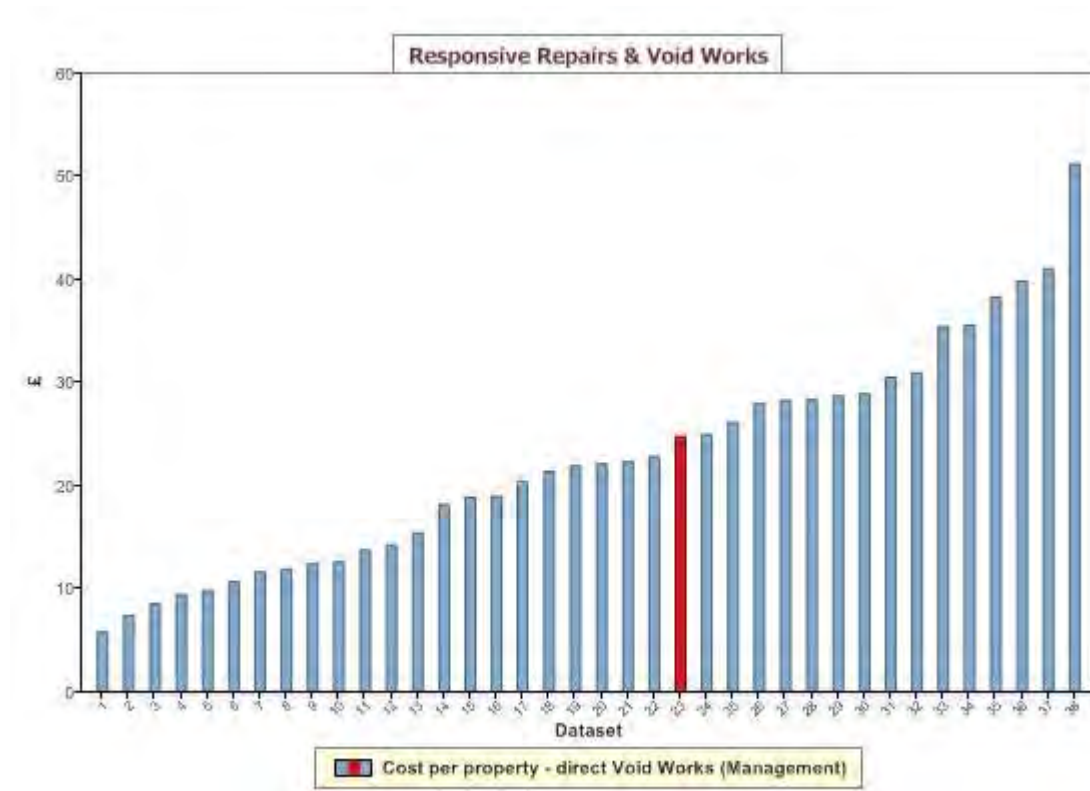
HouseMark's responsive repairs value for money toolkit is an annual exercise combining workshops with benchmarking and analysis against more than 50 key performance indicators. It provides organisations with a bespoke report that identifies the value for money rating of their repairs service and highlights areas of significant opportunity for improvement. For more information visit our website at <http://tinyurl.com/HMResprepVFM>

Voids re-servicing

In the following two charts we have distinguished between the 'client side' costs and the 'contractor side' direct spend of voids re-servicing. However, as already noted, the separation of these costs is not always easy to achieve and these two indicators should be treated with some caution.

Direct cost of voids re-servicing management ('client side')

The first chart shows the direct costs (per property) of staff involved in managing / administering the voids re-servicing service. Overhead costs are excluded.

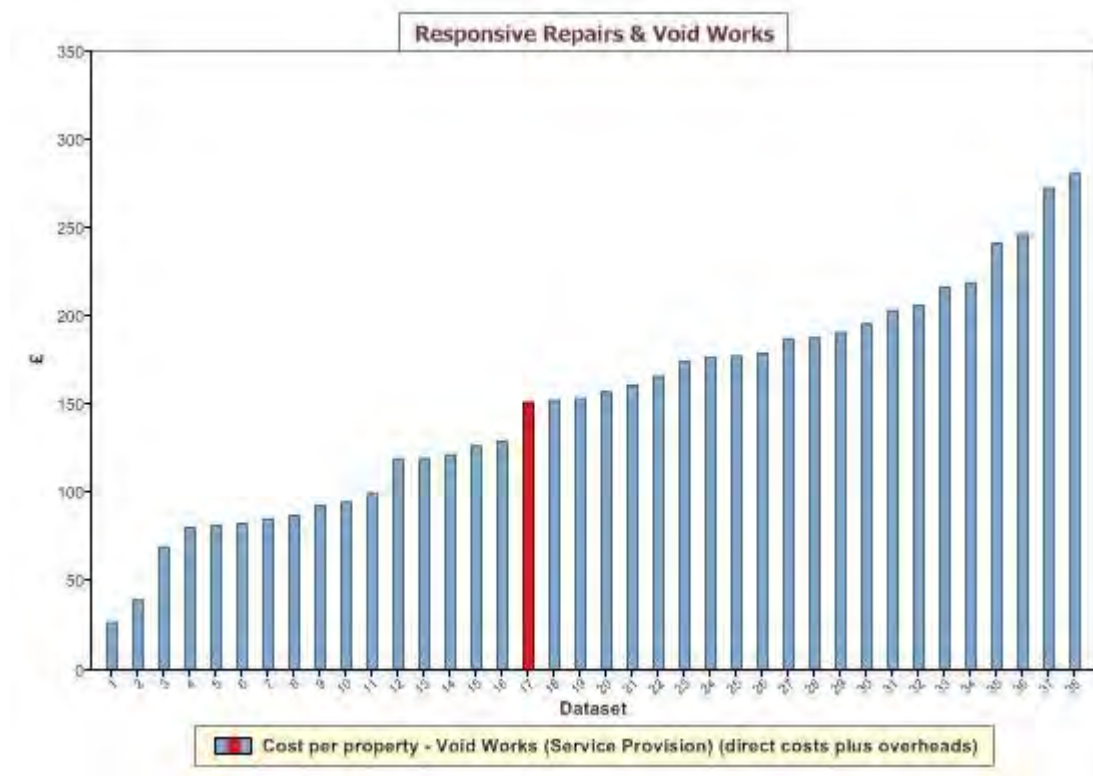


Organisations:

1	LB of Greenwich	14	Lincoln City Council	27	Oadby and Wigston BC
2	Southampton City Council	15	Swindon BC	28	LB of Barking and Dagenham
3	Oxford CC	16	Rugby BC	29	Gravesham BC
4	Corby BC	17	Brighton & Hove City Council	30	Cannock Chase DC
5	Wiltshire Council	18	Medway Council	31	Wokingham DC
6	North Warwickshire BC	19	Caradon DC	32	LB of Southwark
7	Epping Forest DC	20	Waverley BC	33	Crawley BC
8	Stroud DC	21	East Devon DC	34	Northampton BC
9	Kettering BC	22	North West Leicestershire DC	35	Gosport BC
10	Barrow-in-Furness BC	23	Runnymede BC (2008/2009)	36	Dudley MBC
11	North Tyneside MBC	24	Winchester City Council	37	Cambridge City Council
12	Canterbury City Council	25	Norwich City Council	38	Kingston-upon-Hull City Council
13	City of York Council	26	Chesterfield BC		

Total cost of 'contractor side' voids re-servicing

The following chart shows the total cost (per property) of providing the service for each member of the club. This measure includes overheads, so enabling a more useful comparison between organisations that outsource to a contractor and those that have an internal DLO.



Organisations:

1 LB of Barking and Dagenham	14 Rugby BC	27 Medway Council
2 Gosport BC	15 Waverley BC	28 Brighton & Hove City Council
3 Cannock Chase DC	16 City of York Council	29 Cambridge City Council
4 Barrow-in-Furness BC	17 Runnymede BC (2008/2009)	30 Kingston-upon-Hull City Council
5 Wiltshire Council	18 Oxford CC	31 Southampton City Council
6 Canterbury City Council	19 Kettering BC	32 Norwich City Council
7 Wokingham DC	20 Swindon BC	33 Epping Forest DC
8 East Devon DC	21 Chesterfield BC	34 North West Leicestershire DC
9 North Warwickshire BC	22 Oadby and Wigston BC	35 LB of Greenwich
10 LB of Southwark	23 Caradon DC	36 North Tyneside MBC
11 Crawley BC	24 Stroud DC	37 Northampton BC
12 Corby BC	25 Lincoln City Council	38 Dudley MBC
13 Winchester City Council	26 Gravesham BC	

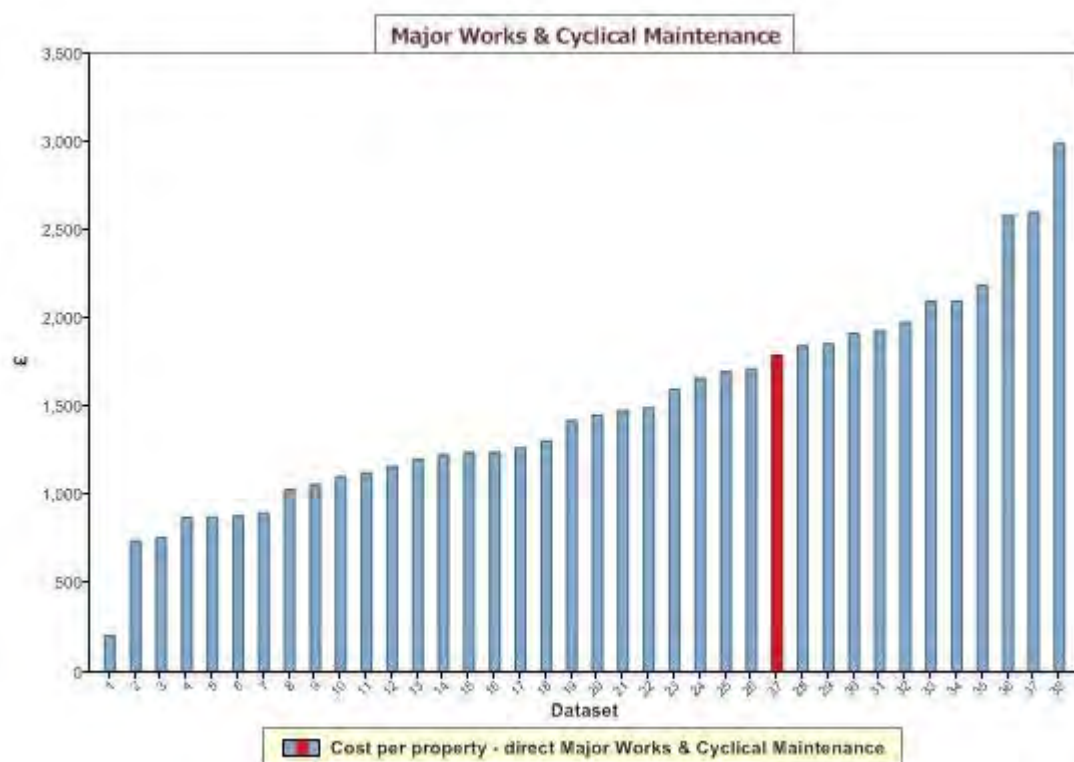
Note: The void performance measures of 'relet time' and 'rent loss due to voids' are included in section 2.4 (Tenancy), reflecting the proposed TSA Tenancy standard.

2.3.2 Quality of accommodation

The TSA's Home standard requires that landlords ensure that all homes are warm, weatherproof and with modern facilities.

Direct major works and cyclical maintenance cost per property

The following chart shows how much (per property) each member of the peer group spent on the direct costs (including direct works costs, direct employee costs and direct non-pay costs) of major works and cyclical maintenance. This measure includes both the 'client side' management and administration costs and the 'contractor side' direct spend. Overhead costs are excluded.



Organisations:

1	Medway Council	14	Barrow-in-Furness BC	27	Runnymede BC (2008/2009)
2	Wokingham DC	15	Winchester City Council	28	Kingston-upon-Hull City Council
3	Crawley BC	16	Gravesham BC	29	LB of Barking and Dagenham
4	Oadby and Wigston BC	17	Dudley MBC	30	Corby BC
5	Caradon DC	18	Gosport BC	31	Waverley BC
6	Wiltshire Council	19	Norwich City Council	32	Cannock Chase DC
7	Northampton BC	20	Chesterfield BC	33	Cambridge City Council
8	North West Leicestershire DC	21	Brighton & Hove City Council	34	Lincoln City Council
9	Epping Forest DC	22	Stroud DC	35	North Tyneside MBC
10	Kettering BC	23	LB of Greenwich	36	Canterbury City Council
11	Swindon BC	24	Oxford CC	37	North Warwickshire BC
12	City of York Council	25	Rugby BC	38	LB of Southwark
13	East Devon DC	26	Southampton City Council		

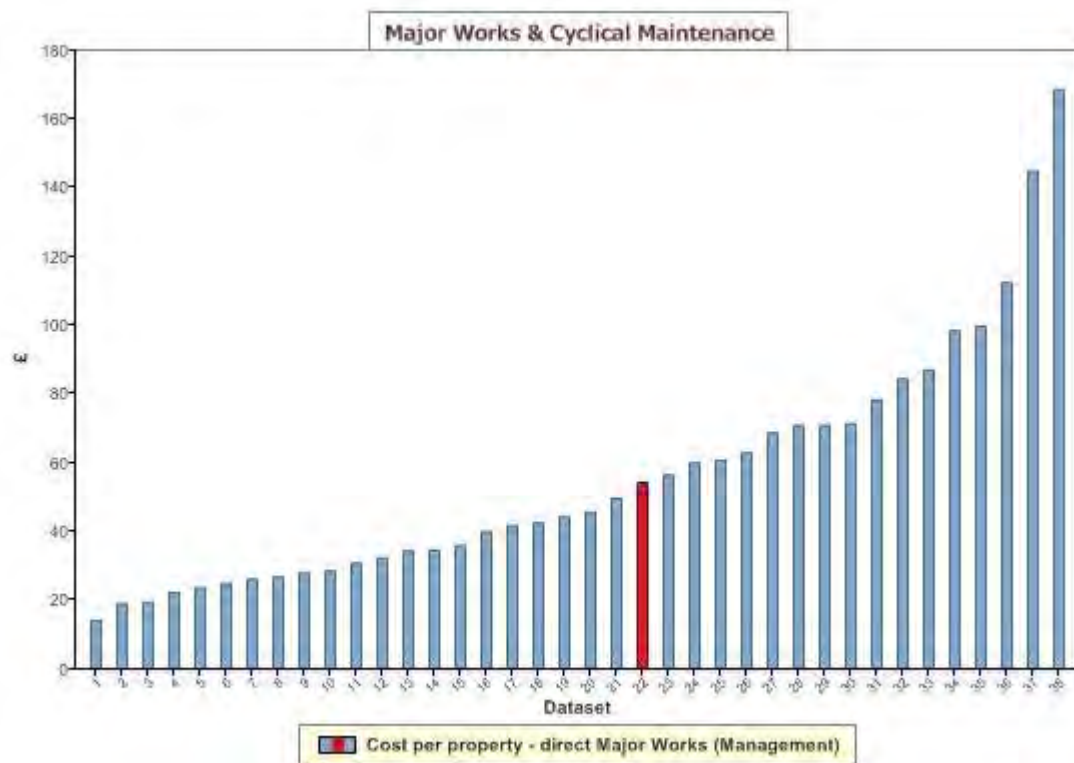
Clearly the amount spent in any particular year depends on a number of factors such as where an organisation is with regard to their stock investment programme and the proportion of units failing to meet the Decent Homes Standard (see below).

Major works costs

In the following two charts we have distinguished between the 'client side' costs and the 'contractor side' direct spend. However, as mentioned above, the separation of these costs is not always easy to achieve and these two indicators should therefore be treated with some caution.

Direct costs of major works management (client side)

The chart below shows the direct costs (per property) of staff involved in managing / administering the major works service. Overhead costs are excluded.



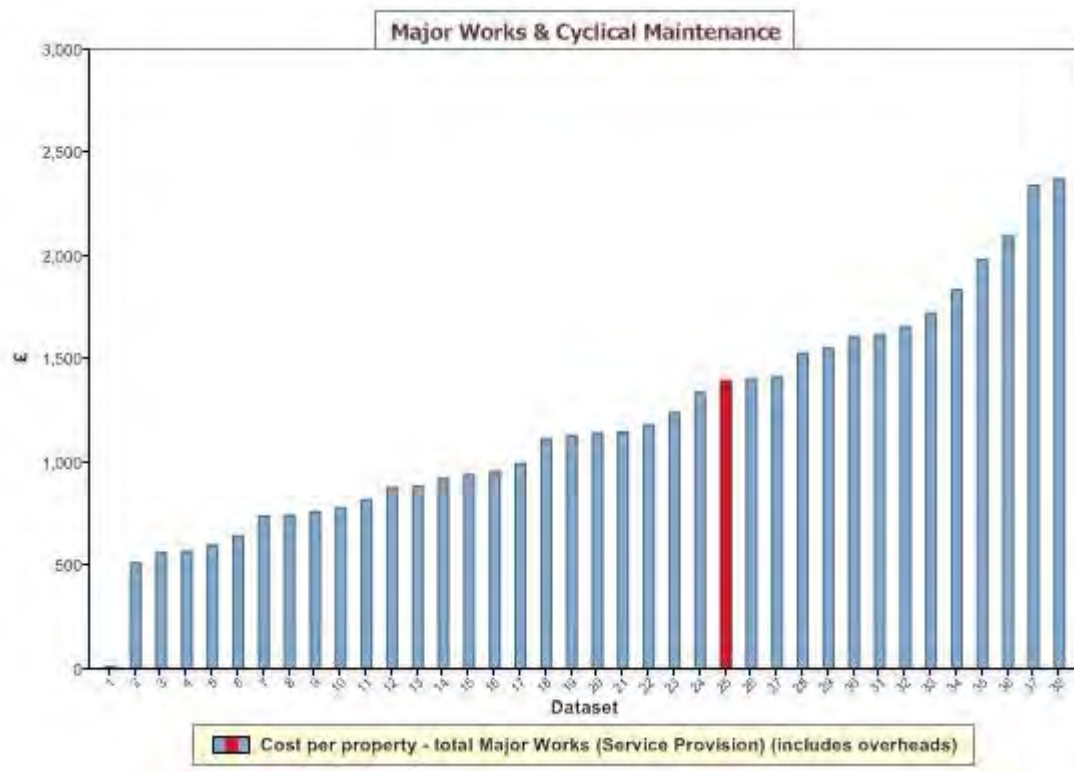
Organisations:

1	Wokingham DC	14	Swindon BC	27	North Tyneside MBC
2	Kingston-upon-Hull City Council	15	Epping Forest DC	28	Waverley BC
3	North West Leicestershire DC	16	City of York Council	29	North Warwickshire BC
4	Gosport BC	17	Caradon DC	30	Cambridge City Council
5	Oadby and Wigston BC	18	Gravesham BC	31	Winchester City Council
6	Medway Council	19	Dudley MBC	32	Stroud DC
7	Canterbury City Council	20	Northampton BC	33	Cannock Chase DC
8	Rugby BC	21	Norwich City Council	34	Chesterfield BC
9	Brighton & Hove City Council	22	Runnymede BC (2008/2009)	35	LB of Southwark
10	Kettering BC	23	East Devon DC	36	Oxford CC
11	Southampton City Council	24	Crawley BC	37	Corby BC
12	Barrow-in-Furness BC	25	Lincoln City Council	38	LB of Barking and Dagenham
13	Wiltshire Council	26	LB of Greenwich		

A low cost may be an indication of efficiency in the 'client side' functions. Conversely, it might be an indication that more resources are required to manage / administer the service. A high cost per property may indicate inefficiency in management / administration.

Total cost of major repairs service provision ('contractor side')

The following chart shows the total cost (per property) of service provision for each member of the club. This measure includes overheads, so enabling a more relevant comparison between organisations that outsource to a contractor and those that have an internal DLO.



Organisations:

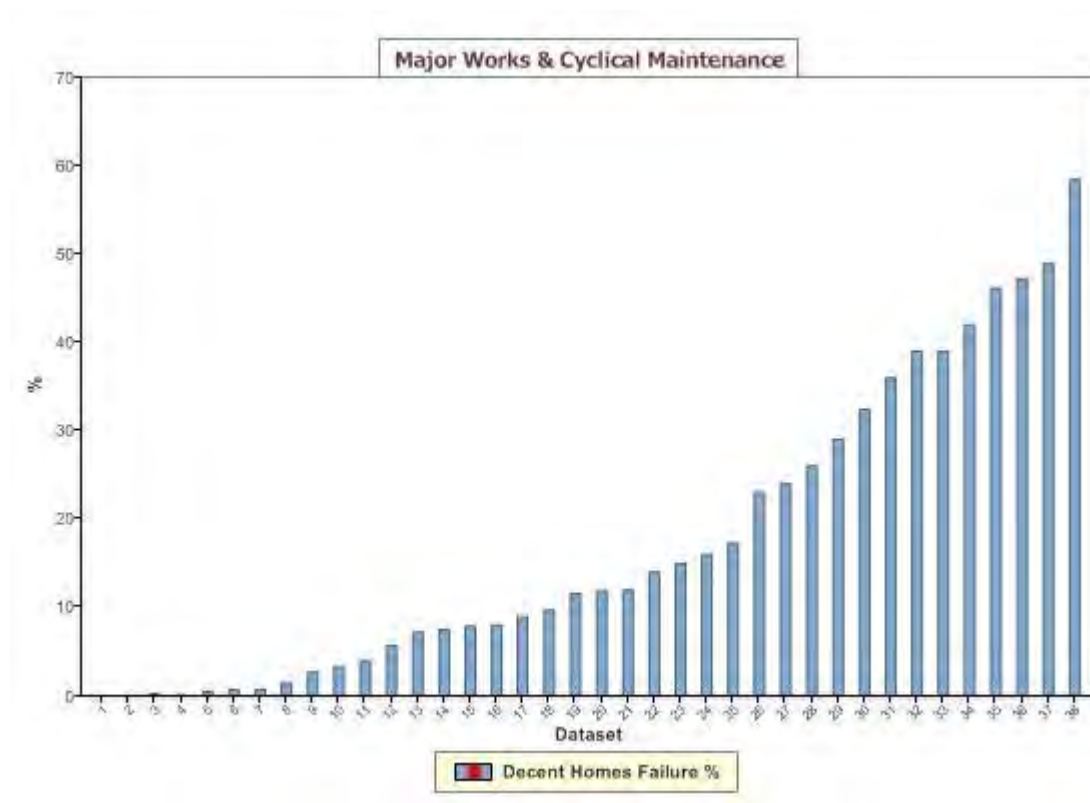
1 Medway Council	14 City of York Council	27 Southampton City Council
2 Crawley BC	15 North West Leicestershire DC	28 Corby BC
3 Caradon DC	16 Kettering BC	29 LB of Barking and Dagenham
4 Wokingham DC	17 Swindon BC	30 Waverley BC
5 Wiltshire Council	18 Brighton & Hove City Council	31 Kingston-upon-Hull City Council
6 Oadby and Wigston BC	19 Norwich City Council	32 Cannock Chase DC
7 East Devon DC	20 Stroud DC	33 Cambridge City Council
8 Northampton BC	21 Gosport BC	34 Lincoln City Council
9 Winchester City Council	22 Oxford CC	35 North Tyneside MBC
10 Epping Forest DC	23 Chesterfield BC	36 Canterbury City Council
11 Dudley MBC	24 LB of Greenwich	37 North Warwickshire BC
12 Barrow-in-Furness BC	25 Runnymede BC (2008/2009)	38 LB of Southwark
13 Gravesham BC	26 Rugby BC	

Similar information relating to cyclical maintenance can be obtained from the website.

The Decent Homes Standard

This is a key indicator for all social landlords. It is current government policy that all social rented homes (with some limited and specific exceptions) should meet the Decent Homes Standard by 2010 and should thereafter continue to be maintained to that standard. 'Percentage of local authority homes which were not decent at the end of the period' is a National Indicator (NI 158).

The chart below shows, for each member of the club, the percentage of homes which were not decent at the end of the year.



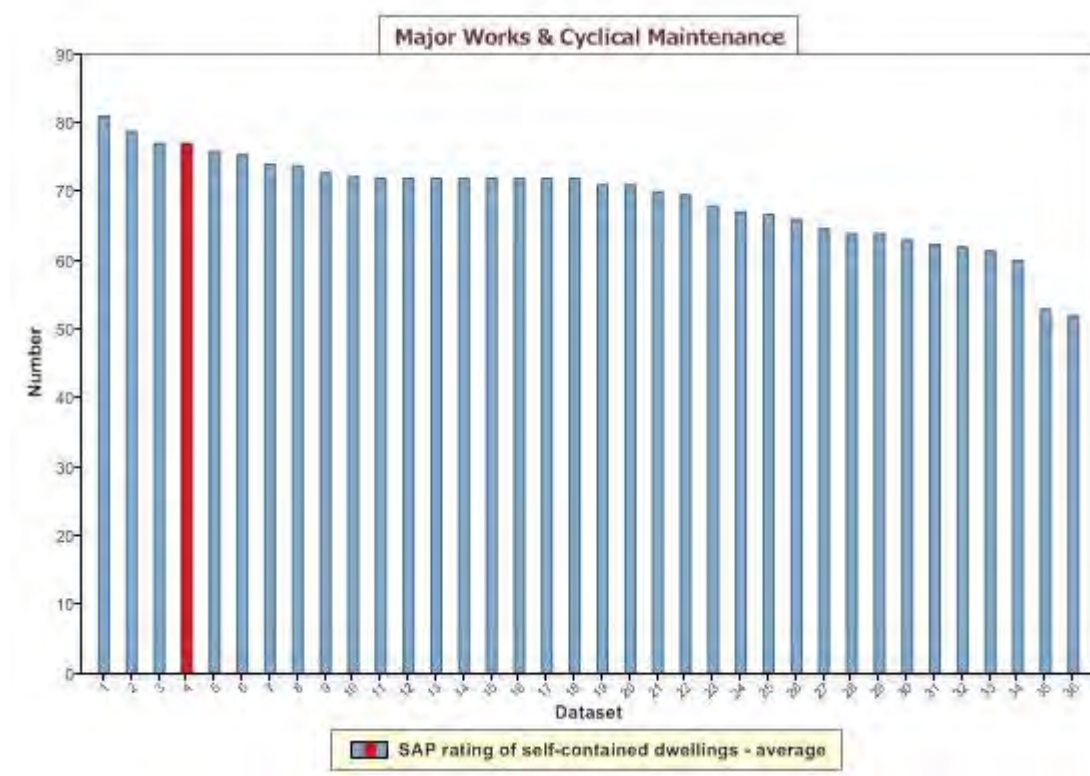
Organisations:

1 Swindon BC	14 Corby BC	27 North Tyneside MBC
2 East Devon DC	15 Cambridge City Council	28 Chesterfield BC
3 Barrow-in-Furness BC	16 Norwich City Council	29 LB of Greenwich
4 Runnymede BC (2008/2009)	17 Dudley MBC	30 Crawley BC
5 Winchester City Council	18 Rugby BC	31 Kingston-upon-Hull City Council
6 Kettering BC	19 Oxford CC	32 LB of Barking and Dagenham
7 Gosport BC	20 Southampton City Council	33 North West Leicestershire DC
8 Epping Forest DC	21 Stroud DC	34 Waverley BC
9 Caradon DC	22 Wokingham DC	35 Northampton BC
10 Wiltshire Council	23 Canterbury City Council	36 LB of Southwark
11 Oadby and Wigston BC	24 Cannock Chase DC	37 Brighton & Hove City Council
12 City of York Council	25 North Warwickshire BC	38 Medway Council
13 Gravesham BC	26 Lincoln City Council	

Average SAP rating

A further issue emerging from the TSA's consultation was the desire of both landlords and tenants to improve further the environmental performance of existing homes.

The best measure currently available is the average SAP rating. SAP is the Government's Standard Assessment Procedure for Energy Rating of Dwellings. The latest methodology (SAP 2005) expresses the SAP rating on a scale of 1 – 100. The higher the rating, the more energy-efficient the dwelling.



Organisations:

1	Kettering BC	13	Waverley BC	25	North Tyneside MBC
2	Winchester City Council	14	City of York Council	26	Kingston-upon-Hull City Council
3	Gosport BC	15	Crawley BC	27	North West Leicestershire DC
4	Runnymede BC (2008/2009)	16	East Devon DC	28	LB of Barking and Dagenham
5	Brighton & Hove City Council	17	Gravesham BC	29	Northampton BC
6	Barrow-in-Furness BC	18	Wokingham DC	30	Rugby BC
7	Lincoln City Council	19	Cambridge City Council	31	North Warwickshire BC
8	Corby BC	20	Oxford CC	32	Dudley MBC
9	Chesterfield BC	21	Southampton City Council	33	LB of Southwark
10	Canterbury City Council	22	Medway Council	34	Stroud DC
11	LB of Greenwich	23	Epping Forest DC	35	Cannock Chase DC
12	Oadby and Wigston BC	24	Wiltshire Council	36	Caradon DC

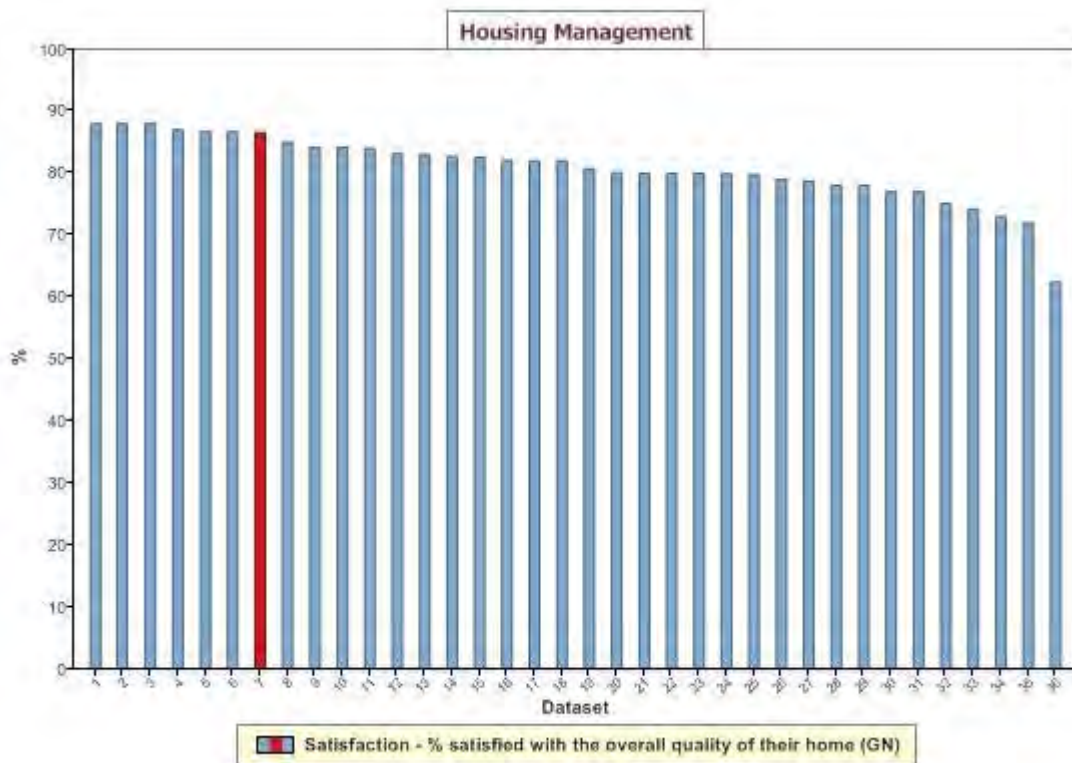
Organisations with no data:

Swindon BC	Norwich City Council	
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Average SAP rating is calculated on all stock owned by the local authority.

Resident satisfaction with the overall quality of their home (GN only)

The following chart shows the level of satisfaction of your tenants with the overall quality of their home. This information is sourced from the most recent STATUS satisfaction survey¹⁰ data submitted and relates to tenants living in general needs accommodation.



Organisations:

1 Cannock Chase DC	13 Rugby BC	25 North Tyneside MBC
2 Winchester City Council	14 Corby BC	26 Gravesham BC
3 Barrow-in-Furness BC	15 Lincoln City Council	27 Southampton City Council
4 East Devon DC	16 Kingston-upon-Hull City Council	28 Norwich City Council
5 Wiltshire Council	17 Stroud DC	29 Wokingham DC
6 Epping Forest DC	18 Caradon DC	30 Medway Council
7 Runnymede BC (2008/2009)	19 Chesterfield BC	31 Swindon BC
8 North Warwickshire BC	20 Dudley MBC	32 Brighton & Hove City Council
9 Oadby and Wigston BC	21 Waverley BC	33 LB of Barking and Dagenham
10 City of York Council	22 Cambridge City Council	34 Northampton BC
11 Oxford CC	23 Crawley BC	35 LB of Greenwich
12 Canterbury City Council	24 North West Leicestershire DC	36 LB of Southwark

Organisations with no data:

Kettering BC	Gosport BC	
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Further benchmarking information relating to capital works and stock quality can be found in schedule D2 in the Annex.

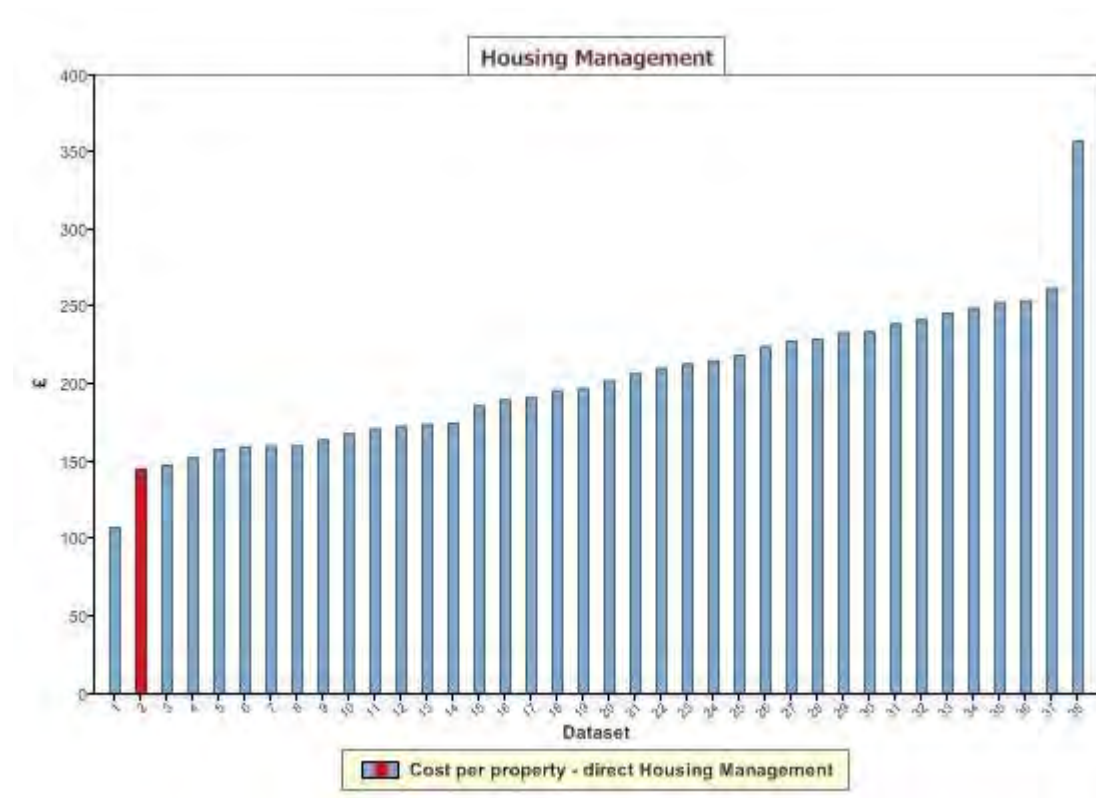
¹⁰ Results obtained from a STATUS survey undertaken prior to the 2007 review of STATUS, may include combined results for general needs and housing for older people accommodation, where the organisation has not been able to separate these.

2.4 Tenancy

2.4.1 Tenancy management

Direct housing management cost

The chart below shows the direct costs (including direct employee costs and direct non-pay costs) for the housing management function, expressed as a cost per property. The housing management function includes: rent arrears and collection, resident involvement and consultation, anti-social behaviour, tenancy management and lettings. This measure excludes any overheads. Overheads are benchmarked in section 2.1.3 for the organisation as a whole.



Organisations:

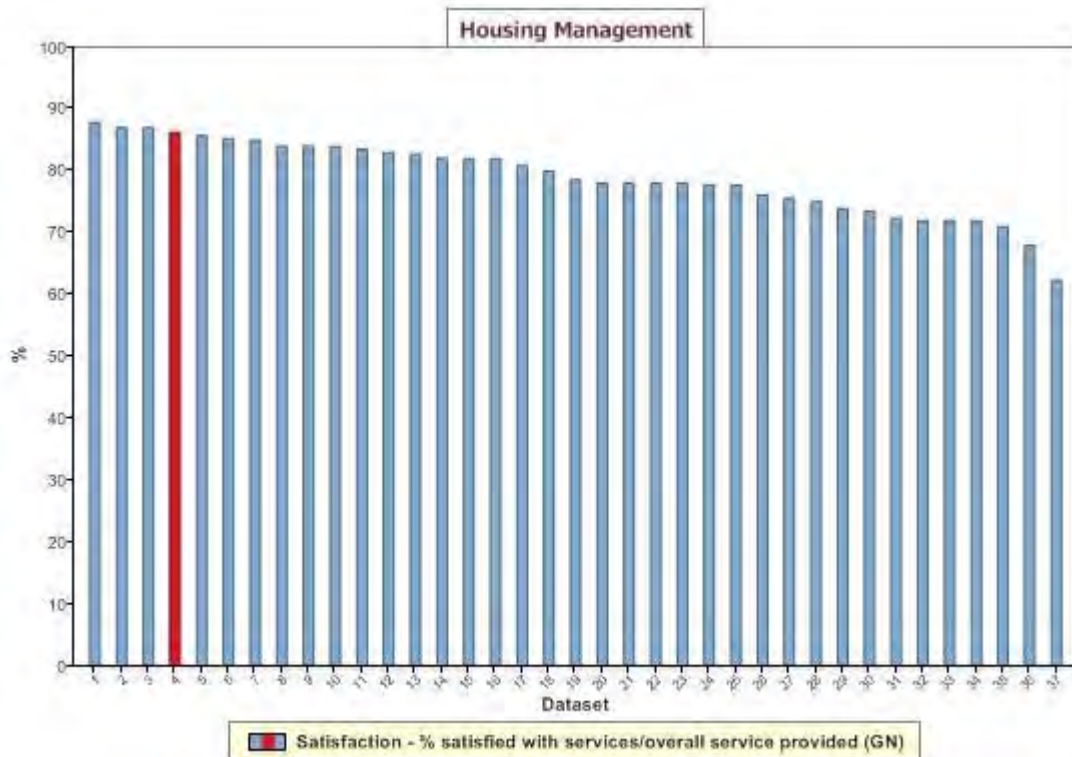
1	Wiltshire Council	14	North Warwickshire BC	27	City of York Council
2	Runnymede BC (2008/2009)	15	Dudley MBC	28	Waverley BC
3	North Tyneside MBC	16	Barrow-in-Furness BC	29	Northampton BC
4	North West Leicestershire DC	17	Swindon BC	30	LB of Barking and Dagenham
5	Caradon DC	18	Chesterfield BC	31	Medway Council
6	Rugby BC	19	Norwich City Council	32	LB of Greenwich
7	Lincoln City Council	20	Gravesham BC	33	Southampton City Council
8	Cannock Chase DC	21	Kingston-upon-Hull City Council	34	Canterbury City Council
9	Epping Forest DC	22	Kettering BC	35	Cambridge City Council
10	Corby BC	23	Oxford CC	36	Oadby and Wigston BC
11	East Devon DC	24	Gosport BC	37	Winchester City Council
12	Crawley BC	25	Brighton & Hove City Council	38	LB of Southwark
13	Wokingham DC	26	Stroud DC		

Note: To reflect the proposed TSA standards, the cost and performance data relating to two key elements of the housing management function (resident involvement and ASB) are analysed separately, in sections 2.2.1 and 2.5.2 respectively.

Tenant satisfaction with overall service (GN only)

The chart below shows the percentage of tenants in general needs property satisfied with the overall service provided by their landlord. With increasing national focus on how services are provided to tenants, it is a useful measure of tenant satisfaction with the overall quality of the landlord's services¹¹.

This STATUS question is used to source National Indicator NI 160: 'Local authority tenants' satisfaction with landlords' services'.



Organisations:

1	Corby BC	14	Wiltshire Council	27	Dudley MBC
2	East Devon DC	15	Cambridge City Council	28	Medway Council
3	Barrow-in-Furness BC	16	Oxford CC	29	North West Leicestershire DC
4	Runnymede BC (2008/2009)	17	Oadby and Wigston BC	30	Norwich City Council
5	Winchester City Council	18	Crawley BC	31	Brighton & Hove City Council
6	City of York Council	19	Chesterfield BC	32	LB of Greenwich
7	North Warwickshire BC	20	Stroud DC	33	LB of Barking and Dagenham
8	Cannock Chase DC	21	Caradon DC	34	Swindon BC
9	Rugby BC	22	Kettering BC	35	Wokingham DC
10	Kingston-upon-Hull City Council	23	Gravesham BC	36	Northampton BC
11	Epping Forest DC	24	North Tyneside MBC	37	LB of Southwark
12	Waverley BC	25	Lincoln City Council		
13	Canterbury City Council	26	Southampton City Council		

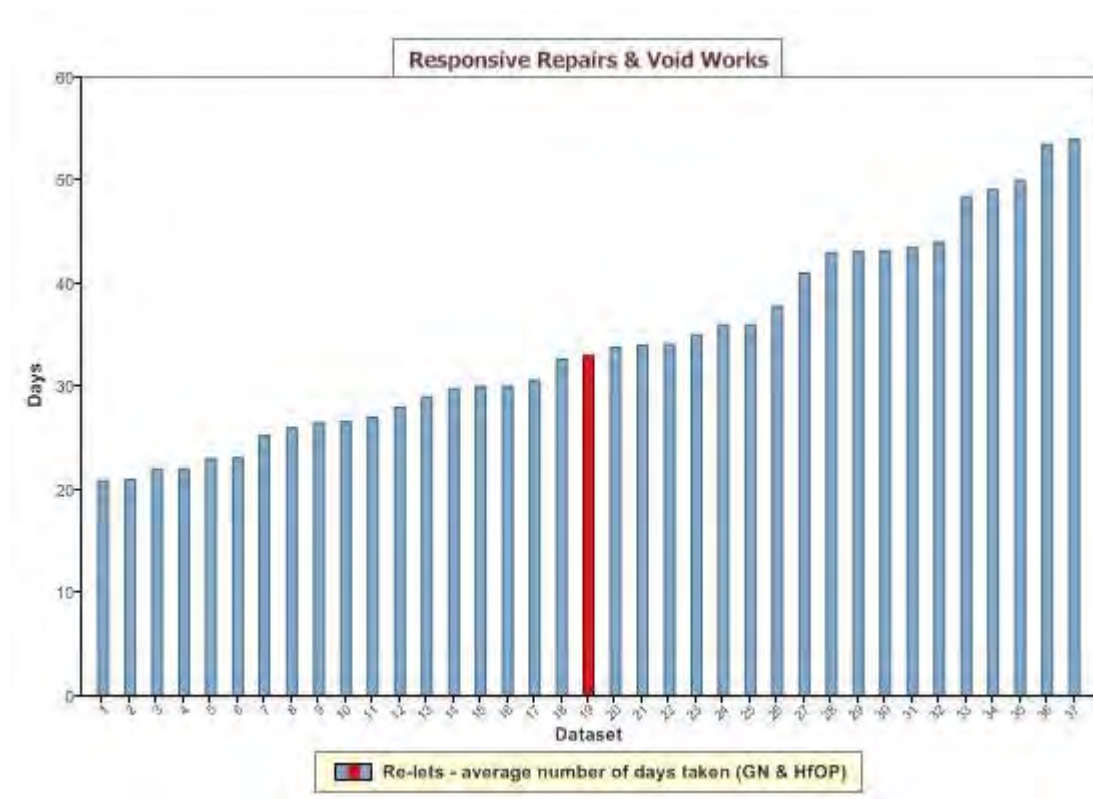
Organisations with no data:

Gosport BC		
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¹¹ Results obtained from a STATUS survey undertaken prior to the 2007 review of STATUS, may include combined results for general needs and housing for older people accommodation, where the organisation has not been able to separate these.

Average re-let time

The TSA will require landlords to minimise the time that properties are empty between each letting. This chart shows the average number of calendar days to re-let empty units.



Organisations:

1	Canterbury City Council	14	Medway Council	27	Kettering BC
2	Oadby and Wigston BC	15	Swindon BC	28	Caradon DC
3	Crawley BC	16	Barrow-in-Furness BC	29	Winchester City Council
4	East Devon DC	17	Wiltshire Council	30	Wokingham DC
5	Waverley BC	18	Southampton City Council	31	Rugby BC
6	Cannock Chase DC	19	Runnymede BC (2008/2009)	32	Chesterfield BC
7	City of York Council	20	Stroud DC	33	Corby BC
8	Brighton & Hove City Council	21	Dudley MBC	34	North Tyneside MBC
9	Oxford CC	22	North West Leicestershire DC	35	Epping Forest DC
10	Gravesham BC	23	Lincoln City Council	36	LB of Southwark
11	Gosport BC	24	Cambridge City Council	37	Kingston-upon-Hull City Council
12	LB of Greenwich	25	Norwich City Council		
13	Northampton BC	26	LB of Barking and Dagenham		

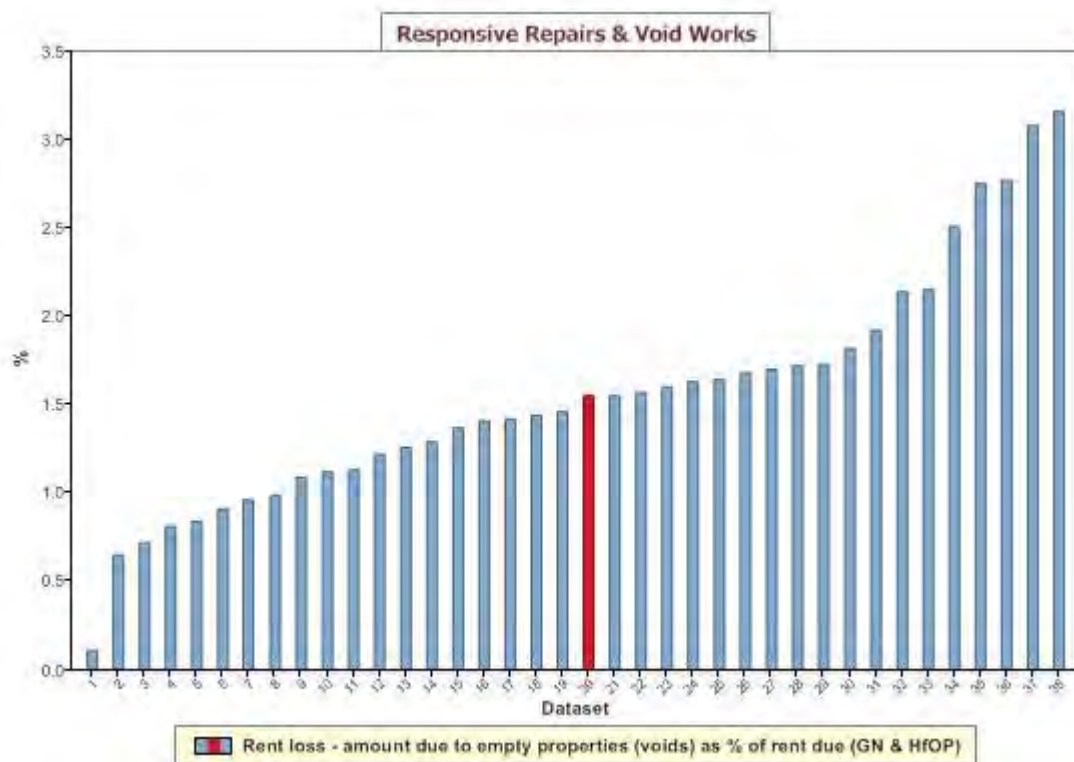
Organisations with no data:

North Warwickshire BC		
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A low figure may indicate an effective and efficient voids and lettings process. However, a number of factors will affect performance against this measure, including demand, stock condition and the type of stock.

Rent loss due to properties being empty

The following chart shows your organisation's rent loss due to empty properties as a percentage of the rent debit, compared to your club peers. This measure is an indicator of an organisation's performance both at minimising the number of empty properties and the speed of turning them around. This is a key area where efficiency gains can be made.



Organisations:

1	Cannock Chase DC	14	Swindon BC	27	Canterbury City Council
2	Oadby and Wigston BC	15	Barrow-in-Furness BC	28	North West Leicestershire DC
3	East Devon DC	16	Rugby BC	29	Wiltshire Council
4	Gosport BC	17	Medway Council	30	Brighton & Hove City Council
5	Epping Forest DC	18	Kettering BC	31	Caradon DC
6	Lincoln City Council	19	Dudley MBC	32	LB of Barking and Dagenham
7	City of York Council	20	Runnymede BC (2008/2009)	33	Northampton BC
8	Gravesham BC	21	Stroud DC	34	LB of Southwark
9	North Warwickshire BC	22	Winchester City Council	35	Kingston-upon-Hull City Council
10	Southampton City Council	23	Corby BC	36	Cambridge City Council
11	Wokingham DC	24	Waverley BC	37	LB of Greenwich
12	Crawley BC	25	Chesterfield BC	38	North Tyneside MBC
13	Norwich City Council	26	Oxford CC		

As for average re-let time above, a number of factors will affect performance against this indicator and it should not be viewed in isolation.

Tenancy turnover

Under the tenure element of this standard, the TSA will expect landlords to support tenants to maintain their tenancy and prevent unnecessary evictions. The chart below shows your tenancy turnover rate compared to the organisations in your club.



Organisations:

1	LB of Southwark	13	City of York Council	25	Caradon DC
2	Crawley BC	14	Gosport BC	26	Kingston-upon-Hull City Council
3	Waverley BC	15	Cambridge City Council	27	Swindon BC
4	Corby BC	16	Wokingham DC	28	Cannock Chase DC
5	East Devon DC	17	North West Leicestershire DC	29	Northampton BC
6	Oxford CC	18	Norwich City Council	30	Rugby BC
7	Brighton & Hove City Council	19	Gravesham BC	31	Canterbury City Council
8	Epping Forest DC	20	Stroud DC	32	Medway Council
9	Runnymede BC (2008/2009)	21	North Tyneside MBC	33	Wiltshire Council
10	LB of Barking and Dagenham	22	Dudley MBC	34	Chesterfield BC
11	Southampton City Council	23	Oadby and Wigston BC	35	Barrow-in-Furness BC
12	Winchester City Council	24	Lincoln City Council		

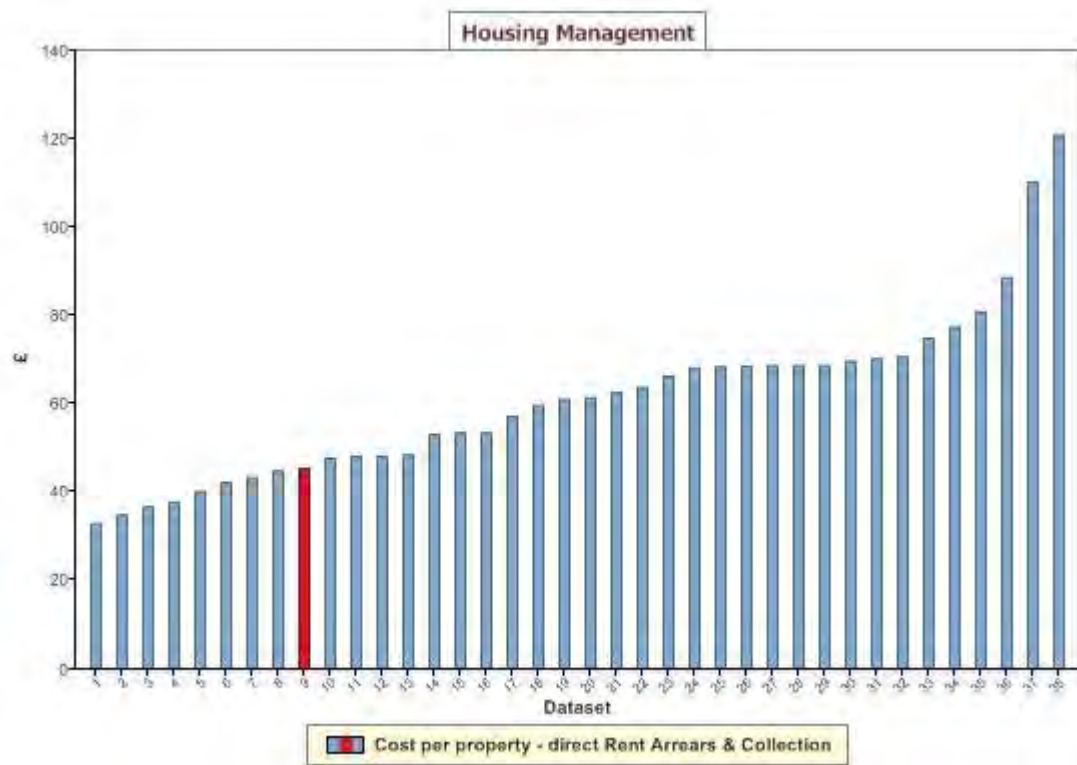
Organisations with no data:

LB of Greenwich	Kettering BC	North Warwickshire BC
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However, it is important not to view this measure in isolation. There are many factors affecting tenancy turnover (eg size and nature of the landlord's stock, the tenant profile, the landlord's policies and practices, wider social and economic factors).

Rent arrears and collection

The following chart shows, per property, all costs and employee time spent dealing with the collection of rent and the recovery of arrears. Employee activities included are rent collection and monitoring; arrears prevention, recovery and monitoring; liaison with housing benefit; former tenant arrears recovery and debt write-offs. Non-pay costs include legal fees / court costs; bank charges; payments to debt collection agencies; cash collection charges and swipe card costs.



Organisations:

1 North Tyneside MBC	14 Corby BC	27 Cambridge City Council
2 Cannock Chase DC	15 North Warwickshire BC	28 Stroud DC
3 Lincoln City Council	16 Rugby BC	29 Oadby and Wigston BC
4 Caradon DC	17 Epping Forest DC	30 LB of Barking and Dagenham
5 Gosport BC	18 Southampton City Council	31 Norwich City Council
6 East Devon DC	19 Kettering BC	32 Wokingham DC
7 North West Leicestershire DC	20 Canterbury City Council	33 Crawley BC
8 Gravesham BC	21 Swindon BC	34 Winchester City Council
9 Runnymede BC (2008/2009)	22 Chesterfield BC	35 Waverley BC
10 Wiltshire Council	23 Oxford CC	36 Medway Council
11 Brighton & Hove City Council	24 Barrow-in-Furness BC	37 LB of Greenwich
12 Dudley MBC	25 Northampton BC	38 LB of Southwark
13 City of York Council	26 Kingston-upon-Hull City Council	

Current tenant rent arrears

Success in collecting rent, preventing debt arising and minimising rent arrears is an important means of sustaining tenancies (and avoiding the expense of legal action and loss of income from empty homes following eviction or abandonment). The following chart shows your performance, compared to other members of your club.



Organisations:

1 North Warwickshire BC	14 Southampton City Council	27 Caradon DC
2 Winchester City Council	15 Kettering BC	28 Barrow-in-Furness BC
3 Waverley BC	16 Kingston-upon-Hull City Council	29 Lincoln City Council
4 Oadby and Wigston BC	17 North West Leicestershire DC	30 North Tyneside MBC
5 Crawley BC	18 Cannock Chase DC	31 LB of Barking and Dagenham
6 Swindon BC	19 Norwich City Council	32 Chesterfield BC
7 Cambridge City Council	20 Dudley MBC	33 Oxford CC
8 Canterbury City Council	21 Wiltshire Council	34 Corby BC
9 Runnymede BC (2008/2009)	22 City of York Council	35 Northampton BC
10 Gravesham BC	23 Stroud DC	36 Medway Council
11 Gosport BC	24 East Devon DC	37 LB of Southwark
12 Epping Forest DC	25 Wokingham DC	38 LB of Greenwich
13 Brighton & Hove City Council	26 Rugby BC	

Further performance information relating to collecting rent and minimising arrears, including performance on former tenant arrears, arrears write-offs and number of evictions is included in schedule C9 in the Annex.

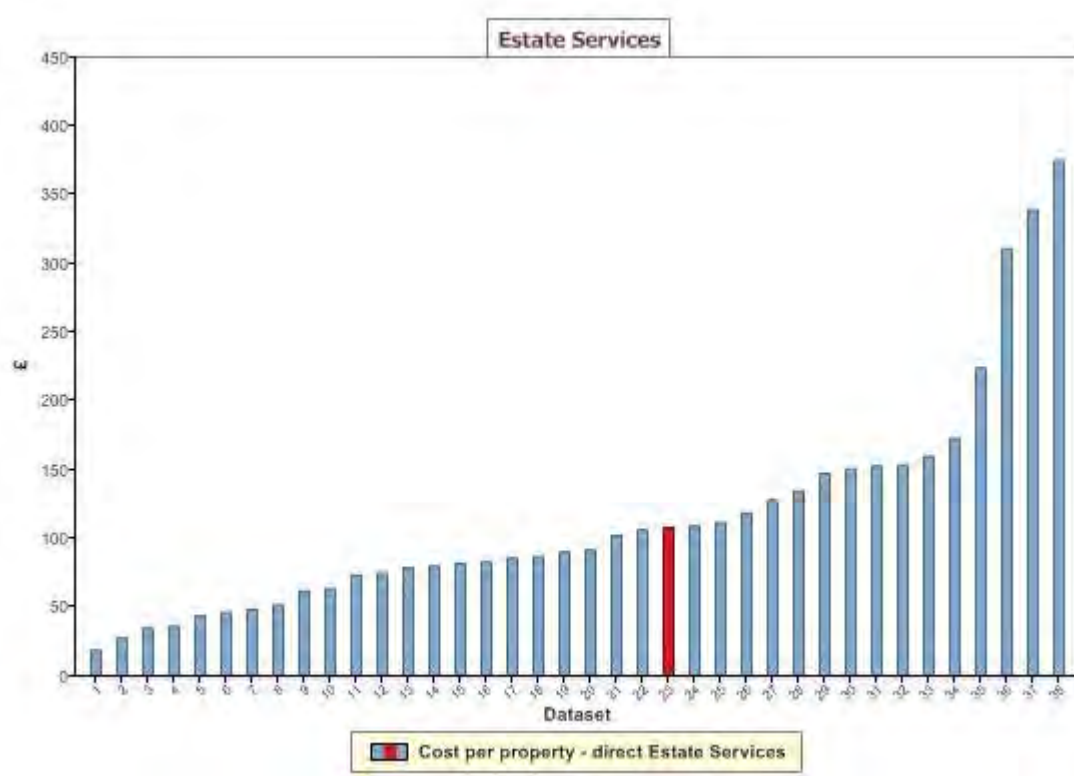
2.5 Neighbourhood and Community

2.5.1 Estate management

A safe, secure and clean neighbourhood (a 'decent community') was a key issue raised in the TSA's consultation with tenants. Landlords will need to ensure they manage their estates and communal areas to standards agreed with tenants at a local level.

Direct estate services cost per property

The chart below shows the direct cost per property (direct non-pay costs and direct employee costs) of estate services. This includes caretaking, grounds maintenance, concierge, estate cleaning, estate lighting, CCTV monitoring and communal cleaning. Overheads are excluded.



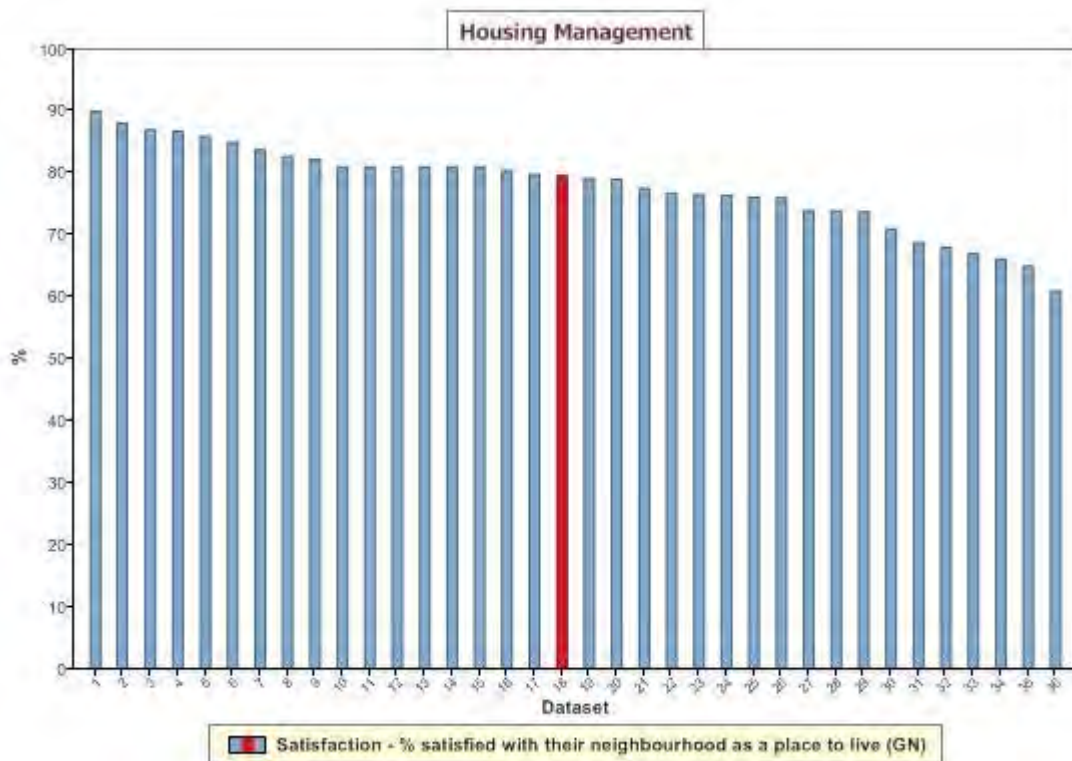
Organisations:

1	Wiltshire Council	14	Waverley BC	27	Oadby and Wigston BC
2	North Tyneside MBC	15	Winchester City Council	28	East Devon DC
3	Corby BC	16	Wokingham DC	29	Southampton City Council
4	Caradon DC	17	Barrow-in-Furness BC	30	Swindon BC
5	Cannock Chase DC	18	Kettering BC	31	Brighton & Hove City Council
6	Dudley MBC	19	Cambridge City Council	32	Medway Council
7	Rugby BC	20	Canterbury City Council	33	Kingston-upon-Hull City Council
8	North West Leicestershire DC	21	Stroud DC	34	Epping Forest DC
9	City of York Council	22	Crawley BC	35	Gravesham BC
10	Chesterfield BC	23	Runnymede BC (2008/2009)	36	LB of Southwark
11	North Warwickshire BC	24	Gosport BC	37	LB of Greenwich
12	Lincoln City Council	25	Northampton BC	38	LB of Barking and Dagenham
13	Norwich City Council	26	Oxford CC		

This measure includes all property types provided with estate services. However, different types of properties require different levels of estate services – for example, flats compared to houses or street properties compared to estates where the organisation owns the majority of properties. This indicator should therefore be treated with some caution.

Satisfaction with the neighbourhood (GN only)

The following measure considers the quality of outcome from the tenant’s perspective. It is sourced from the STATUS question which asks tenants how satisfied they are with their neighbourhood as a place to live¹².



Organisations:

1 North Warwickshire BC	13 Oxford CC	25 Canterbury City Council
2 Winchester City Council	14 Barrow-in-Furness BC	26 Cambridge City Council
3 East Devon DC	15 Wokingham DC	27 Swindon BC
4 North West Leicestershire DC	16 North Tyneside MBC	28 Brighton & Hove City Council
5 Cannock Chase DC	17 Dudley MBC	29 Norwich City Council
6 Waverley BC	18 Runnymede BC (2008/2009)	30 Medway Council
7 Wiltshire Council	19 Kingston-upon-Hull City Council	31 Southampton City Council
8 Epping Forest DC	20 Rugby BC	32 Gravesham BC
9 Corby BC	21 Chesterfield BC	33 LB of Greenwich
10 Stroud DC	22 Lincoln City Council	34 LB of Southwark
11 Caradon DC	23 Oadby and Wigston BC	35 LB of Barking and Dagenham
12 Crawley BC	24 City of York Council	36 Northampton BC

Organisations with no data:

Kettering BC	Gosport BC	
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DID YOU KNOW?

HouseMark provides a specialist Estate Services Benchmarking service, which collects more detailed cost/resources data, for example, separating out costs relating to grounds maintenance, cleaning and concierge / security. Similarly, performance information is held at

¹² Results obtained from a survey undertaken prior to the 2007 review of STATUS, may include combined results for general needs and housing for older people accommodation, where the organisation has not been able to separate these.

a more detailed level, including, for example, targets and performance in relation to abandoned vehicles, fly tipping and graffiti removal.

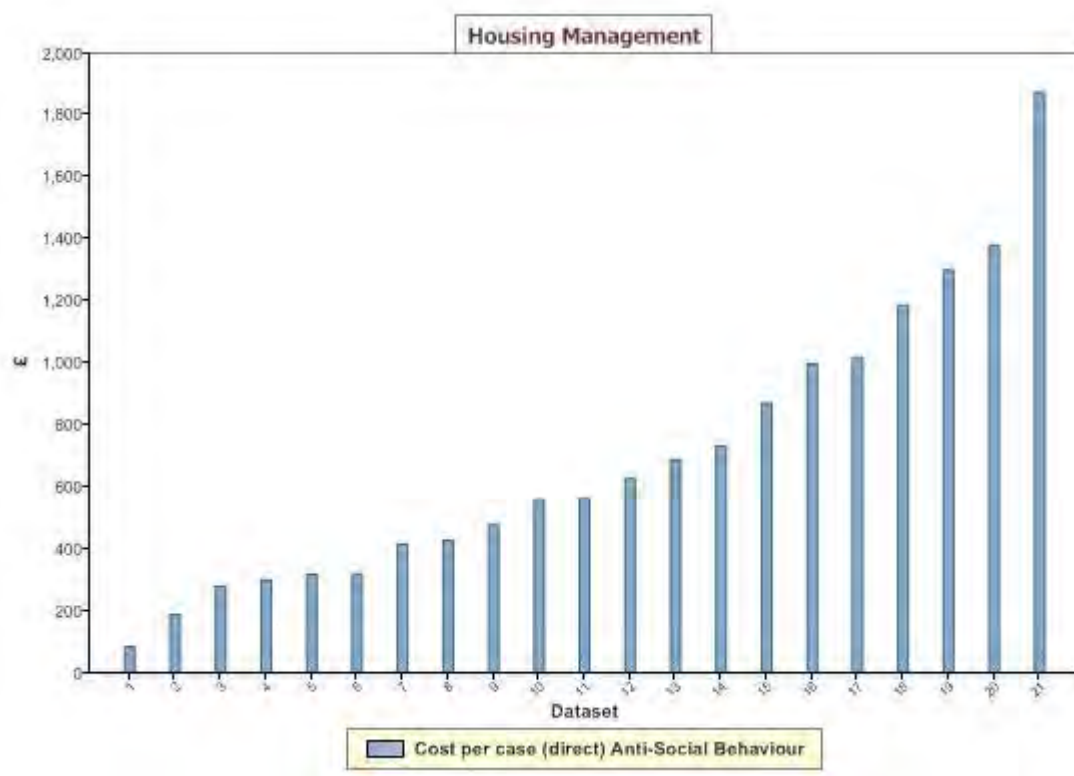
For a copy of the 2008/9 report of findings, visit our website at <http://tinyurl.com/Estateservices>

2.5.2 Anti-social behaviour and security

Linked to neighbourhood and estate management, anti-social behaviour was a key priority for tenants in the TSA's consultation. Landlords will be required to develop and deliver services which are effective in meeting the core commitments of the Respect Standard.

Cost per case of dealing with ASB

The following chart shows the direct cost per case (direct non-pay costs and direct employee costs) of dealing with ASB. The employee costs include the costs of managing and monitoring all nuisance, harassment and ASB cases, instigating legal action and other landlord powers and partnership working. Non-pay costs include legal fees, bailiff/court costs and other costs related to ASB eg relocating tenants. Overhead costs are excluded.



Organisations:

1 Wiltshire Council	8 Crawley BC	15 Oadby and Wigston BC
2 North Tyneside MBC	9 North West Leicestershire DC	16 Chesterfield BC
3 Oxford CC	10 Barrow-in-Furness BC	17 Stroud DC
4 Kingston-upon-Hull City Council	11 Canterbury City Council	18 Waverley BC
5 Lincoln City Council	12 Northampton BC	19 Medway Council
6 North Warwickshire BC	13 Swindon BC	20 Cambridge City Council
7 Dudley MBC	14 City of York Council	21 LB of Southwark

Organisations with no data:

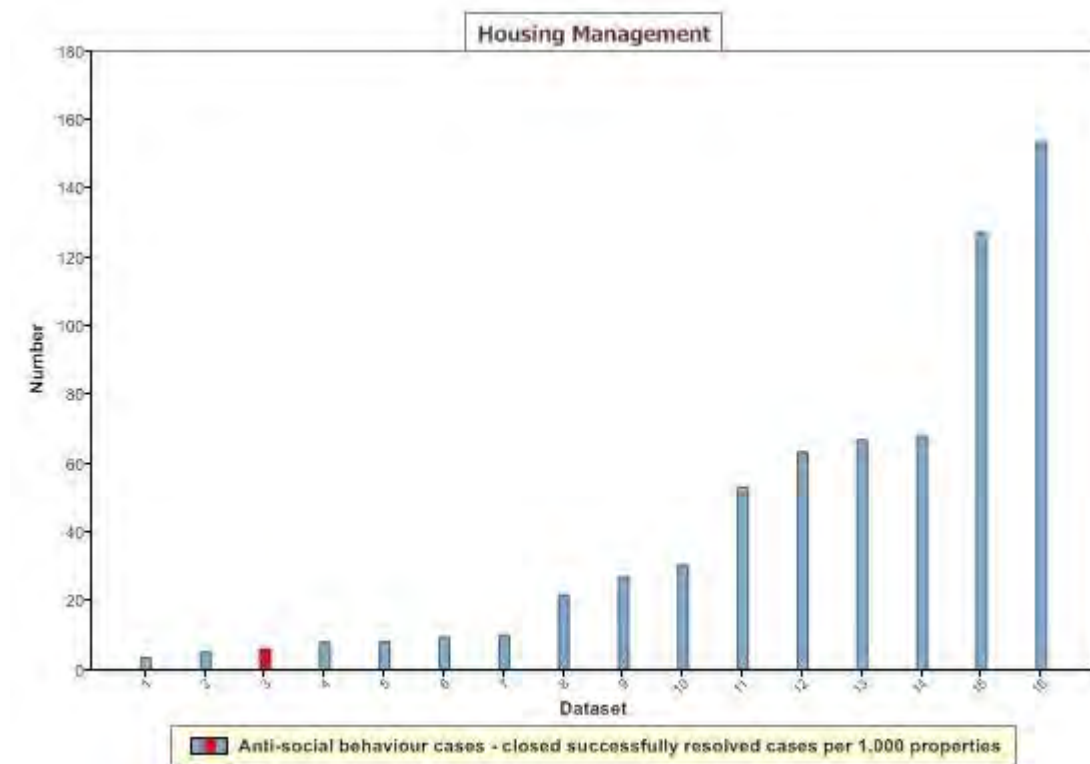
Brighton & Hove City Council	LB of Barking and Dagenham	Rugby BC
LB of Greenwich	Corby BC	Gravesham BC
Southampton City Council	Cannock Chase DC	Runnymede BC (2008/2009)
Caradon DC	Winchester City Council	Epping Forest DC
Kettering BC	East Devon DC	Wokingham DC
Gosport BC	Norwich City Council	

A high cost per case may demonstrate inefficiencies in the ASB service. However, it may also reflect a higher number of serious / complex ASB cases and / or new approaches within the organisation to deal with ASB carrying associated costs (eg increased specialisation, targeted action).

Equally, a low cost may demonstrate efficiencies in the service but may also reflect the landlord is dealing with predominantly lower level ASB. Lower costs may also be the result of a lack of investment in the ASB service.

Successfully resolved ASB cases

The following chart shows the number of ASB cases closed in the year, which, in the professional opinion of the landlord, were successfully resolved (ie the ASB had ended or was no longer a cause for concern). The data is presented per 1,000 properties to enable different size organisations to benchmark against each other at the same level.



Organisations:

1 Oxford CC	7 Medway Council	13 North Warwickshire BC
2 Stroud DC	8 Chesterfield BC	14 Lincoln City Council
3 Runnymede BC (2008/2009)	9 Northampton BC	15 Wiltshire Council
4 City of York Council	10 Dudley MBC	16 North Tyneside MBC
5 Waverley BC	11 Kingston-upon-Hull City Council	
6 Crawley BC	12 Canterbury City Council	

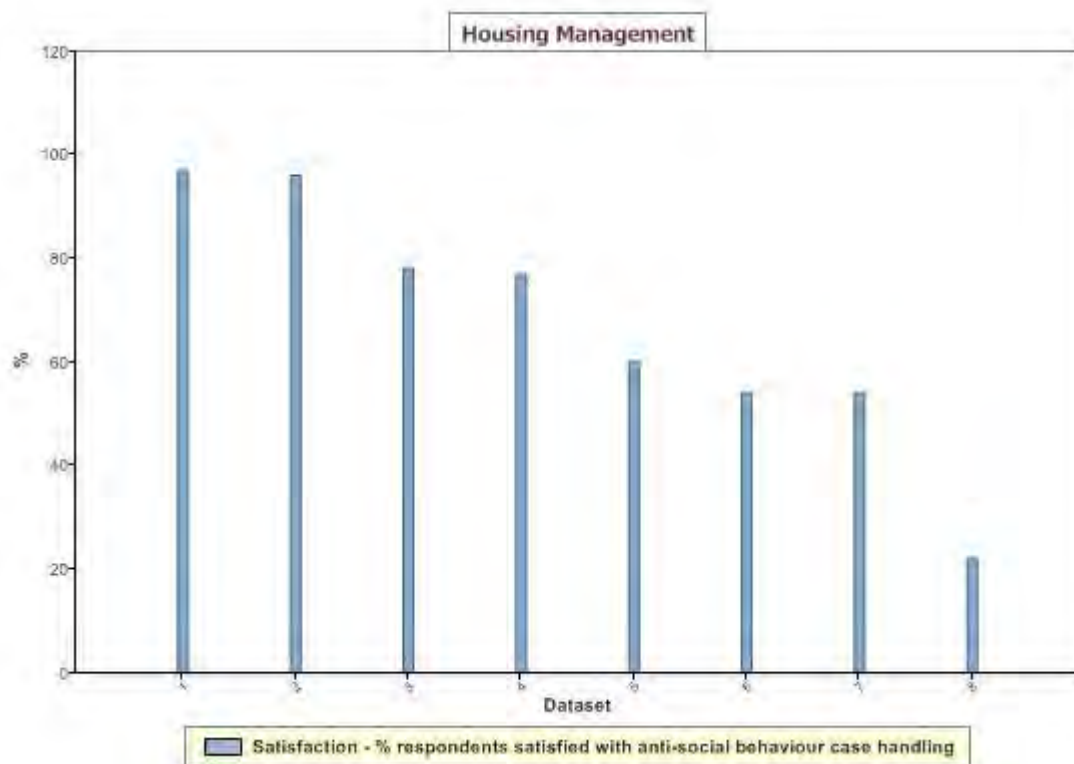
Organisations with no data:

Brighton & Hove City Council	Gosport BC	Norwich City Council
LB of Greenwich	LB of Barking and Dagenham	Rugby BC
Oadby and Wigston BC	Corby BC	Gravesham BC
LB of Southwark	Swindon BC	Epping Forest DC
Cambridge City Council	Cannock Chase DC	North West Leicestershire DC
Southampton City Council	Winchester City Council	Wokingham DC
Caradon DC	East Devon DC	
Kettering BC	Barrow-in-Furness BC	

Complainant satisfaction with ASB service

The following two charts show complainant satisfaction with the 'handling' of their ASB case and the 'outcome' of their ASB case respectively. Both measures refer to cases that have been closed, whether recorded as 'closed resolved' or 'closed unresolved'. In order to encourage consistency in approach, HouseMark recommends that landlords use the survey contained in the Respect Standard Performance Improvement Toolkit¹³ (or adapt their existing surveys to include the relevant source questions for these measures).

Satisfaction with handling of ASB case



Organisations:

1	Stroud DC	4	Canterbury City Council	7	Northampton BC
2	North Warwickshire BC	5	Dudley MBC	8	Wiltshire Council
3	Cambridge City Council	6	Waverley BC		

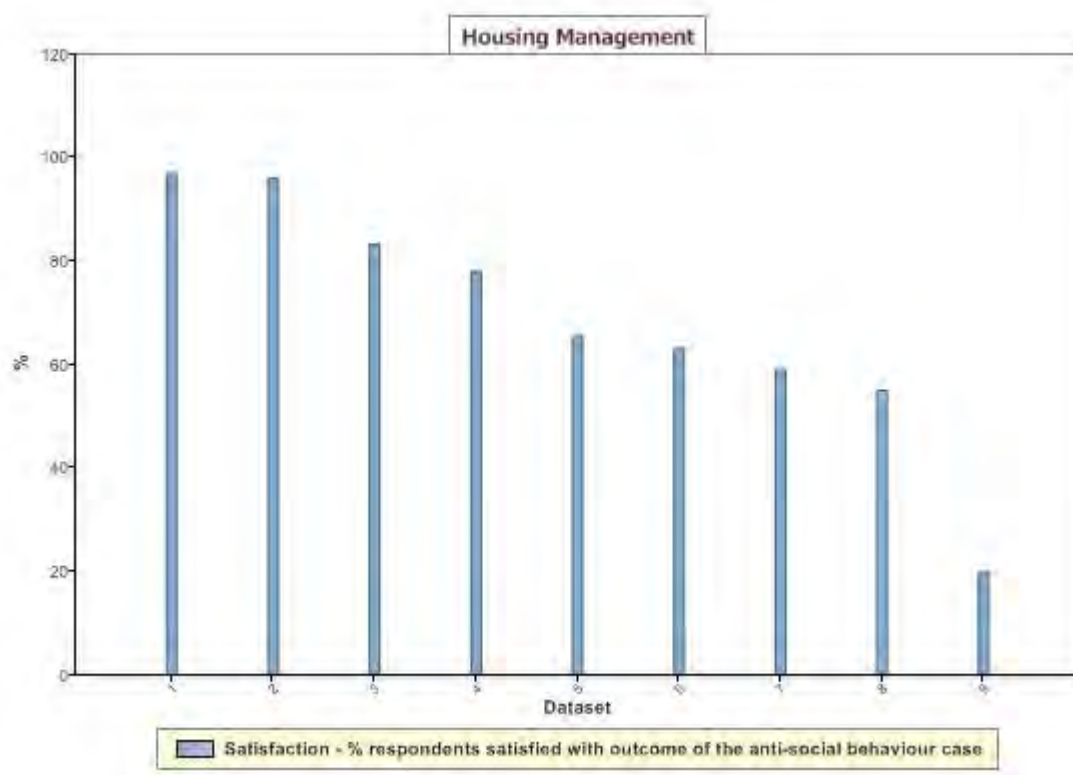
Organisations with no data:

Chesterfield BC	Kettering BC	East Devon DC
Brighton & Hove City Council	Gosport BC	Barrow-in-Furness BC
LB of Greenwich	LB of Barking and Dagenham	Norwich City Council
Oadby and Wigston BC	Corby BC	Lincoln City Council
Medway Council	Swindon BC	Rugby BC
LB of Southwark	Cannock Chase DC	Gravesham BC
Kingston-upon-Hull City Council	North Tyneside MBC	Runnymede BC (2008/2009)
Southampton City Council	Crawley BC	Epping Forest DC
Caradon DC	Oxford CC	North West Leicestershire DC
City of York Council	Winchester City Council	Wokingham DC

A high satisfaction rate suggests a customer-orientated service and effective communication of the standard of service the tenant may expect when making a complaint of ASB.

¹³ Respect Standard for Housing Management: A performance improvement toolkit (CLG/HouseMark, 2007)

Satisfaction with outcome of ASB service



Organisations:

1	Stroud DC	4	Cambridge City Council	7	Dudley MBC
2	North Warwickshire BC	5	Canterbury City Council	8	Northampton BC
3	North West Leicestershire DC	6	Waverley BC	9	Wiltshire Council

Organisations with no data:

Chesterfield BC	Kettering BC	East Devon DC
Brighton & Hove City Council	Gosport BC	Barrow-in-Furness BC
LB of Greenwich	LB of Barking and Dagenham	Norwich City Council
Oadby and Wigston BC	Corby BC	Lincoln City Council
Medway Council	Swindon BC	Rugby BC
LB of Southwark	Cannock Chase DC	Gravesham BC
Kingston-upon-Hull City Council	North Tyneside MBC	Runnymede BC (2008/2009)
Southampton City Council	Crawley BC	Epping Forest DC
Caradon DC	Oxford CC	Wokingham DC
City of York Council	Winchester City Council	

A low satisfaction rate may reflect an ineffective ASB service. It may also result from the unrealistic expectations of ASB complainants and/or intolerance on behalf of complainants.

DID YOU KNOW?

For organisations wishing to undertake more in-depth benchmarking on ASB, HouseMark provides a specialist ASB Benchmarking Service, comprising a suite of nine activity measures covering core areas of social landlord activity in tackling ASB.

The 2008/09 report produced from this system can be found at <http://tinyurl.com/HMASBreport>

3. Cross sector comparison

For the first time, we have included a cross sector (or domain) comparison, using the wealth of data HouseMark collects for local authority landlords, ALMOs, traditional housing associations and LSVTs. As the TSA will be responsible for the regulation of all providers of social housing from April 2010, the ability to compare across sector has never been more important.

For the cross sector comparison (see table overleaf) we have provided the upper quartile, median and lower quartile values for the same cost and performance indicators included in the TSA Standard Summary provided in section 2.1 above.

This comparison includes data from 274 landlords, although not all will have provided data for every measure. Data returns for a further 127 organisations are expected soon and will be available via our website in the near future.

TSA Standard	Measure	Value	Benchmarking club				
			All LSVTs	All traditional HAs	All ALMOs	All local authorities	All landlords
			Up to 113 organisations	Up to 52 organisations	Up to 63 organisations	Up to 38 organisations	Up to 274 organisations
1. Tenant Involvement & Empowerment	Direct cost per property of resident involvement	Upper quartile	27.62	39.52	23.44	20.61	26.44
		Median	36.03	50.91	31.97	30.20	35.00
		Lower quartile	47.98	65.87	43.77	35.54	48.22
	Percentage of tenants satisfied that views are being taken into account (GN)	Upper quartile	69.00	71.45	63.70	62.00	67.18
		Median	65.00	63.47	60.00	60.00	61.56
		Lower quartile	60.30	55.25	57.00	55.90	57.65
	Percentage of respondents who felt staff were able to deal with their problem (GN)	Upper quartile	82.70	78.00	78.90	79.50	80.65
		Median	79.50	73.00	74.50	76.36	79.25
		Lower quartile	75.00	65.00	69.50	73.55	75.00
	Percentage of tenants satisfied with complaints handling	Upper quartile	78.4	60.5	72.3	95.0	75.0
		Median	69.0	50.0	56.8	68.0	60.0
		Lower quartile	55.6	40.3	43.0	56.8	47.6
2. Home	Direct cost per property of responsive repairs and void works	Upper quartile	559.45	578.32	494.76	514.61	549.28
		Median	626.60	681.97	585.43	601.34	637.13
		Lower quartile	732.29	773.31	720.59	681.89	734.18
	Direct cost per property of major works and cyclical maintenance	Upper quartile	1,187.21	715.53	1,230.63	1,110.81	1,038.48
		Median	1,548.48	910.72	2,044.13	1,437.89	1,406.85
		Lower quartile	2,395.97	1,261.26	2,930.26	1,853.12	2,100.43
	Percentage of tenants satisfied with the repairs and maintenance service (GN)	Upper quartile	83.10	79.00	77.80	81.70	81.09
		Median	79.00	73.10	74.60	76.43	76.29
		Lower quartile	75.00	65.30	71.00	73.00	72.00
	Repairs completed 'right first time'	Upper quartile	95.1	90.9	91.5	97.5	93.9
		Median	87.0	84.6	88.0	90.2	86.7
		Lower quartile	81.7	81.0	82.2	84.2	81.3
	Percentage of tenants satisfied with overall quality of home (GN)	Upper quartile	87.00	85.00	81.28	84.20	86.00
		Median	85.00	81.40	79.10	81.37	82.00
		Lower quartile	82.00	75.00	74.00	78.53	77.55
	Percentage of dwellings failing to meet the Decent Homes Standard	Upper quartile	1.6	0.9	5.2	3.4	1.9
		Median	4.9	3.4	22.7	11.8	6.4
		Lower quartile	11.2	6.5	40.1	28.2	18.8

.../ Continued

TSA Standard	Measure	Value	Benchmarking club				
			All LSVTs	All traditional HAs	All ALMOs	All local authorities	All landlords
3. Tenancy	Direct cost per property of housing management	Upper quartile	190.88	243.29	185.47	169.05	191.59
		Median	214.99	287.56	214.81	199.74	224.80
		Lower quartile	241.29	338.39	261.11	232.75	260.95
	Average time in days to re-let empty properties	Upper quartile	24.56	25.56	25.15	26.56	25.30
		Median	30.66	34.99	28.10	33.00	32.10
		Lower quartile	38.89	51.87	37.25	43.00	40.30
	Percentage of tenants satisfied with overall services provided (GN]	Upper quartile	86.90	83.00	80.45	83.90	84.20
		Median	83.00	77.10	77.00	78.63	80.59
		Lower quartile	80.30	72.00	74.03	75.00	75.23
	Current tenant rent arrears as % of rent due	Upper quartile	2.58	3.74	1.69	1.72	2.15
		Median	3.30	5.01	2.36	2.15	3.00
		Lower quartile	4.46	5.89	2.83	2.68	4.65
4. Neighbourhood & Community	Direct cost per property of estate services	Upper quartile	87.20	103.91	79.40	66.00	82.80
		Median	108.45	152.63	121.41	90.77	113.70
		Lower quartile	134.30	197.11	207.16	144.05	159.19
	Direct cost per case of anti-social behaviour	Upper quartile	379.3	561.2	387.8	319.2	395.5
		Median	610.8	752.4	597.5	565.1	626.4
		Lower quartile	956.1	1,175.7	833.9	997.8	957.9
	Percentage of tenants satisfied with their neighbourhood as a place to live (GN)	Upper quartile	84.00	80.70	79.50	81.32	83.00
		Median	81.55	78.00	77.00	79.40	79.25
		Lower quartile	78.08	73.30	73.00	73.98	75.00
	Percentage of respondents satisfied with anti-social behaviour case handling	Upper quartile	85.00	83.08	84.25	82.50	84.15
		Median	73.13	69.50	73.50	68.46	71.50
		Lower quartile	60.00	59.50	59.35	54.00	57.10

The above table provides summary data, for each measure, for the four main types of landlord, plus for all social landlords. This is a fraction of the information available from the HouseMark website. The HouseMark website is flexible enough for you to produce your own tables, charts and reports, to illustrate what is most important for your organisation.

You may wish to select different measures and to choose your own comparator group (eg to perhaps compare your performance with organisations local to you or of a similar size). The system allows you to select your peer group by defined club, region, organisation type and stock size. You can also select individual organisations with whom to compare performance¹⁴.

If you require assistance to navigate the HouseMark website please refer in the first instance to the User Guide provided with this report (and also available from the benchmarking home page). If you require further assistance please contact the HouseMark Benchmarking Team on (024) 7647 2707 or benchmarking@housemark.co.uk

DID YOU KNOW?

HouseMark provides consultancy services to help landlords make the best use of their benchmarking results to improve performance and value for money (VFM). More information on this bespoke benchmarking and analysis service is provided in section 4 below.

¹⁴ If you would prefer HouseMark to run further reports for your organisation, this service is available at a small charge.

4. Other services available from HouseMark

Specialist Benchmarking Services

In addition to Core Benchmarking, HouseMark also runs the following specialist benchmarking services:

- ASB
- STATUS
- Resident Involvement
- Contact Centres
- Homelessness
- Estate Services
- Complaints

These specialist services provide further analysis of topics that are covered at a higher level in the Business Overview and Core Landlord Services systems. We are also developing specialist benchmarking in the areas of Gas Servicing and Leasehold & Shared Ownership Housing.

PI Tracking

Members use HouseMark's PI tracking service to compare performance on statutory and other key housing indicators on a quarterly or annual basis. Comparisons are made on a club basis. Clubs can be set up on the basis of region, landlord type or a specialist 'theme'.

PI Tracking received a major upgrade in 2009 and features include:

- a new wizard for creating reports and improved layout of graphs and data tables
- a new trend report to track progress against a PI over time
- the ability to select sub-groups of comparator organisations within a club e.g. based on size or area
- the ability for clubs to set their own profile questions to obtain more contextual information about organisations in the club.

We have recently introduced a HouseMark National Club into our PI Tracking system. The club contains a set of PIs that can be used by housing associations, local authorities and ALMOs, allowing you to compare performance with anyone who has input data (and is willing to open share), wherever they are based in the UK.

Local Standards Tracking Service

Local standards are at the heart of the TSA's new approach to regulation. To help landlords meet the challenge of setting up, tracking and reporting on local standards, HouseMark is developing a new Local Standards Tracking Service.

Landlords will be able to select PIs that map to their priorities from HouseMark's compendium of PIs thereby ensuring consistency of measurement. HouseMark can also assist in developing new measures that other organisations can also adopt. Consistency of measurement means performance can be compared with others.

The service may be used by landlords and tenants to monitor and compare performance. It may also be used to demonstrate performance to others eg the TSA and the Audit Commission.

The new service is due to be launched in April 2010. For more information please contact Carol Hyatt by email carol.hyatt@housemark.co.uk or telephone 01323 486648.

Bespoke benchmarking and analysis

HouseMark provides consultancy services to help landlords make the best use of their benchmarking results to improve performance and value for money (VFM). Using your benchmarking results we can help organisations identify cost and performance drivers, determine where change is required and support you through the improvement process. We can do this for all or part of the benchmarking you currently undertake with us. We can:

- produce detailed cost and performance reports tailored to your needs
- deliver internal workshops using your benchmarking results to highlight implications for your business and crystallise improvement action
- help you understand more clearly what is driving your costs and performance, and to make VFM judgements about your services
- identify top performing organisations as a basis for exploring good practice
- support you to develop improvement action plans, working with staff, board and tenants
- show you how benchmarking data can be used as part of your organisation's wider approach to performance management and service improvement
- develop bespoke benchmarking exercises in specific areas to drill down even further.

For more information on bespoke benchmarking, call Helena Kirk on 07984 912470 or Carole Halfacre on 07949 407808 or email consultancy@housemark.co.uk

Consultancy services

HouseMark offers a wide range of consultancy services, aimed at improving social landlords' performance and service delivery. Can we assist your organisation in any of the following areas?

- Value for money and efficiency
- SLA reviews
- Service and process reviews
- Performance management
- Tenant-powered performance
- Performance measurement and validation
- PI health-checks
- Developing customer-focused PIs
- Training staff and tenants on performance management and measures
- Developing and embedding tenant scrutiny
- Customer experience
- Mystery shopping
- STATUS uncovered
- ASB performance improvement

- Self-awareness
- Change and capacity
- Procurement

We believe in working with you, passing on skills and knowledge so that you can build your own capacity. In addition, HouseMark members who use HouseMark consultancy services will benefit from our loyalty scheme – the more you use us, the more you save.

For more information on HouseMark's consultancy services, call Helena Kirk on 07984 912470 or Carole Halfacre on 07949 407808 or email consultancy@housemark.co.uk

Service improvement workshops

We run service improvement workshops on topical or specialist / technical issues and have increased the number of these this year.

HouseMark's knowledge base

HouseMark's knowledge base at www.housemark.co.uk contains a wealth of searchable information and good practice about many housing topics. All staff, board members and tenant representatives of HouseMark subscribers can use the HouseMark website and good practice service, provided they have been issued with a user name and password.

Inspection Focus

Inspection Focus is HouseMark's online database of good practice identified by Housing Inspectors. You will find it in the green menu bar on the home page or on the left hand panel once you enter the Knowledge base.

Developed in partnership with the Audit Commission, Inspection Focus brings together information on inspection for English local authorities, ALMOs and housing associations to help you:

- find ideas for service development and improvement
- identify who is good at what and who is trying innovative ideas and approaches
- understand inspectors' expectations and build a picture of good practice in any given service area
- link through to related material from HouseMark's Knowledge base.

Inspection Focus is divided into two parts – 'Positive Practice' and 'Inspection Reports'.

Positive Practice is identified by housing inspectors when making judgements about services.

Inspection Focus allows you to filter Positive Practice by Key Lines of Enquiry (KLOEs), search within Positive Practice for a particular KLOE and sort the results so you see the practices from the best performers first.

Inspection reports can be found for specific organisations, or you can filter reports by region or organisation type. Excellent-rated (3 star) inspection reports are listed on the Inspection Reports page. On the right hand side bar you can see the latest reports that have been published.

Welsh HA inspections carried out by the Wales Audit Office are now included in a separate searchable database.

Ombudsman says

Ombudsman says is a joint initiative from the Housing Ombudsman Service and HouseMark in which you will see case notes of the most important ombudsman decisions. Ombudsman says allows searches by keyword, topic, determination and tenure. You will also be able to:

- comment on a particular case digest and share your thoughts in HouseMark's Forum
- read the latest and most relevant publications on complaints management in the 'related content' section
- browse for and read any related documents in the Knowledge base.

Supporting content

In the right hand panel of all case studies and some Positive Practice, you will find a list of “supporting content”. These are links to electronic copies of documents supplied by the featured organisation that you can download and possibly adapt for your own use, eg procedure manuals, customer leaflets and forms. There may also be other useful links at the bottom of the page.

Discussion Forum

Use the forum on the HouseMark web site to ask colleagues in other organisations how they have tackled various issues and what the outcome was.

There is a button in the top menu bar that takes you to the forum, and you’ll find a link from the Topic Directory to forum postings that are particularly relevant to the topic.

Ask for help

Knowledge Management staff are more than happy to assist you find what you want and to find your way around the website. Call us on 024 7646 0500.

Appendices

Appendix 1: Disclosure of information

The information and data contained in this report are subject to the following clauses in HouseMark members' subscription agreements. These refer to future and further use of the information.

Where any compilations of Benchmarking Data or statistics or Good Practice Examples produced from data (other than Data submitted by the Subscriber) stored on the database forming part of the System are made for internal or external reports by or on behalf of the Subscriber, the Subscriber shall ensure that credit is given with reasonable prominence in respect of each part of the data used every time it is used (whether orally or in writing) and such credit shall include the words "SOURCE: HouseMark".

The Subscriber shall use best endeavours to ensure that any and all uses of the System shall be made with reasonable care and skill and in a way which is not misleading.

The Subscriber may not sell, lease, license, transfer, give or otherwise dispose of the whole or any part of the System or any Copy. The provisions of this clause shall survive termination or expiry of this Agreement, however caused.

The Subscriber shall not make any Copy or reproduce in any way the whole or a part of the System except that the Subscriber may make such copies (paper based or electronic) of the data and information displayed on the System as are reasonably necessary to use the System in the manner specifically and expressly permitted by this Agreement.

The Subscriber agrees not to use the System (or any part of it) except in accordance with the express terms and conditions of this Agreement.

Further information

For further information visit our website

www.housemark.co.uk or call **024 7646 0500**.

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About HouseMark

HouseMark is the leading provider of performance improvement and value for money solutions to the social housing sector and is jointly owned by the Chartered Institute of Housing and the National Housing Federation; two not-for-profit organisations which reinvest their surpluses in the social housing sector.